



CANTERBURY CHRIST CHURCH UNIVERSITY

UNRESTRICTED MINUTES OF THE MEETING OF THE GOVERNING BODY HELD AT 3.00PM ON TUESDAY 28 JUNE 2022 IN OS.1.01 (OLD SESSIONS HOUSE) AND VIA MICROSOFT TEAMS TELECONFERENCE

Present: Ms J Armitt (Chair), Ms N Ahmed, Ms S Appleby, Mr D Bichener, Mr S Carey, Professor G Dewhurst, Dr K Fox*, Mr R Higgins, Rt Revd Bishop R Hudson-Wilkin, Sir I Johnston (Deputy-Chair), Mrs P Jones, Mr C Stevens, Revd R Stevenson, Professor R Thirunamachandran (Vice-Chancellor), and Professor J Wood

In Attendance: Professor M Abdel-Maguid (Pro Vice-Chancellor and Dean of Science, Engineering & Social Sciences)#
Ms M Ayers (Director of Human Resources and Organisational Development)
Ms S Cockrill (Director of Digital Strategy and Information Technology)#
Professor A Honour (Deputy Vice-Chancellor)
Professor P Kersten (Pro Vice-Chancellor and Dean of the Faculty of Medicine, Health & Social Care)#
Rev J Law (Dean of Chapel) [Agenda Item 213 Only]
Mr D Leah (Director of Finance and Chief Financial Officer)
Ms A Sear (University Solicitor & Clerk to the Governing Body)
Dr L Turner (Pro Vice-Chancellor and Dean of the Faculty of Arts, Humanities & Education)#
Professor M Weed (Senior Pro Vice-Chancellor (Research, Enterprise and Business Development))

Ms E Currie (Governance and Legal Services Assistant)#
Ms N Wright (Assistant to the University Solicitor) #
Mr N Theisen (Governance and Legal Services Assistant)

* attended via Teams

attended for Agenda Items 201-205 only

201. Opening Prayer

The opening prayer was delivered by Mr S Carey.

202. Apologies for Absence

Apologies for absence had been received from Mr S Brown, Dr A Eyden and Ms J Harding.

203. Declarations of Interest

There were no declarations of interest.

204. Chair's Communications

The Chair commented that the Governor and Staff Garden Party in Coleridge Gardens was enjoyable and well attended.

She commented it was the last Governing Body meeting for Sir I Johnston. She thanked Governors Mr S Brown and Sir I Johnston for their invaluable service and contributions during their terms of office. A dinner reception in St Martin's Priory for Sir I Johnston and Co-opted member of the Audit Committee, Mr S Sutton, would follow the meeting. Mr Brown was unable to attend.

The Chair welcomed Professor John Wood as he attended his first meeting of the Governing Body as Governor. She welcomed the Deputy Vice-Chancellor (DVC), Professor Alison Honour and Director of Human Resources and Organisational Development, Ms Margaret Ayers, Senior Management Team (SMT) observer for the entire Governing Body meeting. She also welcomed SMT members attending the first part of the meeting (Agenda Items 201 to 205 inclusive).

205. Strategic Discussion

Part 1: Shaping Our Future Together: Vision 2030

The DVC presented the outcome of her work leading the development of the University's next Strategic Framework: Vision 2030. She had engaged with approximately 600 staff and students from the University community, undertaking 18 stakeholder workshops. Key messages from students and staff included:

- Student and staff wellbeing and experience is a priority and needs equal attention
- There is a strong desire for an active, vibrant social campus (connected with wellbeing)
- Sustainability is at the centre of the University
- Local and global are linked through internationalisation
- Innovation through interdisciplinarity
- Socially responsible – CCCU 'A Force for Good'
- Equality, diversity and inclusion for all staff and students
- Healthy tension between where/who we are now and have been and where/what we want to be as an institution going forward
- Strategic themes, attractive to the growth 18-year-old market, were:
 - Student learning /student life and student futures
 - Research, enterprise and innovation
 - People, culture and community
 - Partnerships and civic engagement
- Themes central to the strategy were:
 - Sustainability
 - Wellbeing
 - Inclusive
 - Compassionate
 - Global

The DVC said that the University was working in parallel with external market consultants to understand the opportunities that the uptick in the 18-year-old demographic would deliver. She provided a summary of market share, trends, the external challenges and opportunities together with the likely impact of competitor universities.

After the presentation, the DVC welcomed comments and questions from Governors.

- A Governor commented that according to the 2022 UCAS applications report the overall number of white applicants had reduced by 4% and noted that, this 4% primarily consisted of male students from lower socio-economic backgrounds. He reflected that more women had entered higher education this year than ever before. The DVC confirmed a reduction in white male applicants but noted the significant increase in Black, Asian and mixed-race males applying to university.
- A Governor asked about the feedback of current students about their experience at the University. The DVC confirmed that the Students' Union President had recently met with a group of approximately 50 students. Key messages were that students had greatly missed a sense of community since the pandemic. The DVC said that students want an energetic campus with more social events connecting the University to the City Centre. The DVC said that work would be undertaken to bring a more dynamic and diverse food offering to students on campus. The DVC said that it was positive that the University had risen to be ranked in 58th place in the 'WhatUni' league table. The fact that this league table was based solely on reviews from University students was an indication the University was turning a positive corner in connecting with its students.
- A Governor asked about the external perception of the University and if feedback from students who decided against coming to the University was analysed to inform activity. The DVC said an online decliner session had been conducted, capturing the view of around 100 such students. The University had commissioned a report on external stakeholders' perceptions. Further interviews with decliners would be carried out to determine the University's perceived values as an organisation. There would also be interviews with a wide stakeholder group encompassing partnerships from within and outside the sector.
- A Governor asked how the University determines what competitor universities are doing in order to 'horizon scan'. The DVC said that the University must externalise and mobilise its senior leaders through researching and scanning what other universities are doing. The SMT and other managers had their own networks and associations which also supported this research.
- A Governor asked if there was a tension between being a 'local' institution and globalisation. Global markets presented opportunities for greater diversity, but some territories carried inherent risk. The DVC confirmed that, on average, universities have around 15 to 20% of their international student population on campus, The University had between 9 to 10% so were marginally below average. Despite the University's push towards greater internationalisation, this current model had mitigated any over-reliance on the Chinese or other markets during Covid. The University now had an opportunity to diversify its markets. The Indian

market was up 11% last year in terms of applicants to the UK, China was at 12%, Nigeria was up 40% along with the Canadian market which had grown similarly.

- A Governor mentioned how crucial it would be to invest energy and resources into a well-formed approach. He asked how the University would avoid becoming static. The DVC reassured the Governor that she would ensure the University was open to feedback throughout the process. The DVC reiterated how crucial it is that the students and staff are included on the journey whilst keeping everybody informed and engaged to show ongoing commitment.
- A Governor asked if there was optimism around the University's understanding of how it would attract 17–18-year-olds and the position of competitors in this regard. The DVC said some specifics were known but undoubtedly there were still some factors to discover. She said there was a need to establish more focus groups to explore developing potential students at our applicant and open days using our current students. Her work would include an appraisal of the current marketing tools and branding.
- A Governor commented that it would be necessary to ensure the new Vision 2030 could be delivered to meet the expectations it would undoubtedly raise. She said gathering thought and information was key but the University would have to be honest about the achievability of the new vision. Post-Covid, there were huge changes in perceptions of careers. She added that staff experience was tremendously important as the staff would be responsible for delivering the vision to students. The DVC confirmed that she would be able to address this further next time. She said a piece of work had been commissioned to examine the currency and growth of the University's academic portfolio. It would also be necessary to look at the 'how' and 'who' to deliver the best teaching experience.
- A Governor asked about the University's information relating to student retention and sought assurance about how much data analysis took place when a student had not completed their course. The DVC said that a new Director of Student Wellbeing would launch an institutional approach to wellbeing and thinking around resilience including how the University engages with students. The DVC was currently investigating a hybrid role which would sit between a personal tutor and the University's support services. This role could be a student success co-ordinator responsible for tracking the progress of the students who were not engaging. The DVC confirmed that the University's student retention figures had already improved due to recent efforts in this area.

The DVC said the SMT would develop the strategic themes in partnership with staff for further consideration by the Governing Body and approval at the November 2022 meeting, prior to launching Vision 2030 in January 2023.

The Chair thanked the DVC for a comprehensive and informative presentation.

Part 2: HIVE Staff Experience Survey Response Update Presentation and Discussion

The Director of Human Resources and Organisational Development (HROD) presented the outcome of the Staff Experience Survey 2022 and compared it to the last full survey undertaken in 2019. Further action would be undertaken around the key themes arising from the data:

- **Inclusion and belonging:**
 - there are inconsistencies in perceptions across demographic groups
 - Professional Services and technical staff have a higher sense of belonging than academic staff
 - staff recognition is inconsistent
 - improving psychological safety across all teams would have a positive effect on belonging and engagement

- **Environment to thrive:**
 - there is a correlation between having “good days at work” with “having tasks and responsibilities that motivate, challenge and stretch me”
 - many colleagues feel unable to prioritise their development, and this impacts their perception of progression
 - stress and workload is an area where improvements could be made
 - flexible working is received positively, especially where individual needs are considered
 - generally, colleagues feel safe and supported at work

- **Confidence in leadership:**
 - there are variances across departments and faculties in perceptions of senior leadership
 - there is a moderate belief that this survey will have an impact – improving this and demonstrating action will increase trust and confidence in leaders at all levels
 - creating open and safe spaces for sharing and giving feedback will grow psychological safety.

The Vice-Chancellor and the Director of HROD would undertake interactive online live Q&A sessions via Teams for all members of staff. The survey outcome would be presented and initial thoughts on the survey response discussed. SMT and the Senior Leadership Group would undertake further work to ensure that the actions were followed up.

The Chair thanked the Director of HROD for the presentation. She acknowledged that given the challenges over the past two years, the results were more positive than she had anticipated.

A Governor asked how the University was ensuring that positive staff experiences are being shared and listened to both internally and externally. The Director of HROD confirmed that staff stories can be shared during the academic promotion process, ‘photo gallery’ stories, creating opportunities for staff members to grow, take part in apprenticeship schemes and by encouraging students to apply to work for the University.

A Governor queried whether there was a positive mentoring scheme at the University. The Director of HROD confirmed there was a mentoring scheme and also a ‘positive performance conversation’ system established two years ago. This encouraged staff to

have more regular and open conversations with their managers but engagement and roll out needed further work.

A Governor queried whether the University would seek feedback from throughout the whole organisation and not just the first couple of layers. The Director of HROD said that it was possible to review all survey responses. A 'Reference Group' had been established for the first time which was open for all staff to join. This group had helped design the survey and would explore how the University should respond.

A Governor queried the optimal interval for carrying out surveys. The Director of HROD confirmed the University's commitment to carrying out full surveys biannually. Working with Hive had enabled the University to have smaller surveys, in particular departments, and /or run annual surveys in parts of the University. The number of questions to be asked annually would be considered and whether it would be more meaningful to survey responses to the University's progress against its commitment to change.

A Staff Governor commented that their experience of working within the University indicated it was very welcoming and friendly. They voiced surprise at some of the results in relation to the treatment of staff and asked whether there were any reasons for this. The Director of HROD said that the experience varies in different areas and could be due to some members of staff being here longer than others. She confirmed that an action plan was being prepared to address this issue.

A Governor asked about the next steps. The Vice-Chancellor referred to the need to focus on an action plan with an element of flexibility given the challenges of increased student fees, Brexit, effects of the pandemic and inevitable changes in the external landscape in the short-term.

[The Deans and Executive Directors left the meeting]

206. Minutes of the Meeting of the Governing Body held on 22 March 2022 and action log [Item 5]

The minutes of the meetings of the Governing Body held on 22 March 2022 were agreed and signed as a true record.

The University Solicitor and Clerk to the Governing Body (the Clerk) proposed to remove the item 'Consider Christian identity in depth' from the Action log as it had been on the log since June 2020 and was an ongoing action. The Chair agreed to this.

NOTED

RESOLVED:

That 'Consider Christian identity in depth' be removed from the Action Log.

207. Matters arising not appearing elsewhere on the agenda [Item 6]

There were no other matters arising.

208. Vice-Chancellor's Report [Paper O131] [Item 7]

The Vice-Chancellor set the context by noting the decline in the number of 18 year-olds within the general population between 2010 and 2020, and the University's decreased intake from this demographic in that period. Positively, due to a 5% increase in the general population the number of 18-year-old applicants for September 2022 had increased by 21% compared to the same period last year.

The Vice-Chancellor reported that the disposal of Hall Place, scheduled to take place on 28 June, had been delayed. An extension of time had been offered to the buyer. Separate minutes have been taken regarding this item that were deemed to be kept confidential from the published unrestricted minutes.

The Vice-Chancellor noted the University's success, reported in his May Governing Body e-bulletin in receiving teacher training accreditation on 16 May. The University was one of only 37% of institutions that had applied to have been successful and one of three of the twelve Million Plus Universities that had applied. He referred to the outcome of a recent Ofsted inspection of primary teacher education, secondary teacher education and further education (FE) teacher education and the draft report rating the University's courses as 'requiring improvement' across the board. The University had challenged the FE report as it seemed to reflect a different interpretation between the inspector and the University relating to the percentage of FE training required to be completed at the University. The Vice-Chancellor said that the challenge to the report would not change the rating and expressed disappointment with the results. He said the report was at odds with the recent successful accreditation process and the positives which were highlighted. A task force, chaired by the Pro Vice-Chancellor and Dean of the Faculty of Arts, Humanities & Education had been established to oversee the action plan. It was hoped that Ofsted would return within the following twelve months.

A Governor enquired about the rationale for the proposed minimum entry requirements for universities.

The Vice-Chancellor suggested two possible reasons:

- a concern about 'low-value courses'; and
- the financial impact of the 'student loan book', of which a significant proportion would never be repaid, that was one of the most significant liabilities faced by the Treasury and the impact of the further increased population of 18 year-olds in the population.

A Governor asked whether the Ofsted Report could be ameliorated if the University had improved quality assurance processes governing its student placements.

The Vice-Chancellor said that according to student feedback and other indicators, placements, that were a mandatory part of teacher training courses, were inconsistent and the feedback from students reflected that. Covid had had a large impact whereby many students attended schools only to discover the school or the intended class had been closed due to teacher shortages. The Vice Chancellor said there was a need for scrutiny and quality assurances from placement schools. He said there was a need to review the mentoring program, which all teaching students received in placement, and consider remunerating mentors to ensure a higher quality of mentorship

The Vice-Chancellor stated the previous Ofsted results were:

- Primary Teacher Education – Good;
- Secondary Teacher Training – Good; and
- FE Teacher Training – Outstanding.

The Chair acknowledged the discussion had been a focus on the challenges but noted there were far more successes to be commended in the Vice-Chancellor's Report.

NOTED

209. Report of the Students' Union [Paper O132] [Item 8]

The Students' Union President presented an update on the recent decision of the Students' Union's (SU) Trustee board to cease affiliation with the National Union of Students UK (NUS-UK); the political arm of the NUS subject to the outcome of a student referendum vote. He said that several student unions across the country were taking similar action. The disaffiliation would not affect the SU's relationship to the NUS charity, that was a separate legal entity and to which the SU would remain affiliated and continued to provide support to the SU.

A Governor asked what would be lost or gained from ceasing affiliation to NUS-UK.

The SU President confirmed that external agencies could provide training and similar services to the SU at favourable rates. The services provided by NUS-UK were not currently considered to represent good value for money.

The SU President said he had met with the leader of Canterbury City Council, Councillor Ben Fitter-Harding and Rosie Duffield, MP. They had discussed the lack of funding for paramedic science as a second degree. The discussion had resulted in Ms Duffield posing a written question to the Government requesting to know the rationale for this and a response from the Secretary of State for Health and Social Care was anticipated.

The SU President had lobbied Councillor Fitter-Harding for improved accessibility to Polo Farm Sports Club for students and had highlighted the lack of a footpath. Discussions had commenced with a local golf club and it was hoped that such a footpath would be created.

The Chair thanked the SU President for his report and for his valuable contributions to the Board over the course of his first year as student Governor. She congratulated him on his re-election as Student Union President for 2022/23.

NOTED

210. Students' Union Election 2022: Report of the Certifying Officer [Paper O133] [Item 9]

The DVC presented the Report on behalf of the Certifying Officer, the Director of Student Experience informing the Board of the process and outcomes of the 2022 SU leadership election that had taken place in line with the Education Act 1994. She commended the Students' Union preparations and conduct of the election process on campus. Ten candidates had campaigned for four full-time positions. The successful candidates were:

Dan Bichener – Students' Union President;

Frankie McGregor – President (Campaigns and Societies);
Ines Abella Romero – President (Community, Diversity and Inclusion); and
Max Elvin – President (Engagement and Sports).

The DVC noted the high level of complaints after the 2019/20 leaderships elections. She said that as a result, the SU had worked very hard to ensure candidate wellbeing. The culture around the elections process was very positive.

The Chair thanked the DVC for presenting the report.

NOTED

211. Financial Plan and Draft Budget for the Period 2022/23 [Paper O134] [Item 10]

The Director of Finance and Chief Financial Officer (CFO) presented the report and repeated his statement made previously to the Finance and Resources Committee, that the proposal was for a transitional budget. The previous 'normal' financial year was 2018/19 which contained historical cost behaviours which had been dramatically impacted by the pandemic. The draft budget bridged the final five months of the current Strategic Plan along with the first seven months of Vision 2030. The institutional high priorities agreed by SMT would be subject to further development and addition in the context of the work to finalise Vision 2030 and the outcome of the Staff Experience survey. The budget would be reviewed mid-year to ensure its alignment with the new strategic vision, once approved.

The CFO said that the significant growth in the income budget was largely, but not exclusively, due to partnership activities with commensurate increases in non-staff costs to reflect payments due to collaborative partners. He acknowledged the significant cost of living challenge and non-staff cost inflation that had arisen since January 2022. He had attempted to anticipate those inflationary pressures within the budget and noted the need to revisit bank covenants and loan arrangements as interest rates increased. The University's current use of its revolving credit facility and the amount of the balance to draw down into an amortizing loan were subject to review. The refreshed financial strategy and risk appetite statement to support Vision 2030 would be developed together with the separate strategies for key areas such as IT and HROD.

A Governor commented on the staff vacancy rate as a key risk in terms of the University's capacity to deliver its goals.

The CFO acknowledged the risk around institutional capacity with staff vacancies as well as the financial risk of inflationary pressures on salary levels. There were concerns around staff retention if public sector pay levels fall below market expectations.

A Governor commented that the budgeted KPI 'staff costs as a percentage of income' seemed low. She asked whether the staffing KPIs had been benchmarked against other higher education institutions.

The CFO confirmed the need to review and update the KPI measure in the light of the growth in partnerships' income which has a distorting effect on the staff costs to total income ratio.

RESOLVED:

That the Financial Plan and Draft Budget for the Period 2022/23 be approved.

212. Membership of the Governing Body [Paper O135] [Item 11]

The University Solicitor and Clerk to the Governing Body (Clerk) presented the report on changes to the Membership of the Governing Body and the succession planning activities undertaken.

She confirmed that the Deputy Chair of the Governing Body was due to retire from the Board on 31 July 2022. In addition, the first term of three independent Governors would expire on that date and a Co-opted member of the Audit Committee would retire from that position. Additionally, on 31 May 2022 another Co-opted member of the Audit Committee had stood down for personal reasons. An invitation for Expressions of Interest to join the Governing Body had been advertised using a diverse range of media. Eight expressions of interest were received from a strong field. Two of those expressing an interest had met with the Chair, the Vice-Chancellor and the Clerk on 10 May 2022. Given their skills and extensive CEO level experience in finance, accounting and risk, the Chairs' Committee, as Nominations Committee, had recommended both join the Governing Body, subject to the approval of the Board.

The Chairs Committee recommended that on 1 August 2022 (unless otherwise stated):

- Lady Angela Newey and Mr Jeremy Stockwell be appointed to the Governing Body for an initial four-year term;
- Ms Sue Appleby and Ms Nadra Ahmed be reappointed for a second four-year term;
- Mr Clive Stevens be appointed Chair of the Finance and Resources Committee on 1 October 2022. Consequently, he would step down as Chair of the Audit Committee on 30 September 2022;
- Lady Angela Newey be appointed to the Audit Committee and to Chair of the Audit Committee on 1 October 2022;
- Mr Jeremy Stockwell be appointed to the Audit Committee;
- Ms Nadra Ahmed be appointed Chair of the Remuneration Committee;
- Professor John Wood be appointed to the Remuneration Committee;
- Staff Governors Dr Ken Fox and Mr Robin Higgins be appointed joint Governor Sustainability Champions; and
- Mr Steve Carey be appointed Governor EDI Champion.

The Clerk reported the decision by Chairs Committee to invite Expressions of Interest in the role of Deputy Chair of the Governing Body during the new academic year, for commencement on 1 August 2023. Should the need arise in the meantime, Bishop Rose as Senior Independent Governor had kindly offered to assist the Chair.

The Chair expressed thanks to Mr Staynton Brown who was stepping down from the Board on 31 July 2022, and to those Co-Opted members of the Audit Committee also stepping down; Mr Steve Sutton and Mr Ranil Perera.

The Chair also thanked the two staff Governors for volunteering to serve as joint Sustainability Champions. She stated the benefits of both an academic and professional services role in the position.

RESOLVED:

That the following appointments be approved:

- the appointment of Angela Newey as member of the Governing Body 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 term commencing on 1 October 2022 and expiring on 31 July 2026;
- the appointment of Jeremy Stockwell as member of the Governing Body 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 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 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); and
- the appointment of Professor John Wood as member of the Remuneration Committee for a 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 as joint Sustainability Champion for an initial period of one year commencing on 1 August 2022; and
- Independent Governor Steve Carey as EDI Champion for an initial period of one year commencing on 1 August 2022.

213. Chaplaincy Annual Report [Paper O136] [Item 12]

The Dean of Chapel joined the meeting to present the Chaplaincy Annual Report. He said that 2021/22 was akin to 'twilight' whereby there was transition, change, uncertainty, but also creativity and new ways of thinking. This change had been experienced across the University with the breakdown of old assumptions and new ways of working providing hope for the new academic year. There was a sense of being part of a 'reformed community'.

The Chaplaincy team had worked tirelessly throughout the year to be innovative. There had been initiatives such as the Connect Project in conjunction with Canterbury City Council. The Chaplaincy team had promoted compassion to SMT and student groups across campus as an underpinning theme for Vision 2030. Compassion promoted student growth and a sense of belonging and helped staff be more productive and creative. A compassionate environment raised the collective intelligence which was at the heart of a university's mission.

The Chair asked for the Dean of Chapel's impression of student and staff spirit in the post-Covid period.

The Dean of Chapel acknowledged his impression was of one individual amongst 20,000 students and staff. His engagement with staff was broad and one of pastoral support and collaborative work as opposed to the acute nature of his engagement with students who often approached once a problem had arisen. The mood within the University had

lifted since Easter and he attributed this to intangible successes such as the REF results, improved graduate leaver destinations, and positive results in the Complete University Guide and 'WhatUni'. He noted the work of the DVC and the engagement of stakeholders to create Vision 2030 had been transformative and instrumental in promoting a collaborative approach to the future.

The Dean of Chapel caveated the positive review with the fractured nature of the return to work and the mixed economy consisting of both face to face and online interactions. The consequences of short-term working had absorbed a great deal of goodwill from staff which needed to be regenerated. The staff survey matched the level of stress observed by the Dean of Chapel although it was not uniform across the University. Academic staff expressed a lower level of satisfaction when compared to Professional Services staff. Academic staff exhibited frustration in the lack of academic freedom to create, design and deliver curriculum due to the delayed approval process.

The Dean of Chapel said student concerns centred around finances and mental health issues. The silver lining in respect of the increased number of care leavers was that they had chosen the University because of the focus on wellbeing and the support provided. Work remained to be done to ensure students were aware of their Personal Academic Tutor. He acknowledged second year students struggled the most with hybrid learning whilst first year students were more optimistic and accepting of the hybrid model.

A Governor asked how confident the Dean of Chapel was that compassion would be a central part of Vision 2030.

The Dean of Chapel had confidence that it would be adopted within the new Strategic Framework. He stated students were shaped by the academic culture of the University and he was optimistic that the effects would reverberate throughout their chosen disciplines and beyond in both their future work and leisure.

The Chair thanked the Dean of Chapel for his report.

NOTED

214. Climate Emergency Strategy: Phase 2 [Paper O137] [Item 13]

The Senior Pro Vice-Chancellor (Research, Enterprise and Business Development) (Senior PVC) presented his report on the University's response to the Climate Emergency. The Academy for Sustainable Futures had launched in March 2022. The University had shifted its (2019) aim of being net zero by 2050 to being net-positive by an earlier date. As previously reported, the target for a 50% reduction of scope 1 and 2 emissions failed to include the switch to a renewable energy tariff and the positively revised reduction of scope 1 and 2 emissions was now 70%. The direct emissions of the University, with 18,000 students and 1,800 staff, was half that of Fordwich, Britain's smallest town, with a population of 400.

The Senior PVC said that procurement comprised 45% of the University's indirect emissions. A new procurement strategy was developed which formalised sustainability as a core component of procurement decisions. The University had also upskilled through additional senior appointments and doubled the staffing levels in the procurement team. He acknowledged Information and Communications Technologies posed a particular difficulty in sustainable procurement, so work was undertaken as to

how the life of equipment could be extended whilst providing cutting edge technology students and staff expected.

The Senior PVC said there were indirect methods in which the University directly decreased emissions. Student and staff commuting comprised 1/3 or direct emissions and financial incentives such as bike schemes, disincentives such as paid parking, and adjusted timetables and delivery models were only effective in changing volume and mode of commuting if understood and well thought out.

Delays to understanding baselines were necessary to collect data and for the University to take evidence-based decisions and ensure money and time were well spent. Vision 2030 consultations provided an understanding of what actions staff and students wished to see in response to the climate emergency and created a shared understanding for embedding processes. The internal targets for climate education across curriculum and the climate change research undertaken were the first steps towards delivering change-making education. In the short-term, investments were put into data analysis, heat decarbonisation and research committed to the climate emergency. Long-term investments were an expanded procurement team and the establishment of the Academy for Sustainable Futures. The delivery and success of these investment strategies was supported and monitored by the University's Sustainability Team led by the Director of Sustainability.

The Sustainability Champion Governors agreed that the progress over the previous six months had been positive with substantial work focused on baselines. They referred to the reliance upon a few individuals at the University who made sustainability a focus and the need to embed good sustainability practices within every aspect of the University's operations. It would be a big task to embed these practices and progress had been made. They reflected the positive results from the Vision 2030 stakeholder sessions and the focus staff and students placed on responding to the climate emergency. They confirmed the desire to begin work without delay but reiterated the Senior PVC's statement that work must be data driven to be effective.

A Governor asked whether there was engagement with the local communities in the University's approach.

The Senior PVC confirmed the University was embedded in the Canterbury Climate Action Group which had introduced the scooter hire scheme. Discussions were ongoing about Canterbury being a pilot area for a 'heat' network to embed sustainable energy in local households.

The Chair asked what the timeline was for a professorial appointment at the Academy for Sustainable Futures.

The Senior PVC confirmed that the recruitment process had commenced and the target date for the appointment was January 2023.

The Chair thanked the Senior PVC for his report.

NOTED

215. Results of the 2021 Research Excellence Framework (REF 2021) [Paper O138] [Item14]

The Senior PVC presented his report on the Research Excellence Framework (REF). He said the REF occurred every seven years and its impact therefore lasted for seven years. He expressed thanks for the phenomenal work performed by researchers as well as efforts from staff during short-term working to put together the REF submission.

The REF submission had comprised 473 outputs (mostly journals articles but also including compositions, performances and monographs), submitted by 224 staff, compared to 137 staff contributors in the 2014 REF. The quality of the research had increased, 'World-Leading' research had doubled and the University had entered into the third quartile of UK universities for the first time. Most universities within the quartile were able to contribute a much more significant proportion of their income to research than the University. 23 of the 26 impact case studies had elements of 'world-leading' or 'internationally excellent' impact of which four studies directly impacted over six million people in the UK.

The Senior PVC said the funding implications were determined by quality as well as the quantity of research. Based upon its growth of 'market share' and the increased quality, the University expected Research England block funding to be increased in comparison to the last REF cycle.

The Chair said the results were impressive and wished to express gratitude from the Governing Body to the entire submission team.

A Governor asked what steps would be taken to improve within departments and faculties with less successful submissions.

The Senior PVC stated the research often drew from across departments and faculties. Areas with less successful submissions had not failed but showed room for growth. An annual review system was in place for all faculties and work had commenced on the next REF cycle which focussed on a four-star strategy approach.

A Governor echoed gratitude to the research and submission teams and the positive results received. It indicated the University's ability to make long-term systemic change and indicated potential for future, long-term systemic change in other areas of the University's operations. It was agreed that the impact cases would be shared with Governor colleagues.

The Chair said that planning and institutional oversight with institutional direction of research were the actions which had the greatest impact on the success of REF when compared to the previous cycle.

The Chair thanked the Senior PVC for his report.

RESOLVED

That the REF 2021 Impact Cases would be circulated to Governors

NOTED

216. KPI Progress Monitoring Report [Paper O139] [Item 15]

This item was taken as read.

NOTED

- 217. Governor Informal Reviews 2021/22 including Skills Review and Governor Visits Programme [Paper O140] [Item 16]**

This item was taken as read.

NOTED

- 218. Termly Health and Safety Report [Paper O141] [Item 17]**

This item was taken as read.

NOTED

- 219. OfS Statement of Expectations Update [Paper O142] [Item 18]**

This item was taken as read.

NOTED

- 220. High Level Risk Register Summary [Paper O143] [Item 19]**

This item was taken as read.

NOTED

- 221. Summary Minutes of the Academic Board [Paper O144] [Item 20]**

This item was taken as read.

NOTED

- 222. Any Other Business [Item 21]**

There was no other business.

- 223. Confidential Items [Item 22]**

The Clerk said that the commercially sensitive elements of the discussion on the disposal of Hall Place should be kept confidential from the published minutes.

The meeting closed at 18:16.