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UNIVERSITY OF KENT

MEETING OF COUNCIL

Venue: Darwin Boardroom

DRAFT Minutes of the meeting held on 29 June 2022

Present: The Chair of the Council (Dame Ursula Brennan); the Vice-Chancellor (Professor Karen Cox); the Deputy Chair of the Council (Andrew Newell); Michael Crick; Aisha Dosanjh; Gabriel MacGregor; Mark Preston; Professor Georgina Randsley de Moura; Professor Richard Reece; Dan Cook; Mark Malcomson; Alex Perkins; Professor Iain Wilkinson.

In attendance: Chief Financial Officer (Jane Higham); Financial Improvement Director (Peter Pentecost); Deputy Vice Chancellor, Research and Innovation (Professor Shane Weller); Director of Governance and Assurance (Secretary to the Council) (Dr Sinead Critchley); Risk Management Consultant (Charmaine Leech) for item 9; Director of Finance (Frank Richardson) for item 10; Director of Engagement (Philip Pothen) for item 12; Director of Human Resources and Organisational Design (Martin Atkinson) for item 13; Assistant Director Governance (Sarah Megson), Governance Support Officer (Clare Cockerell), Incoming Student Representative - Observer (Mima Osmani)

Apologies: Xian Chan; Chris Barron; Colin Carmichael; Neil Davies; Mayuri Lakhani; Kim Lowe; Dr Owen Lyne; Thomas Freeston.

Absent: Timi Okuwa.

5504 CHAIR'S INTRODUCTION

The Chair welcomed members to the meeting, including Mima Osmani, incoming student representative for 2022/23 attending as an observer for this meeting.

5505 MINUTES

The Minutes of the meeting held on 17 May 2022, Paper **C2021/0083** were **approved**.

5506 MATTERS ARISING

The Action Log: **C2021/084** was noted.

5507 VICE CHANCELLOR AND PRESIDENT'S COMMUNICATIONS

The Vice Chancellor gave a verbal update on the following topics:

1. Proposed Higher Education Bill
2. Higher Education Freedom of Speech Bill
3. Access and Participation Plan
4. Signing of a partnership agreement with Kherson State University in Ukraine

5508 STRATEGIC PLAN DASHBOARD REPORT

The Vice-Chancellor presented paper **C2021/085**, an update on progress against the Strategic Plan.

5509 CURRENT PERFORMANCE

The Vice Chancellor presented paper **C2021/086**, Performance Dashboard report.

5510 RISK MANGEMENT

The Chair of the Audit Committee and Director of Governance and Assurance (Secretary to the Council) presented Paper **C2021/087 Risk Management Strategy** for approval, and the **Annual Risk Management Assessment Report 2021-2022** for discussion. Charmaine Leech, Risk Management Consultant, joined the meeting for this item.

The Audit Committee recommended the new approach to Risk Management which represented a significant organisational change in approach. The papers presented were the first iteration of a maturing framework that would be developed further over the coming year. The revised approach had been developed under the oversight of the Project Board, Executive Group and Audit Committee and with the engagement of the DVCs, CFO, Director of HROD, and with senior managers and Divisional Directors.

Council welcomed the new approach being taken to the management of risk and noted that the Audit Committee and the Executive Group would oversee the detailed development of the new regime, while Council would receive routine summary updates in future.

Council agreed to approve **C2021/087 Risk Management Strategy** and noted the Annual Risk Management Assessment Report 2021-2022.

5511 KPI Financial Sustainability
C2021/088 Report of the Chief Financial Officer and
C2021/090 Budget for 2022/23
C2021/089 Recommendations from the Finance and Resources
Committee

Commercial in confidence, reserved to Council.

5512 Director of Engagement
C2021/091 The Emerging Civic Engagement Strategy

The following points were noted:

- I. Civic engagement was one of the University's three Strategic Pillars, along with Education and Student Experience, and Research and Innovation. Kent had the ambition to become a leading civic university.
- II. A civic agreement typically focused on themes around health and wellbeing, education, sustainability, business and the economy. Civic agreements were usually signed by institutions such as local authorities, universities, colleges, NHS Trusts and Dioceses, coming together in a locality to pursue a common agenda.
- III. In areas such as the Institute of Creative and Cultural Industries (ICCI), KMMS, the Signature Research Themes and links with industry the University was demonstrating leadership and championing its Civic Engagement ambitions, with opportunities for staff, students and the local community to play a part.
- IV. Because civic engagement had a local focus it attracted less funding than international activity. Establishing a coherent, whole university approach could help to make more efficient use of available resource.
- V. Actions in train included making civic engagement part of the academic career map and utilising the alumni network (two-thirds of whom were based in the southeast).
- VI. Council noted the opportunities that a civic agreement could bring for the university, such as external 'watermark' accreditation awards. In addition, the support and advice of Council members and their networks could support greater understanding of the opportunities within the University's geographical area.
- VII. Council noted that a Civic Engagement Plan would be drafted, complete with associated KPIs to help promote Kent's public commitment to civic engagement.

Council thanked the Director of Engagement for an informative introduction to the Civic Engagement Strategy and looked forward to receiving future updates as the strategic pillar activity progressed.

5513 People and Culture Strategy
C2021/092 People and Culture Strategy

The Director of Human Resources & Organisational Development presented the People and Culture Strategy.

The following points were noted:

- a) The Strategy was a reframing of the former HR Strategy which looked at the organisation and people and culture more holistically.
- b) The Strategy supported the University's vision with a renewed emphasis on wellbeing and work-life balance, the embedding of organisational success, and driving efficiency and effectiveness.
- c) An action plan would be developed, with key deliverables and success measures which to translate the strategy into action.

Council approved the People and Culture Strategy, noting it was helpful to have clarity about the objectives and targets within it and the emphasis on links to the EDI Strategy. Council thanked the Director of HR&OD for the informative presentation.

5514 Report of Senate
C2021/093 Report of Senate meeting of 15 June 2022

- Recommendation from the Senate regarding the approval of the Degree Outcomes Statement, for submission to the Office for Students (OfS) – **Approved**
- Recommendation from Senate regarding the approval of the updated Access and Participation Agreement, for submission to the OfS. – **Approved**

5515 ANY OTHER BUSINESS

Date of November Council meeting to be reconsidered due to a clash with the Congregations ceremony, Secretary to the Council to propose an alternative date.

The Chair thanked all members for their contribution, particularly Mark Malcomson and Aisha Dosanjh, whose terms of office had come to an end.

Council thanked them for all their work in support of Council and wished them both well for their future endeavours.

5516 DATES OF FUTURE MEETINGS

To note forthcoming meetings in academic session 2022/23:

- 4 October 2022, 2-5pm
- 25 November 2022, 10am-4pm
- 26 January 2023, 10am-4pm (Strategy session)
- 22 February 2023, 2-5pm
- 24 March 2023, 10am-4pm
- 18 May 2023, 2-5pm
- 28 June 2023, 10am-4pm
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All meetings will be held in person, unless otherwise indicated.

ITEMS BELOW THE LINE

Council **approved and/or noted** as appropriate the following papers:

- **C2021/094 Minutes of the Ethics Committee meeting of 12 May 2022**
- **C2020/095 Annual Report of the Remuneration Committee**
- **C2021/096 Minutes of Audit Committee meeting of 14 June 2022**
- **C2021/097 Minutes of Finance & Resources Committee meeting of 17 June 2022**
- **C2021/098 Council Forward Programme 2022/23**

Notes

1. Papers

Copies are available on the Council eboard portal (Diligent Boards) or on request from the Secretary. Approved Minutes and many of the papers are published on the University SharePoint site at <https://livekentac.sharepoint.com/sites/council>.

2. Queries

Any queries should be addressed to Dr Sinead Critchley, Director of Governance and Assurance (Secretary to Council), (email: S.Critchley-2002@kent.ac.uk).

CC 04.07.2022