

CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 9 JUNE 2020	
PRESENT: (via Webex).	
Lord Kerslake (Chair)	Prof C Kinsella
Ms J Allen	Mr N MacDonald
Mr A Adegbola	Dr J Morrissy
Prof J Bale	Ms M Munn
Ms E Buckley	Mr S Muhammed
Mr D Bye	Prof J Patnick
Ms A Foulkes	Mr K Taylor
Ms K Finlayson	Ms P Thompson
Dr K Grainger	Dr S Timothy
Prof Sir C Husbands	Prof P Wiles
Mr C Kenny	
APOLOGIES:	Mr D Bradley
IN ATTENDANCE:	AGENDA ITEM
Ms M Boryslawskij, University Secretary and Clerk to the Board	
Mr R Calvert, DVC Strategy and Operations	
Prof R Eccleston, DVC Academic	
Ms D Harry, Chief Finance and Planning Officer	
Mr P Ishola, Business, Technology and Engineering (BTE) Officer Elect, Students' Union (observer)	
Dr S Jackson, Chief People Officer	
Prof K Kerrigan, PVC Business and Enterprise	
Prof A Metcalfe, PVC Teaching and Learning	
Dr L Mooney, PVC Research and Innovation	
Ms N Rawlins, Group Director for Recruitment, Communications and Marketing	6.3
Mr J Richardson, Director of Global Development & Partnerships	6.3
Ms L Stallard, Executive Assistant to the University Secretary and Chair of the Board of Governors (observer)	
Mr M Swales, Chief Estates and Facilities Officer	
Prof C Wigginton, PVC Global and Academic Partnerships	
Ms T Goodwill, Minute Secretary, Governance, Legal and Sector Regulation	

Agenda item 1	Chair's Opening Remarks	Minute Ref BG/20/57
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- 57.1 The Chair welcomed each of the following to the meeting:
- i) Praise Ishola, BTE Officer Elect, Students' Union (observer);
 - ii) Angela Foulkes who was appointed to the Board in March 2020.

Agenda item 2	Declarations of Interest	Minute Ref BG/20/58
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58.1 There were no declarations of interest.

Agenda item 3	Minutes of previous meetings	Minute Ref BG/20/59
Paper Ref		
BG/2/20/M		
BG/3/20/M		
BG/3/20/MC		

59.1 The Board approved each of the following as a correct record:

- i) minutes of the 17 March 2020 meeting;
- ii) minutes of the special briefing meeting held on 28 April 2020;
- iii) confidential minutes of the special briefing meeting held on 28 April 2020.

Agenda item 4	Matters Arising/Action Tracker	Minute Ref BG/20/60
Paper Ref		
BG/3/20/action		

60.1 The Board noted the action tracker.

60.2 Matters Arising: Minute 20/27.2 Staff Re-engagement Policy

The Board noted that there was no immediate need for the staff re-engagement policy to be reconsidered. This item would be removed from the Board's and the Finance and Employment Committee's forward programmes of business.

Agenda item 5	Other Urgent Business	Minute Ref BG/20/61
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61.1 There was no other urgent business.

Agenda item 6.1	Budget and Forecast Timetable	Minute Ref BG/20/62
Paper Ref		
BG/4/20/6.1		

62.1 The Chief Finance and Planning Officer reported that given the extremely uncertain environment owing to the disruption created by the COVID-19 pandemic and the challenges arising from that for the University's financial forecasting and planning:

- i) a one year budget for 2020/2021 would be considered by the Finance and Employment Committee (FEC) and the Board at meetings in July 2020;
- ii) the five-year forecast would be brought forward for the Autumn 2020 meetings of the FEC and Board. The timetable of meetings, which included an additional meeting of the FEC, would allow the forecast to be presented, agreed and approved in time for audit closure. A Going Concern report, based on the forecast, would be considered by the Auditors as part of their report. The forecast and the annual report and financial statements would then be submitted to the Office for Students (OfS) by the December 2020 deadline.

Action: Chief Finance and Planning Officer

62.2 The Board noted the timetable for the development and presentation of the 2020/2021 budget and five-year forecast to governors' meetings. The Chair commented that members should do their best to attend the meetings as scheduled given the significance of the business and the decision making for the University.

62.3 There continued to be much discussion in the media and sector about the financial impact of the disruption created by the pandemic on the higher education sector which would be

significant. The Board was informed that universities in the region were looking to mitigate against significant losses of income and their plans included budget cuts/voluntary severance schemes.

Agenda item 6.2

Paper Ref

BG/4/20/6.2

Strategy Discussion - Academic Delivery in Autumn 2020Minute Ref
BG/20/63

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- 63.1 The Board received the report which stated the principles being applied to support a high quality student experience at the University in, and beyond, the first semester of 2020/2021. The DVC Academic reported on the progress of the work designed to ensure that the University delivered a compelling offer to new and returning students. Autumn 2020 delivery would be a combination of remote and on-campus teaching and learning. The approach involved prioritising activities that benefit most from being face-to-face, such as seminars, workshops, discussion and collaborative tasks for on-campus, face-to-face delivery and the consideration of all lectures being recorded and shared online. Given the likelihood that social distancing requirements would continue owing to the pandemic, a constraint was a reduction in the capacity of the estate. Time was also a constraint as the University approached the summer period in which staff took leave and scholarly activity was undertaken. Autumn delivery required a re-focusing of academic resource. The number of hours on-campus and the number of synchronous hours which were contingent on the capacity of the estate in Autumn 2020, were outlined. Supporting the work of the major incident Gold Group were Silver Groups whose remit covered student operations and experience, course delivery and student engagement, placements and employability and the estate and operations.
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- 63.2 The Board discussed the approach to and preparations for Autumn 2020 delivery and the following points were made:
- i) a considerable amount of course materials were online. In addition, there was work to do in preparation for online provision in Autumn 2020 including the recording of supporting material such as short videos which students could watch on-line at a time which suited them;
 - ii) the number of hours on-campus and the number of synchronous hours were minimum levels. Given the specific needs of practical courses and that delivery requirements would vary from course to course, the number of asynchronous hours was not specified. There was a need for flexibility. The detail of course delivery would be managed by the Academic Deans;
 - ii) the impact of learning and teaching delivery were being carefully monitored and addressed. The high level principles were welcomed but it was commented that some students and staff may not wish or be able to return to on-campus learning and teaching. Autumn 2020 provision must be accessible and inclusive;
 - iii) what evidence did the University have for the student experience and the quality of it since the start of the UK lockdown which was announced by the Government in response to the pandemic in March 2020. The work by the Student Engagement, Evaluation and Research (STEER) team was outlined. This included support to enhance students' engagement and their experience and informed the University's approach to its provision;
 - iv) the University's reflection on its no detriment policy and application of it by the Department Assessment Boards would inform consideration of the approach to be taken in Autumn 2020. It was commented that some students were not happy with the approach to results being taken in the implementation of the University's no detriment policy. The work of STEER with students would inform the University's consideration of the policy. The Board would receive a progress report on the no detriment policy at its meeting in July 2020;
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Action: PVC Teaching and Learning

- v) planning for the first phase of re-opening campus buildings included the libraries;
- vi) students were the priority in the context of Autumn 2020 delivery principles which were consistent with the long term strategic direction of the University Strategy;
- vii) resilience was one of the Autumn 2020 delivery criteria and one aspect of that was that course delivery could, if needed, be transitioned to remote provision. It was commented that this should be highlighted in communications to students;
- viii) the outcomes of the National Student Survey (NSS) would be published in July 2020;
- ix) sector reports were suggesting a decline in graduate employability. This data and other student and institutions' data impacted by the disruption created by the pandemic, had implications for institutions' positions in future league tables.

63.3 Governors reflected on the fact that universities were in an extremely challenging and uncertain position and commented:

- i) that the University was trying to do something at pace that it had not done before and neither had other universities;
- ii) what the University had implemented and achieved was comparable with what other universities had implemented. At the time of lockdown in March 2020 universities did not have many options;
- iii) the differences between universities before the pandemic continued;
- iv) at the University, students were the priority;
- v) the University Leadership Team (ULT) continued to work things through. Issues had been identified and thinking was informed by many factors including risk assessments and equality impact assessments. ULT had not yet made all the decisions and did not yet have a firm plan to implement them;
- vi) on the role of the Board and its committees – what could governors do?
- vii) what is put in place for Autumn 2020 would not be completely right. The external context was characterised by increasing uncertainty. Government policy was unclear. The need for the University to plan, reassess plans, adapt and regularly review its decisions would continue and outcomes would inform academic delivery in 2020/2021. All universities would progress through a comparable process.

The Board thanked the ULT for consideration of the new ways of working and academic delivery. The programme of work was mission critical and its significance could not be overstated.

63.4 At a meeting of the Academic Assurance Committee (AAC) planned for July 2020 the Committee would review the University's approach to Autumn 2020 teaching and learning and providing a high quality student experience. A report would be made to the Board at its meeting in July 2020.

Action: Chair of the AAC

Agenda item 6.3
Paper Ref
BG/4/20/6.3 +
Tabled
Supplement
Confidential

Student Recruitment for 2020

Minute Ref **BG/20/64**

64.1 The Board received the:

- i) report which concluded that there would be significant impact on the University and the HE sector from the disruption created by the pandemic on student recruitment outcomes for 2020/2021;
- ii) tabled supplement which reported that the OfS was concluding its interest, for now,

in the issues it raised in October 2019 with the University about its admissions practices.

- 64.2 The Group Director for Recruitment, Communications and Marketing summarised the University's position for home full-time undergraduate student recruitment, the changes being seen in applicant behaviour, increased regulation and the work to mitigate the impact of the pandemic. The following points were made:
- i) following the January 2020 UCAS deadline the University's performance in relation to competitors and the sector was encouraging. At that time it was hoped that this marked the beginning of a change of trajectory based on stronger reputational positioning and profile;
 - ii) the announcement of the suspension of A Level exams for 2020 in March 2020 led to a small number of HEIs making aggressive moves to convert conditional offers to unconditional offers with immediate effect. The OfS placed a moratorium on unconditional offer making and changes to offers to prevent destabilisation. This ran until early May 2020 when the OfS released their 'Consultation on the integrity and stability of the English higher education sector'. This included a number of restrictions related to offer making and other recruitment practices back dated to 11 March 2020. In response to questions the University's broad analysis of the impact of the estimated A level grades process was outlined;
 - iii) student number controls of +5% against institutional projections reported to the OfS in July 2019 had been implemented. In response to questions the current guidance about the additional student numbers bidding process was outlined;
 - iv) UCAS had moved the deadline by which the majority of applicants were required to accept their firm and insurance place, from early May to 18 June 2020. From this date the University could project the position for its Clearing and September 2020 enrolment and plan with the first firm evidence of income to inform the 2020/2021 budget;
 - v) understanding applicant behaviour was key. UCAS research suggested that applicants were concerned about missing a real university experience and there was slow but significant increase in the number of applicants changing their mind since the start of the UK lockdown which was announced by the Government in response to the pandemic in March 2020. The percentage of potential students saying they would defer was not yet showing in the data. In response to questions about the uncertainty of whether a student would accept an offer it was reported that the University continued to model likely outcomes on previous years' data but 2020 outcomes were in the context of a different operating environment characterised by uncertainty. The University's conversion to firm acceptance, detailed in the report, showed improvement against competitors and the sector when compared to last year and suggested that the University was continuing to build on its stronger reputational positioning and profile evidenced in January 2020;
 - vi) the University was planning its approach to the practicalities of Clearing to ensure a resilient operation including options for remote operation;
 - vii) emails had been sent to returning and prospective students and social media updates were being made relating to the University's plans for the Autumn. Regular updates would continue to keep students informed.
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- 64.3 The Group Director for Recruitment, Communications and Marketing summarised the University's position for postgraduate taught student recruitment. The employability support for the graduating Class of 2020 would include a reduced fee postgraduate offer and this would be launched in June 2020.
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- 64.4 The Director of Global Development and Partnerships summarised the University's position for international and higher and degree apprenticeship recruitment including the work to mitigate the impact of the pandemic. The following points were made:
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- i) There would be a significant impact on the University's ability to recruit international and EU students in September 2020 as well as risk to retaining continuing students. The assumption of a reduction of between 50-80% in new students, was informed by external surveys by the British Council as well as internal intelligence gathering;
 - ii) there were risks from the ability of students to travel and apply for a visa, the impact of recession on financial ability to study abroad, confidence in the UK as a safe destination and uncertainty about the student experience offer in the UK. There was also a growing gap between the number of applicants who were unconditional firm compared with the same point last year. Governors commented that communications to students should include details of the University's student support arrangements. In response to questions:
 - it was confirmed that the University could not do anything to incentivise a student to confirm early acceptance of an offer;
 - about students who had completed their Masters and wished to continue to study, the UK Visas and Immigration guidance was explained in relation to academic progression;
 - iii) at the University, mitigations already in place included an online English Language teaching programme and testing, flexibility had been introduced for fee deposits and admissions, further development of the January 2021 start date for postgraduate taught and final year undergraduate top-up programmes with an option for Semester 1 online engagement. The University was contacting applicants and some were indicating a preference for a later, January 2021, start. In response to a question it was reported that the short-term mitigations were in the context of maintaining the University's profile in international markets for the longer term;
 - iii) the University's Higher and Degree Apprenticeships recruitment prior to the start of the UK lockdown in March 2020 was in a strong position. The likely impact of the pandemic was mixed across the portfolio;
 - iv) the University's employer engagement campaign. Discussions with employers indicated that decisions were being postponed rather than cancelled. Some employers expressed interest in later course start dates with the potential for some start dates to move from September to January. Flexibility in delivery models and start dates would be key;
 - v) partnership work was being developed with employers to explore opportunities for students to complete their studies at the University.
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64.5 The Board would receive a report on student recruitment at its meeting in July 2020.

Action Group Director for Recruitment, Communications and Marketing and the Director of Global Development and Partnerships

Agenda item 6.4
Paper Ref
BG/4/20/6.4

Vice-Chancellor's Report

Minute Ref
BG/20/65

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- 65.1 The Board received the report which summarised activity in the HE sector and at the University. The Vice-Chancellor reported:
- i) that uncertainty was the biggest challenge. The University continued to model a range of financial scenarios for the 2020/21 financial year and beyond;
 - ii) that students were the University's priority;
 - iii) that the announcement by the Government in May 2020 of the support for the HE sector during the pandemic had been a disappointment to the HE sector. The University's resilience and agility would enable it to manoeuvre itself through the challenges ahead;
 - iv) on the proposals of the OfS in its consultation on 'the integrity and stability of the
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English higher education sector'. The changes, which were temporary, were likely to come into force in June 2020;

- v) that the University had been chosen to lead the Civic University Network. The Board congratulated the Deputy Vice-Chancellor (Strategy and Operations) on the University's achievement. The ambition was to use the Network to support and stimulate thinking around the role and importance of universities as civic institutions including their role in supporting regional longer-term recovery from the impact of the pandemic;
 - vi) that the Association to Advance Collegiate Schools of Business (AACSB) announced that the University had earned accreditation for its Sheffield Business School, marking it out as within the top five per cent of business schools globally;
 - vii) that the Hardship fundraising campaign had been successful.
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65.2 Governors commented on recent reports in the media about international student recruitment, the reliance of the UK HE sector on the recruitment of students from China and the UK political context. The Vice-Chancellor reported that:

- i) as part of its strategic partnership with La Trobe University in Australia the University shared good practice and innovative approaches to higher education including approaches to international student recruitment;
- ii) the University's Future Strategy Group was considering the issues raised in the media reports in its thinking about the strategic development of the University including its future size, shape and financial sustainability. The Board would receive a report on the organisation and shape of the University at its meeting in July 2020;

Action: Vice-Chancellor

- iii) the University continued to impress on the Government the need to support universities.

Agenda item 6.5
Paper Ref
BG/4/20/6.5

Staff Pulse Survey – Remote Working

Minute Ref
BG/20/66

66.1 The Chief People Officer introduced a presentation which summarised the questions asked, response rates and outcomes of the pulse survey of staff on remote working which was held between 30 April and 11 May 2020. The outcomes had been combined with those from the Digital Technology Services survey on systems and technology and integrated into the 2019 staff engagement survey action plans. Although there were no average scores for the University overall that could be viewed as negative there were some variances for different groups of staff. In addition to the qualitative data shared by staff in their response to the pulse survey the University was using Listening Rooms research methodology to gain insight. The presentation concluded with a comparison of the responses to the tracking questions in 2019 and 2020.

66.2 The Board noted the outcomes of the pulse survey on remote working and that they were informing the work of the University's Future Strategy Group including thinking about the future working environment and ways of working. Governors commented that the University should be reassured by the outcomes and asked.

- i) about the University's engagement of Associate Lecturers in the survey. The practicalities of email communication with Associate Lecturers were outlined and it was reported that improving the level of engagement continued to be a challenge;
 - ii) about the University's engagement of furloughed staff in the survey. It was confirmed that they had been included in the all staff email communications but whilst away from their place of work may not be reviewing email correspondence;
 - iii) why the two lowest scoring questions in 2019 had not been asked again in the 2020
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pulse survey. It was reported that given the unprecedented changes created by the pandemic it was decided to make remote working the focus of the pulse survey. It was confirmed that the two 2019 questions would be asked in the 2021 survey.

Action: Chief People Officer

- iv) about the progress of work to address the outcomes of the 2019 staff engagement survey in connection with bullying and harassment. It was reported that the 2019 outcomes continued to be a priority area of work and details would be communicated in the University shortly. A report would be made to the Finance and Employment Committee;

Action: Chief People Officer

- v) about the disaggregation of the pulse survey outcomes below the College and Directorate level. It was reported that outcomes were not analysed where staff groups were of 10 staff or less.

- 66.3 A summary of staff comments made in response to four of the pulse survey questions in a high level analysis of the key positive themes and areas for improvement would be uploaded to the governors extranet.

Action: Chief People Officer

Agenda item 6.6
Paper Ref
BG/4/20/6.6

Report from Staff Governors

Minute Ref **BG/20/67**

- 67.1 The Board received the report. The academic staff governors highlighted the challenges for academic staff as the University approached the summer period and plans for teaching in 2020/2021 were being developed. There were challenges arising from the different effects of the pandemic on different groups of staff, working from home, managing family caring responsibilities, taking annual leave, extra demands on staff arising from the preparations required for teaching and safety arrangements for work on-campus in the Autumn. For some staff these challenges were a source of stress and anxiety.

- 67.2 The Vice-Chancellor reported that:

- i) as reported previously the University was not alone in having to respond to the disruption created by the pandemic and to continue to operate in an extremely challenging and uncertain environment. The work to be done was significant and the impact of the pandemic on the University including its financial sustainability should not be underestimated. There was no capacity for extra staff resources;
- ii) staff health, safety and wellbeing support arrangements had been signposted in regular communications to all staff. Staff were encouraged to speak to their line manager in connection with support for their continued wellbeing whatever their individual circumstances. There was a range of staff wellbeing resources on the University's staff intranet pages;
- iii) the reasons for staff sickness absence continued to be monitored and managed;
- iv) risk assessments were being carried out to underpin the University's planning, reassessment of plans and decision making. This included the health and safety arrangements for the Autumn 2020 delivery to students;
- v) the regular communications to staff had highlighted the importance of annual leave for staff wellbeing.

- 67.3 Other governors shared their observations and commented:

- on the strong sense of uncertainty being felt by staff;
- on the regular communications to staff which highlighted the planning for the Autumn 2020 on-campus activity to enable students to study and staff to work safely;
- on reports in the media which were considered to be misleading as they were

contrary to the internal communications about the approach being taken to Autumn 2020 delivery and a planned, phased re-opening of campus buildings;

- that consultation had started with the trades unions, although it was considered that it should have started earlier than it had.

Agenda item 6.7
Paper Ref
BG/4/20/6.7

Degree Outcomes Statement 2019/20

Minute Ref
BG/20/68

68.1 A consultation led by Universities UK (UUK) in 2018-19 looked at the increase in graduates receiving First and Upper Second Class degrees (good honours) across the sector. The PVC Teaching and Learning introduced the report which summarised the University's work to consider the outcomes of the scenario modelling undertaken for UUK, review sector comparisons in relation to regulations, analyse University data sets, and reflect on changes to teaching, learning and assessment activity over the last five to eight years. This work informed the University's Degree Outcomes Statement for publication in line with guidance set out by the Quality Assurance Agency for Higher Education (QAA).

68.2 The Statement had been scrutinised by the Academic Board (minute AB/20/17 refers) and by the Academic Assurance Committee (AAC) at its meeting in May 2020. The Chair of the AAC reported that the Committee agreed that it could assure the Board that the proposed Statement appropriately addressed the issues required by UUK and QAA and recommended it to the Board for approval.

68.3 **Governors:**

- expressed their opinions on the rationale, including some of the drivers which were considered to be political, for degree awarding bodies being asked to look at degree classification. The reasons for differences across the sector were complex. It was felt likely that the sector would be asked to look again at degree classification;
- asked whether the Regulator would provide feedback on the Statements given that a Condition of Registration (B4) with the Office for Students (OfS) was that 'the provider must ensure that qualifications awarded to students hold their value at the point of qualification and over time, in line with sector recognised standards'. It was reported that it was not clear whether the OfS would provide feedback formally to providers.

68.4 The Board resolved to approve the Degree Outcomes Statement 2019/2020 for publication.

Agenda item 6.8

Students' Union Review: Implementation Update

Minute Ref
BG/20/69

69.1 The Vice-Chancellor reported that following the external review of the structure and operation of the Students' Union, which had taken place in August 2019 (minute BG/20/11 refers), most of the review's recommendations had been implemented and were being embedded. Key performance indicators and a partnership agreement were being developed and the Students' Union continued to work with the Dean of Academic Strategy and the Chief Finance and Planning Officer.

Agenda item 6.9
Paper Ref
BG/4/20/6.9

Report from the Students' Union

Minute Ref
BG/20/70

70.1 The Board received the report which summarised the objectives and priorities delivered in 2019/2020 by the elected Officers in the Students' Union.

70.2 The President thanked the Board of Governors for its support and commented that it had been a pleasure to represent students and work with the Officers to address issues and deliver objectives.

70.3 On behalf of the Board the Chair thanked the President for his service to the Students' Union. The amount of work progressed and completed by the team of Officers, across the broad range of activities detailed in the report, was recognised.

70.4 The Education Officer thanked the University for its support of students which was being provided in response to the disruption created by the pandemic.

70.5 The University Secretary reported that she had received a report on the Students' Union's elections held in Spring 2020 from the Returning Officer which confirmed that the elections were conducted fairly and properly.

Agenda item 6.10
Paper Ref
BG/4/20/6.10
Confidential

Students' Union Grant 2020/2021

Minute Ref
BG/20/71

71.1 The Board received the report on the Students' Union Grant 2020/2021 which had been considered by the Finance and Employment Committee (FEC) at its meeting in June 2020. The paper set out the Students' Union's plans for year one of a five-year strategy and its draft 2020/2021 budget proposal. Given the extremely uncertain environment owing to the disruption created by the pandemic and the challenges arising from that for financial forecasting and planning, the report recommended that the Board approve the grant to the Student's Union for the first six months of 2020/2021 and that a grant for the second six months be considered by the FEC and the Board at meetings in Autumn 2020. There was also a need to reflect the changing environment in the five-year strategic plan which had been developed prior to the March 2020 lockdown in response to the pandemic.

71.2 The Board resolved to approve the grant to the Students' Union as detailed in the report for the first 6 months of 2020/2021 and agreed to consider a further grant request in Autumn 2020 for the remaining 6 months of the academic year.

Action: Chief Finance and Planning Officer

71.3 The Board would receive a report on the Students' Union's five-year strategy at its meeting in July 2020. **Action:** President of the Students' Union

Agenda item 6.11
Paper Ref
BG/4/20/6.11
Confidential

University Performance Report: April 2020 (Period 9)

Minute Ref
BG/20/72

72.1 The Chief Finance and Planning Officer introduced the report and highlighted that the:

- i) Graduate Outcomes data showed a slightly lower employment compared to the previous Destination of Leavers in HE (DLHE) survey; however this was likely to be attributable to the different survey methodology and once comparator data was published, this was expected to be a positive picture of employment outcomes at the University;
- ii) operating surplus was forecast at £4m which was £5.7m favourable to budget. This was a significant movement since period 6 due to a reduction in spending across the University arising from the impact of the pandemic;
- iii) the cash position remained strong;
- iv) University would not commit to any major new estate capital commitment until a more firm income position was known.

72.2 Externally, the progress made by the University over recent years was recognised in the 2021 Complete University Guide which had been published in June 2020; the University had risen six places in the rankings and had been named in the top 20 for student satisfaction.

Agenda item 6.12	Chairs' Reports	Minute Ref BG/20/73
<p>73.1 Following reports made earlier in the meeting, there were no additional reports from the Chairs of the Academic Assurance Committee or the Finance and Employment Committee.</p>		
<p>73.2 The Chair of the Audit and Risk Committee reported that the unconfirmed minutes of the May 2020 meeting were on the Board's agenda (minute BG/20/76.1ii refers) and the Committee had:</p> <ul style="list-style-type: none"> i) received a standing report on risk management; ii) discussed the external auditors plan for auditing the University's annual report and financial statements for the year ended 31 July 2020. The external auditors had assured the Committee that they were confident that they would be able to conduct the audit whilst working remotely; iii) considered several matters in relation to the internal audit programme of work and received assurances from the internal auditors about how they would conduct their work during a period of predominantly remote working. 		
<p>73.3 It was noted in response to a Governor's question about the Teachers' Pension Scheme (minute ARC/20/30.2 refers), that this detail had inadvertently been included in the open minutes and was a matter which was currently confidential to the Committee.</p> <p>Post-meeting note – the University Secretary spoke with the Governor to clarify the situation.</p>		
Agenda item 6.13 Paper Ref BG/4/20/6.13 Confidential	Appointments to the Board of Governors and its committees	Minute Ref BG/20/74
<p>74.1 The Board <u>noted</u> that the:</p> <ul style="list-style-type: none"> i) periods of office of Sheriff Muhammed, President of the Students' Union, on the Board of Governors and the Nominations Committee would end on 30 June 2020; ii) period of office of Andrew Adegbola, Education Officer of the Students' Union, on the Board of Governors would end on 30 June 2020. 		
<p>74.2 The Board <u>resolved to approve</u> the appointment of:</p> <ul style="list-style-type: none"> i) Andrew Adegbola, President Elect of the Students' Union to the Board for the period 1 July 2020 until 30 June 2021; ii) Praise Ishola, BTE College Officer Elect, to the Board for the period 1 July 2020 until 30 June 2021. 		
<p>74.3 The Board <u>noted</u> that as President of the Students' Union, Andrew Adegbola would be an ex-officio member of the Nominations Committee from 1 July 2020 until 30 June 2021.</p>		
Agenda item 6.14 Paper Ref BG/4/20/6.14	Audit and Risk Committee: Revised Terms of Reference	Minute Ref BG/20/75
<p>75.1 The Board <u>resolved to approve</u> the additional terms of reference, recommended by the Audit and Risk Committee, to clarify the Committee's role in the oversight of risk management.</p>		
Agenda item 7.1 Paper Ref BG/4/20/7.1i BG/4/20/7.1ii	Minutes of the Committees of the Board	Minute Ref BG/20/76
<p>76.1 The Board <u>received</u> the:</p> <ul style="list-style-type: none"> i) minutes of the Finance and Employment Committee meeting held on 23 April 2020 which had been confirmed on 2 June 2020; 		

ii) unconfirmed minutes of the Audit and Risk Committee meeting held on 14 May 2020.

Agenda item 7.2 Paper Ref BG/4/20/7.2	Academic Governance	Minute Ref BG/20/77
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77.1 The Board received the unconfirmed minutes of the Academic Board meeting held on 22 April 2020.

Agenda item 7.3	Board Effectiveness Working Group (BEWG)	Minute Ref BG/20/78
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78.1 The Clerk to the Board reported that following the cancellation of the March 2020 BEWG meeting arrangements for a meeting to progress the refresh of the Instrument and Articles of Government were being made. The Board would receive a report at its meeting in July 2020.

Action: Clerk to the Board

Agenda item 8.1 Paper Ref BG/4/20/8.1	Revised Timeline for the Research Excellence Framework (REF) 2021	Minute Ref BG/20/79
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79.1 The Board noted the report which outlined the University's response to the proposed revised timeline for the REF 2021 which had been postponed to allow universities time to respond to the disruption created by the pandemic. The outcome of sector consultation by the four UK funding bodies was expected in late June 2020. The Board would receive a further update at its meeting in July 2020.

Action: PVC Research and Innovation

Agenda item 8.2 Paper Ref BG/4/20/8.2 Confidential	Estate Developments	Minute Ref BG/20/80
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80.1 The Board noted the:

- i) estate developments progress report which was received by the Finance and Employment Committee at its meeting in June 2020;
- ii) report on accommodation allocation which was made in response to a question at the October 2019 meeting of the Board (minute BG/19/110 refers).

Agenda item 8.3 Paper Ref BG/4/20/8.3	Corporation Seal	Minute Ref BG/20/81
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81.1 The Board noted the report.

Agenda item 8.4 Paper Ref BG/4/20/8.4	Minutes of the Health, Safety and Wellbeing Committee	Minute Ref BG/20/82
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82.1 The Board noted the unconfirmed minutes of the Health, Safety and Wellbeing Committee meeting held on 22 January 2020.

Agenda item 8.5 Paper Ref BG/4/20/8.5 Confidential	Prevent Duty	Minute Ref BG/20/83
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83.1 The Board noted the letter from the OfS.

<p>Agenda item 9 Paper Ref BG/4/20/9</p>	<p>Schedule of meetings and outline annual business cycle</p>	<p>Minute Ref BG/20/84</p>
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84.1 The Board received the annual business cycle and noted that the next meeting of the Board would be held on Tuesday 28 July 2020 from 4.00pm until 6.00pm.

84.2 Given the extremely uncertain environment owing to the disruption created by the COVID-19 pandemic the University continued to model a range of financial scenarios for the 2020/21 financial year and beyond. At its meeting in July 2020 the Board would consider financial sustainability and a one year budget for 2020/2021.

Action: Chief Finance and Planning Officer

<p>Chair's Closing Remarks</p>	<p>Minute Ref BG/20/85</p>
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85.1 On behalf of the Board the Chair thanked Sheriff Muhammed (President of the Students' Union) for his service to the Students' Union and the Board of Governors.