

**CONFIRMED MINUTES OF THE MEETING HELD ON 26 FEBRUARY 2020**

PRESENT:

Neil MacDonald (Chair)	Dr Julie Morrissy
David Bradley	Meg Munn
Prof Sir Chris Husbands	Dr Stephen Timothy
Lord Kerslake	

IN ATTENDANCE:

AGENDA ITEM

Michaela Boryslawskyj, University Secretary and Clerk to the Board	
Simon Briggs, Chief Information Officer (Interim)	9.2
Richard Calvert, DVC Strategy and Operations	
Prof Roger Eccleston, DVC Academic	6.1
Deborah Harry, Chief Finance and Planning Officer	
Richard Hughes, HROD Manager, Cultural Development and Wellbeing	6.3
Dr Sally Jackson, Chief People Officer	
Daniel Ladbury, Director of Estates and Facilities	7.1-7.4
Daniel Lally, Head of Business Engagement and Growth	9.1
Linda Mason, Director of Strategic Planning and Insight	9.1
Mark Swales, Chief Estates and Facilities Officer	7.1-7.4
Libby Wilson, Director of Transformation	9.2
Umar Zamman, Director of Human Resources and Organisational Development	6.1-6.3
Pete Sweeney, Governance and Sector Regulation Adviser (Minute Secretary)	

Agenda item Paper Ref	<b>Opening Comments</b>	Minute Ref FEC/20/01
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1.1 The Chair welcomed Dr Julie Morrissy to her first meeting as a member of the Committee.

Agenda item Paper Ref	<b>Declaration of Interests</b>	Minute Ref FEC/20/02
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2.1 There were no declarations of interest reported.

Agenda item Paper Ref	<b>Minutes of the meeting on 12 November 2019</b>	Minute Ref FEC/20/03
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3.1 The minutes were confirmed as a correct record.

Agenda item Paper Ref	<b>Minutes of the joint meeting with the Audit and Risk Committee on 12 November 2019</b>	Minute Ref FEC/20/04
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4.1 The minutes were confirmed as a correct record.

Agenda item Paper Ref	<b>Matters Arising/Action Tracker</b>	Minute Ref FEC/20/05
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5.1 There were no matters arising or amendments to the Action Tracker.

Agenda item Paper Ref	<b>Other Urgent Business</b>	Minute Ref FEC/20/06
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6.1 No other urgent business was reported.

Agenda item Paper Ref	<b>Industrial Relations</b>	Minute Ref FEC/20/07
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7.1 The University and Colleges Union (UCU) had taken strike action over the eight working days between 25 November and 4 December 2019 and had commenced further action scheduled for

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14 days between 20 February and 13 March 2020. The action related to two separate disputes; a national dispute in relation to the 2019/20 National Pay Award and a local dispute concerning academic workloads. The DVC Academic reported on discussions with UCU to resolve the local dispute. The University had presented its full and final offer to UCU negotiators on 21 February 2020, with the mutual and shared aim to find a swift resolution. This offer restated the University's commitment to addressing academic staff concerns around workload planning, workload allocation and how workloads were reviewed sustainably and consistently. The UCU was consulting with its membership on the offer.

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Agenda item 6.2 Paper Ref FEC/1/20/6.2	<b>Equality, Diversity and Inclusion Report</b>	Minute Ref FEC/20/08
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8.1 The Chief People Officer presented the annual report which set out progress against the University's Equality Objectives and gave an update on the future approach to Equality, Diversity and Inclusion (EDI) at the University.

8.2 In discussion, the Committee stated that addressing disparities in BAME staff recruitment and BAME student attainment must remain the foremost priority. The following points were made in response to comments and questions raised in the discussion:

- I. It was essential that the University created a sense of belonging for staff and student BAME groups. This required further exploration of the micro-aggressors around culture, values and behaviour that may be holding back progress;
- II. It was frustrating that more progress had not been made and levels of engagement from staff had been mixed. This indicated the ongoing need to change behaviour and for individuals to take personal responsibility.
- III. The Hallam Race network was providing some useful first-hand information around culture and inclusivity. An example of this was Fresher's Week activities currently being centred around Students' Union bars;
- IV. More understanding was needed around the rate of progression amongst women staff. If it proved to be the operating environment that was holding people back, then it was this that needed addressing.

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Agenda item 6.3 Paper Ref	<b>Staff Engagement Survey</b>	Minute Ref FEC/20/09
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9.1 At its meeting in November 2019, the Committee noted that an Action Plan had been agreed to take forward the recommendations of the task and finish groups created to lead the response in six areas identified for cross-University follow-up. The Chief People Officer reported on a number of ongoing initiatives within the Action Plan including:

- I. Proposals to develop a refreshed set of values for the University by the end of the 2019/20 academic year;
- II. The 'Hallam in Action' initiative designed to engage senior leaders with 'back to the floor' activities across the University;
- III. The Academic Operations Delivery Board starting to work through outputs around frustrations caused by systems and processes;
- IV. A refresh and redesign of the Management Development programme.

The next survey would be launched on 20 April 2020.

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9.2 The Committee discussed the intention to conduct another survey in April 2020 and asked whether this was too soon to be able to demonstrate progress against the previous survey. In response, the Chief People Officer acknowledged that progress in some areas would be limited at this stage and that difficult messages received from the previous survey might therefore be repeated. However, it was important to keep momentum going and to be seen to be asking questions and listening to feedback.

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Agenda item 7.1 Paper Ref FEC/1/20/7.1	<b>Estates Development Report</b>	Minute Ref FEC/20/10
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- 10.1 The Committee received the Capital Plan update overview, RIBA Gateway Stage reports and the Campus Masterplan progress report.

Agenda item 7.2 Paper Ref FEC/1/20/7.2	<b>Atrium Roof and Refurbishment Stage 4 Approval</b>	Minute Ref FEC/20/11
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- 11.1 The Director of Estates and Facilities reported that delivery of the project had been placed under the Hallam Alliance. Budget pressures identified at the end of the RIBA Stage 3 design had led to a review of the project scope to drive further efficiency. This had resulted in costs being reduced by £1.5m. The budget for the project was higher than the original estimate but was in line with estimates reported to recent meetings of the Committee. The project would commence on 6 April 2020 and was forecast to be completed in May 2021.

- 11.2 The Committee resolved to:
- I. Approve the progression of the project to the final design and construction phase;
  - II. Formally approve the increased budget for the project.

Agenda item 7.3 Paper Ref	<b>Update on Alliance Projects</b>	Minute Ref FEC/20/12
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- 12.1 The Director of Estates and Facilities reported that intense work on mobilisation had been taking place and that contracts were expected to be signed by the end of the week commencing 2 March 2020. The validation process for the first set of new buildings was also due to be completed by that date. The report highlighted the added value the Alliance approach would bring in terms of its commitment to targets around student internships, graduate employment and apprenticeships.

- 12.2 In discussion, the Committee welcomed the approach to using the Alliance to support student placement and employment. Members were assured that all Alliance Partners were signed up to a charter and would be working to the University's recruitment values. Work was on-going with the Business, Engagement, Skills and Employment directorate to identify groups of students who typically struggled to find a placement and who might therefore particularly benefit from this approach.

Agenda item 7.4 Paper Ref FEC/1/20/7.4	<b>Acquisition Update</b>	Minute Ref FEC/20/13
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- 13.1 At its meeting in November 2019, the Committee resolved to approve the recommendation to commence negotiations to purchase premises within the vicinity of City Campus (Minute FEC/18/82 refers). This recommendation had now been withdrawn and the purchase would not be pursued due to the owners reporting an offer from a third party that the University believed to be above the realistic market value of the property.

Agenda item 8.1 Paper Ref FEC/1/20/8.1	<b>Financial Performance Report Period 6</b>	Minute Ref FEC/20/14
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- 14.1 The Operating Deficit remained in line with the Period 3 forecast although there had been some significant movements across income and expenditure categories. The University continued to target a break-even position. The forecast did not include the potential risk around China and Hong Kong provision caused by the outbreak of Coronavirus, which could also have a knock-on impact on 2020/21 international recruitment.

- 14.2 In response to comments and questions about the likely financial impact of the UCU industrial action, the Committee was told that there had been no tuition fee refunds or compensation payments to students other than reimbursement for significant travel and expenditure for teaching events that had been cancelled. Pay deductions from the 2019 action had been diverted to the Student Hardship Fund. No decision had been made at present about how to use pay deductions from the second tranche of action and discussions were taking place with auditors about whether this money could be carried forward for use in 2020/21. There had

been an impact on commercial activity that would not be recovered.

Agenda item	8.2	<b>Students' Union Financial Monitoring Period 6</b>	Minute Ref	FEC/20/15
Paper Ref	FEC/1/20/8.2			

15.1 The Committee received the report which showed a small adverse variance to the forecasted Operating Deficit. Members commented on the significant adverse variance in commercial performance noting that this had been affected in part by the UCU strike.

Agenda item	8.3	<b>Orders and Contracts Above Threshold Level</b>	Minute Ref	FEC/20/16
Paper Ref	FEC/1/20/8.3			

16.1 The Committee received the report and noted the award of a contract for the supply of student healthcare uniforms and other associated services and a contract extension for the continued supply of E5, the finance system. Details of the successful tender and the duration and value of the contract were stated in the paper FEC/1/20/8.3. Except for the Estates and Facilities projects released as part of the Masterplan, no other contract had been awarded above £500k.

16.2 The Committee noted that Chair's Action may be sought prior to the next meeting in relation to contracts for recruitment, advertising and resourcing services and the extension to the contract for the Blackboard learn essentials system.

Agenda item	8.4	<b>Investments Summary 6 Months to 31 January 2020</b>	Minute Ref	FEC/20/17
Paper Ref	FEC/1/20/8.4			

17.1 The Committee noted the report.

Agenda item	9.1	<b>Potential Development Opportunity</b>	Minute Ref	FEC/20/18
Paper Ref	FEC/1/20/9.1			

18.1 The Committee discussed the report. A minute confidential to the Committee was recorded.

Agenda item	9.2	<b>Technology Strategy and Roadmap</b>	Minute Ref	FEC/20/19
Paper Ref	FEC/1/20/9.2			

19.1 The Committee received the report which set out progress to date with the development of the Technology Strategy and Roadmap.

Agenda item	10.1	<b>Forward Programme</b>	Minute Ref	FEC/20/20
Paper Ref	FEC/1/20/10.1			

20.1 The Committee noted the report and asked that a People Plan update be added to the standing items to compliment the regular updates on financial performance and estates developments.

**Action: Clerk to the Board**

Agenda item	10.2	<b>Next Meeting</b>	Minute Ref	FEC/20/21
Paper Ref				

21.1 13 May 2020.