

<b>CONFIRMED MINUTES OF THE MEETING HELD ON WEDNESDAY 25 NOVEMBER 2020</b>	
<b>PRESENT:</b> via Zoom	
Lord Kerslake (Chair)	Mr C Kenny
Ms J Allen	Prof C Kinsella
Mr A Adegbola	Mr N MacDonald
Prof J Bale	Dr J Morrissy
Ms E Buckley	Ms M Munn
Ms A Foulkes	Prof J Patnick
Dr K Grainger	Mr K Taylor
Prof Sir C Husbands	Ms P Thompson
Mr P Ishola	Prof P Wiles
<b>APOLOGIES:</b>	Mr D Bye, Mr D Bradley and Ms K Finlayson
<b>IN ATTENDANCE:</b>	<b>AGENDA ITEM</b>
Ms M Boryslawskij, University Secretary and Clerk to the Board	All
Ms H Boyce, Senior Administrator, Governance, Legal and Sector Regulation (observer)	All
Mr R Calvert, DVC Strategy and Operations	All
Prof R Eccleston, DVC Academic	All
Ms D Harry, Chief Finance and Planning Officer	All
Dr S Jackson, Chief People Officer	All
Prof K Kerrigan, PVC Business and Enterprise	All
Ms Linda Mason, Director of Strategy, Planning and Insight	Items 6.4 + 6.5
Prof A Metcalfe, PVC Teaching and Learning	Items 6.2 – 6.6
Dr L Mooney, PVC Research and Innovation	All
Mr A Porter, Associate Director (Governance), AdvanceHE (observer)	All
Prof C Wigginton, PVC Global and Academic Partnerships	All
Ms T Goodwill, Minute Secretary, Governance, Legal and Sector Regulation	All

<b>Chair's Opening Remarks</b>	Minute Ref <b>BG/20/150</b>
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- 150.1 The Chair:
- i) reported that Elaine Buckley's period of office on the Board would end when she retired from the University in December 2020. The Chair expressed the Board's thanks to Elaine for her service to the University and the Board and its committees.
  - ii) welcomed Aaron Porter, Associate Director (Governance) at AdvanceHE, to the meeting which he was observing as part of the 2020/21 review of Board effectiveness (minute BG/20/169 refers).

Agenda item 2 <b>Declarations of Interest</b>	Minute Ref <b>BG/20/151</b>
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- 151.1 There were no declarations of interest.

Agenda item 3 BG/6/20 + BG/7/20	<b>Minutes of previous meetings</b>	Minute Ref BG/20/152
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- 152.1 The following minutes were each approved as a correct record:
- i) special meeting held on 22 September 2020;
  - ii) meeting held on 23 October 2020.

Agenda item 4 BG/7/20/action	<b>Matters Arising/Action Tracker</b>	Minute Ref BG/20/153
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- 153.1 The Board noted the action tracker.

Agenda item 5	<b>Other Urgent Business</b>	Minute Ref BG/20/154
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- 154.1 There was no other urgent business.

Agenda item 6.1 Paper Ref BG/8/20/6.1 Confidential	<b>Vice-Chancellor's Report</b>	Minute Ref BG/20/155
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- 155.1 The Board noted the report. The Vice-Chancellor reported:
- i) on the approach of the Department for Education to higher education reform following the Comprehensive Spending Review. This included reform of the university admissions system and a move to a post qualifications approach by 2023/24;
  - ii) that the Secretary of State for Education had written to universities asking them to consider the adoption of the International Holocaust Remembrance Alliance working definition of antisemitism. In response to questions the membership of the University's working group and the approach to considering the adoption of the definition was outlined. The Board would receive a report at its meeting in February 2021;  
**Action:** Chief People Officer
  - iii) that risks remained for the higher education sector and the University around access to the Erasmus Programme and the major research funding schemes when the UK leaves the European Union on 1 January 2021;
  - iv) that associated with the move of Sheffield and South Yorkshire to Tier 3 COVID restrictions the University had moved more teaching online. In connection with the University's approach to the delivery of teaching and learning in semester 1, regular meetings were held with Students' Union representatives at College level and through the new Department and Course representative system. The University and College Union (UCU) national position, which was looking for universities to operate 'digital by default teaching' meant that the local UCU branch was in dispute with the University about face-to-face provision;
  - v) that discussions continued in connection with a possible development which would build on the University's teaching, learning and research strengths. The Board would receive a report on the outcomes of the discussions at its meeting in February 2021;  
**Action:** Vice-Chancellor
  - vi) that the questions in the Staff Pulse Survey in October 2020 had focused on staff wellbeing, line management support, systems and processes, information sharing the future direction of the University and attitudes to working from home. The majority of questions had a positive score. There was a small downward trend in scores compared to the April 2020 Survey and this was consistent with staff experience in other sectors over the period. The University's work to support staff wellbeing and a healthy work/life balance continued.

- 156.1 The Board supported the approach to future strategy that had been presented at the Board's October 2020 Strategy Event. The Board received the report which set out the case for resetting the University's strategic priorities within the framework of the Transforming Lives Strategy. The proposals to reset the priorities drew on analysis of the University's strengths and weaknesses, its adaptive response to the COVID-19 pandemic and an analysis of major shifts in the operating and policy environment over the next few years. The six major themes running through the priorities were not designed to capture everything that the University does but represented areas which were key to creating resilience and success as the disruption created by the pandemic diminished and where there was the greatest potential for significant impact on the University's positioning, impact and long-term success.
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- 156.2 Governors:
- i) commented that it was commendable that the University was using the lessons learned from its response to the disruption created by the pandemic to inform its strategic development;
  - ii) commented that the report, which signalled the potential to be bold, was excellent. With reference to the programme delivery structure (figure 8) the significance and contribution of technology to strategic priorities was acknowledged but it was suggested that it should not drive the imperative for change. Instead, the first consideration to inform change should be an understanding of how the existing portfolios and work plans had worked including what had been achieved. It was reported that the University would take a pragmatic approach to the gains to be achieved from the interrelated workstreams in the delivery structure;
  - iii) commented on the key ideas under the priorities (section 5) which included the need to simplify and streamline the University, from simplifying the academic offer to streamlining the way the University engaged people and managed its business. Governors commented that in their experience a 'one size fits all' approach to streamlining teaching delivery would be difficult to implement and would not work and asked what the decisions about the portfolio were based on. In response it was agreed that 'one size would not fit all'. The overarching starting proposition for resetting the strategic priorities was to remove complexity which did not add value for students. Other universities were carrying out wide ranging portfolio reviews. Governors shared examples of the complexities they had seen and worked with in the University's portfolio of courses and commented that the need to simplify and have consistency across modules were essential;
  - iv) asked what the considerations for building a flexible workforce including how we contract and reward staff, would mean for staff going forward and retrospectively, and, what would not be included in the academic offer in resetting the strategic priorities. It was reported that the University was committed to being a broadly-based university in terms of the range of courses offered whilst growing key strengths where the University could make a distinctive impact. A flexible workforce would enable the University to become a much more agile and responsive organisation;
  - v) commented that the challenges for the University in its financial planning and management were common across the higher education sector given the extremely

uncertain environment. Flat tuition fees and rising costs meant that cost pressures on the sector would become acute. Other universities were looking to mitigate against significant losses of income and their plans included budget and resource cuts. The University's staff costs as a percentage of turnover were relatively high compared to the sector and would be addressed. The University was a financially robust institution and the overarching aim of resetting the strategic priorities was to grow a surplus to enable the University to adapt, thrive and be sustainable whatever the future may be;

- vi) asked whether there had been any consideration of the timing of communications given the remote arrangements for staff working and a sense of fatigue in general across the public sector. The approach to communications with staff would be as outlined in section 8.

156.3 At the conclusion of the discussion, Karen Grainger and Kevin Taylor, two of the academic staff members, asked that the minutes record that they still had reservations about the revised strategy.

156.4 The Board resolved to approve the reset of the strategic priorities within the framework of the Transforming Lives Strategy as detailed in the report including the provision of regular oversight of the programme of work by the Board Officers Oversight Group.

156.5 The Board Officers Oversight Group and the Board would receive regular reports on the progress of the programme of work for the reset of the strategic priorities.

**Action:** Vice-Chancellor

Agenda item 6.3.  
Paper ref  
BG/8/20/6.3

**Report from Staff Governors**

Minute Ref **BG/20/157**

- 157.1 The Board received the report from the staff governors who raised the following matters:
- i) some academic staff were struggling to maintain a work/life balance because the work required to set up and deliver online teaching, including working from home were creating extra demands. Governors commented that as discussed previously by the Board, the role of the line manager was crucial in the University's wellbeing support arrangements for staff. The Finance and Employment Committee received regular reports on staff including wellbeing issues and had considered feedback in connection with responses about wellbeing in the recent Staff Pulse Survey. The University's response included a winter wellbeing plan (minute FEC/20/99 refers). Governors commented that the staff experience and the student experience were priorities and asked what feedback had been received from students about their experience. It was reported that the University's work to deliver the student experience was being informed with a mix of qualitative and quantitative data. This was from students' feedback in a survey of all students in October 2020, the work of the Deputy Vice-Chancellor (Academic) with the Academic Leadership Team and the use of listening rooms. The University had won a Guardian University Student Experience Award for a listening rooms project which captured honest conversations between friends studying at the University to build a picture of students' lives and learn how to improve.
  - ii) the outcomes of the health and safety inspections carried out by the local branch of the University and College Union (UCU) and notified to the University and the Health

and Safety Executive (HSE). Staff governors commented that they felt that the response to UCU by the University had not been adequate. The DVC (Strategy and Operations) reported that HSE had reviewed the University's risk assessment and approach to risk mitigation, and had raised no concerns. Given that this had not been communicated to UCU, the DVC (S&O) said he would ensure that UCU representatives were briefed following the meeting. The University remained confident that with a limit on the numbers of staff and students on campus and the management of the space available in line with Government guidance, the campus remained a safe working, teaching and learning environment. The Board was briefed on the COVID-19 infection rates among staff and students, and the University's work to investigate and resolve the issues raised by the UCU. The Board was assured by the approach taken and the progress of the work summarised;

- iii) did the plans for semester 2 include face-to-face and/or online teaching? It was reported that prior to the lockdown which started in early November 2020, Sheffield and South Yorkshire had been in Tier 3 COVID restrictions. The University's planning for semester 2 would take cognisance of the Government's guidance including that in connection with students returning to university after the Christmas break and teaching and learning plans would be communicated to staff and students. The course delivery principles to support outstanding student experience would continue to apply in semester 2;
- iv) changes to academic workload planning included reductions in research time allocations and in some instances research sabbaticals had been cancelled at very short notice. It was reported that the University continued to use its best endeavours to avoid short notice wherever that was possible but could not give a guarantee. The University's response to the disruption created by the pandemic was often required at pace, to a sometimes rapidly changing position out of its control.

Governors commented that the issues raised were significant ones for the University and the University Leadership Team had given a comprehensive response to them in the discussion. At its meeting in February 2021 the Board would receive a report on the University's monitoring of the staff and student experience.

**Action:** DVC (Academic), DVC (Strategy and Operations) and Chief People Officer

Agenda item 6.4.  
Paper ref  
BG/8/20/6.4

**University Performance Report (UPR): data to end  
October 2020 (period 3)**

Minute Ref  
BG/20/158

- 158.1 The Board received the period 3 UPR. The Director of Strategy, Planning and Insight presented a series of slides and highlighted the University's performance in the first quarter of 2020/21 in connection with the:
- i) key positive and negative changes and opportunities;
  - ii) number of students enrolled against budget and targets;
  - iii) financial position including the forecast operating deficit, the cash position which remained strong and staff pay as a percentage of turnover.

- 158.2 **Governors:**
- i) welcomed the reduction in the BAME (Black, Asian and Minority Ethnic groups) awarding gap and asked that the University's work continued to ensure sustained improvement to reduce the gap;
  - ii) commented on the University's use of the acronym BAME and the collective grouping of performance metrics using it in the UPR. It was reported that the University was

committed to placing issues of equality, diversity and inclusion at the centre of its thinking and had started to move away from use of the acronym and raise awareness of the appropriate terminology. Future UPR would include metrics for Black, Asian and Ethnic Minorities and not present student or staff related metrics collectively using the acronym;

**Action:** University Leadership Team and Director of Strategy, Planning and Insight

- iii) asked that future reports include postgraduate research student metrics in addition to those for postgraduate taught;
- iv) asked how the University was planning for 2021/22 admissions in light of the disruption created by the pandemic on schools and the effect this may have on A level grades following 2021 exams. The Board would receive further reports on the University's approach to admissions as part of the regular reporting on student recruitment.

Agenda item 6.5.  
Paper ref  
BG/8/20/6.5

**Access and Participation Plan Update 2019/20**

Minute Ref  
BG/20/159

- 159.1 The Board received the report which provided an overview of access and participation expenditure, activity and performance in 2019/20. The Board would receive a report for discussion which looked at how the access and participation plan was developing.

**Action:** Director of Strategy, Planning and Insight.

Agenda item 6.6  
Paper ref  
BG/8/20/6.6i + 6.6ii  
+ 6.6iii  
Confidential

**Students' Union**

Minute Ref  
BG/20/160

- 160.1 **Report on the activities of the Students' Union:** The Board received the report on the activities of the elected Officers in the Students' Union. The President of the Students' Union and the Business, Technology and Engineering Officer reported:
  - i) on work with the University to support students' academic experience and, in the context of the pandemic, the practical arrangements for student wellbeing support including support for international students, vulnerable students such as carers, disabled students, asylum seekers and Black, Asian and Ethnic Minority students;
  - ii) on work to enhance student engagement. The online events and activities included the mental health campaign, 'It's not a joke';
  - iii) that Black History month in October 2020 had been a success. Two interrelated support schemes for Black, Asian and Ethnic Minority students had been launched which were a mentoring scheme and an ambassadors scheme;
  - iv) that work on the Students' Union five-year strategy continued;
  - v) on the development of a proposal for a late submission policy which was being discussed with the University.

Governors commented on the number of good initiatives covered in the report and welcomed the Active Wellbeing campaign which focused on a wide range of activities other than sport. This was felt to be particularly important during the pandemic.

- 160.2 **Draft Students' Union Trustee Board Annual Report and Financial Statements for the year ended 31 July 2020:** The Board received the report on the draft Students' Union Trustee Report and Financial Statements and draft Audit Findings Report for the year ended 31 July 2020. The Chief Finance and Planning Officer reported that the:
  - i) draft year end reports had been received by the Finance and Employment Committee (FEC) at its meeting in November 2020. The Chair of the FEC Committee reported that

there were no issues with the reported figures in the draft year end reports which the Committee was not aware of from the regular monitoring reports on the Students' Union's performance against its budget;

- ii) Students' Union Trustees had agreed in principle to create a designated fund for the implementation costs of the Students' Union's five-year strategy;
- iii) the error in connection with the Students' Union Superannuation Scheme which had previously been reported to the Board (minute BG/18/61 refers) had been resolved. This liability had increased compared to the previous year;
- iv) Students' Union Trustee Board would consider approval of the draft Statements at its meeting on 14 December 2020. The timeliness of future final, approved reports from the Students' Union to the FEC and the Board of Governors following the end of the financial year would be addressed. The Board of Governors would receive the final report at its meeting in February 2021.

**Action:** Chief Finance and Planning Officer

- 160.3 **Students' Union Code of Practice:** The University Secretary and Clerk to the Board introduced the report and reviewed the amendments to the Code of Practice which gave a more clear statement of the process for students to opt out of membership of the Students' Union at enrolment if they wished to.

- 160.4 The Board resolved to approve the revised Code of Practice relating to the operation of the Students' Union.

Agenda item 6.7  
Paper ref  
BG/8/20/6.7  
Confidential

**Task Group of the Board: Refinancing for Transforming Lives**

Minute Ref BG/20/161

- 161.1 The Chief Finance and Planning Officer introduced the report and outlined the reasons for the proposed formation of the Refinancing for Transforming Lives Task and Finish Group for a specified period. The work to propose a reset of the University's strategic priorities within the framework of the Transforming Lives Strategy (minute BG/20/156 refers), had identified implications for the University estate from:
- i) potential changes in working and delivery preferences and practices. There would be opportunities to reduce the physical footprint and operating costs;
  - ii) increased emphasis on University values, including environmental sustainability;
  - iii) the worsening financial environment for the higher education sector. The cash flow expected at the time the Campus Plan was approved (minute BG/18/8 refers), had been adversely affected and the previous financial plan was no longer sufficient to fund the Plan as currently set. Strategic actions would be defined and quantified in the first quarter of 2021 to enable the development of the detailed long term financial forecast that would be needed ahead of any major decisions on the Campus Plan and refinancing the Transforming Lives Strategy.

In this context the Group would support the University in considering how the Campus Plan, which would be re-envisioned, might be funded. The Board received the report.

- 161.2 The Board resolved to approve:
- i) the Terms of Reference and membership of the Group which would be five independent governors: Neil MacDonald (Chair), Karen Finlayson, Bob Kerslake, Chris Kenny and Meg Munn;
  - ii) that the Group would not have delegated authority. As specified in the report, decisions would be referred to the FEC or the Board of Governors consistent with the University's constitution;

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- iii) that following comments from governors, an addition be made to the reporting lines specified so that reports to the Audit and Risk Committee would enable oversight of the Group's work in the context of the Committee's terms of reference.

**Action:** Chief Finance and Planning Officer.

Agenda item 6.8  
Paper ref  
BG/8/20/6.8  
Confidential

**Draft Annual Report and Financial Statements for year ended 31 July 2020 (ARFS)**

Minute Ref BG/20/162

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- 162.1 The revised timescales for the submission of data returns for the year ended 31 July 2020 including the ARFS, had been signalled in the OfS letter dated 30 July 2020 and detailed in the Regulatory Advice (RA14) published in September 2020.

The Chief Finance and Planning Officer introduced the draft ARFS, which had been reviewed by the Finance and Employment Committee (FEC) and the Audit and Risk Committee (ARC) in November 2020, and highlighted the:

- i) balance sheet position at 31 July 2020;
- ii) increase in pensions liabilities. The pensions' environment and potential implications for the future balance sheet had been discussed with the FEC;
- iii) reconciliation to the management accounts.

The Chair of the ARC reported that the Committee's discussion with the external auditors, Grant Thornton, had included the:

- i) issues being managed by the auditors which had contributed to them being behind schedule with their audit of the University;
- ii) provisional findings report. This included the going concern assessment which remained outstanding, the next steps following the auditors analytical review of tuition fee income and, the University's assumptions used in connection with the Local Government Pension Scheme.

The Board received the report.

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- 162.2 Governors commented that despite the uncertain external environment and operating context for the higher education sector, the University's financial position was good and that this was owing to the University's management of it and the oversight work by the FEC and ARC in accordance with their respective terms of reference.

Members of the Board were invited to submit any further feedback on the ARFS to the Chief Finance and Planning Officer before 3 December 2020.

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- 162.3 The next steps were that:
- i) work would continue on the financial forecast for the 2020/21 financial year and the following two years in order to allow the completion of the financial modelling required to provide Grant Thornton and the Board with assurance that the University was in a position to continue as a going concern;
  - ii) following Grant Thornton's completion of the audit and issue of a final Audit Findings report, the final draft of the ARFS would be presented to the January 2021 joint meeting of the FEC and the ARC for recommendation to the February 2021 meeting of the Board for approval;
  - iii) in line with the revised timescales the University's main annual financial return including the approved ARFS would be submitted to the OfS by the 1 March 2021 deadline.
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**Action:** Chief Finance and Planning Officer

Agenda item 6.9  
Paper ref  
BG/8/20/6.9

**Chairs' Reports**

Minute Ref BG/20/163

- 163.1 The Chair of the Audit and Risk Committee (ARC) reported that the minutes of the November 2020 meeting were on the Board's agenda. At the November meeting the ARC had:
- i) discussed KPMG's performance as internal auditors. The Committee agreed that performance had been satisfactory and that the appointment of KPMG should be extended for 2021/22 (year 4). This follows the report to the Board in November 2019 (minute BG/19/149 refers);
  - ii) discussed Grant Thornton's performance as external auditors and agreed that it had been satisfactory. The Committee agreed that Grant Thornton should be appointed for the audit of the financial statements for 2020/21. In view of this it was not necessary for the Board to re-consider its decision in March 2020 (minute BG/20/25 refers);
  - iii) received the annual report of the ARC, which was on the Board's agenda. The Committee would review and reconfirm its opinions in the report at the joint meeting with the FEC in January 2021 in order to provide assurance to the Board at its meeting in February 2021 as part of the process of approving the Annual Report and Financial Statements for the year ended 31 July 2020;
  - iv) received updates on risk management. There were no matters to alert the Board of;
  - v) recommended the updated Modern Slavery and Human Trafficking draft Statement to the Board;
  - vi) noted an initial analysis of compliance with a new audit code of practice published by the Committee of University Chairs and the further work to be carried out which would take account of the findings of KPMG's audit committee effectiveness review which was expected to report to the ARC in February 2021.

- 163.2 The Chair of the FEC reported that the minutes of the October and November 2020 meetings were on the Board's agenda. At its November 2020 meeting the Committee had:
- i) discussed the assumptions and risk underpinning the University's five-year financial forecast which would be submitted to the OfS with the University's main annual financial return by the 1 March 2021 deadline;
  - ii) made recommendations and reviewed other reports which were on the Board's agenda.

Agenda item 7.1  
Paper ref  
BG/8/20/7.1i + 7.1ii  
Confidential

**Estates Development**

Minute Ref BG/20/164

- 164.1 The Board:
- i) received the report on estates developments. The Deputy Vice-Chancellor (Strategy and Operations) reported on the progress of the projects to:
    - refurbish the City Campus atrium;
    - demolish the Science Park;
    - design work for potential new buildings. This work was subject to funding for the Campus Plan being agreed in the context of the reset of strategic priorities within the framework of the Transforming Lives Strategy (minute BG/20/161 refers);
  - ii) resolved to approve that the University enters into the lease as specified in the report and recommended by the Finance and Employment Committee.

Agenda item 7.2 Paper ref BG/8/20/7.2	<b>Prevent Annual Report and Monitoring Return</b>	Minute Ref BG/20/165
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165.1 The Deputy Vice-Chancellor (Strategy and Operations) introduced the Prevent Annual Report and Monitoring Return and outlined the risk profile in a year disrupted by the pandemic and compared it to the previous annual report. The Board noted the report which evidenced the University's continuing active and effective implementation of the Prevent duty.

165.2 The Board resolved to approve the declarations (appendix 3) for submission to the Office for Students by the 1 December 2020 deadline.

**Action:** University Secretary and Clerk to the Board

Agenda item 7.3 Paper ref BG/8/20/7.3	<b>Modern Slavery and Human Trafficking Statement</b>	Minute Ref BG/20/166
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166.1 The Chief Finance and Planning Officer introduced the report on the Modern Slavery and Human Trafficking Statement for the financial year ended 31 July 2020 which was recommended for publication by the Audit and Risk Committee at its meeting in November 2020 (minute A/20/86 refers). Benchmarking of HEI Modern Slavery Statements by the University had resulted in a fuller report compared to previous years.

166.2 Governors referred to paragraph 4.1 of the cover sheet and commented that its future content should reflect that the Statement was a key pillar in demonstrating the University's approach to equality, diversity and inclusion.

166.3 The Board resolved to approve the Modern Slavery and Human Trafficking Statement for publication no later than 31 January 2021 via a prominent link on the University's website homepage.

**Action:** Head of Strategic Procurement

Agenda item 7.4 Paper ref BG/8/20/7.4 Confidential	<b>Pay Gap Report 2020</b>	Minute Ref BG/20/167
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167.1 The Chief People Officer introduced the annual Pay Gap report which was recommended for publication following consideration by the Finance and Employment Committee at its meeting in November 2020 (minute FEC/20/97 refers). The report's analysis demonstrated the University's commitment to equality, diversity and inclusion across all protected characteristics and included the pay gap for ethnicity and disability alongside the mandatory reporting on gender. The Chair of the Finance and Employment Committee reported that in discussion the Committee had welcomed the proactive approach taken to reducing the pay gap, commended the University for its continuing transparent reporting on ethnicity and disability and its intention to expand reporting to include LGBT+ from 2021. The report's graphics had been improved following feedback from the Committee. The Board noted the findings in the pay gap analysis.

167.2 The Board resolved to approve the Pay Gap 2020 report for publication in December 2020 ahead of the 31 March 2021 deadline.

Agenda item 7.5 Paper ref BG/8/20/7.5 Confidential	<b>Real Living Wage (RLW)</b>	Minute Ref BG/20/168
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168.1 The Chief People Officer introduced the report with recommendations from the Finance and Employment Committee following its consideration of a report on the University's annual review of the decision that it should not become an accredited RLW employer. In response to a question it was clarified that the University continued to track i.e. to be aware of the RLW rate published by the RLW Foundation and would match the rate wherever it could. Payment of the RLW contributed to improvement of the Pay Gap (minute BG/20/168 refers). The Chair of the Finance and Employment Committee referred to the discussion at the November 2020 meeting of the Committee and the minutes which record that paying the RLW to staff was a bigger priority at this stage than becoming an accredited RLW employer and that paying it should be the University's default position unless there were significant concerns about costs (minute FEC/20/98 refers). The Board received the report.

168.2 The Board resolved to approve that:

- i) due to the current financial uncertainties, the University does not become an accredited RLW employer at this time;
- ii) the University continues to track the RLW and pays the increased rate to all affected staff, including casuals from 1 January 2021;
- iii) for the purposes of the outsourced security tender, pay rates should be set at the RLW rate;
- iv) an equality impact assessment be completed;
- v) a decision to continue to track the RLW would only need to come back to the Finance and Employment Committee and the Board if there were significant concerns relating to its financial impact. Following annual review, any decision to become an accredited employer would still need to be endorsed by the Board.

Agenda item 8.1 Paper ref BG/8/20/8.1	<b>Board Effectiveness Review 2020/21</b>	Minute Ref BG/20/169
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169.1 The Board noted the report on timescales for the progress of the Board's effectiveness review in 2020/21 following the appointment of AdvanceHE as the consultants to carry out the review. The consultants' review survey had been issued to members of the Board, they would meet with each member and observe meetings of the Board and its committees. The Board would receive a report from the consultants at its meeting in March 2021.

**Action:** Consultants, Chair of the Board and Deputy Chair of the Board

Agenda item 8.2 Paper ref BG/8/20/8.2i + 8.2ii	<b>Annual Reports 2019/20</b>	Minute Ref BG/20/170
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170.1 The Board received the annual report of the:

- i) Academic Assurance Committee, including as an appendix the annual report of the Academic Board;
- ii) Audit and Risk Committee to the Board of Governors and Designated Officer.

Agenda item 8.3 Paper ref BG/8/20/8.3i + 8.3ii + 8.3iii + 8.3iv	<b>Minutes of the Committees of the Board</b>	Minute Ref BG/20/171
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171.1 The Board received the:

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- i) confirmed minutes of the Finance and Employment Committee meeting held on 14 October 2020;
  - ii) unconfirmed minutes of the Finance and Employment Committee meeting held on 11 November 2020;
  - iii) unconfirmed minutes of the Audit and Risk Committee meeting held on 10 November 2020;
  - iv) unconfirmed minutes of the Nominations Committee meeting held on 25 September 2020.

Agenda item 8.4  
Paper ref  
BG/8/20/8.4

**Academic Governance**

Minute Ref  
BG/20/172

- 172.1 The Board received the unconfirmed minutes of the Academic Assurance Committee meeting held on 16 October 2020.

Agenda item 9.1  
Paper ref  
BG/8/20/9.1

**Treasury Management Policy (TMP) Annual Report to the Board**

Minute Ref  
BG/20/173

- 173.1 The Board noted the TMP Annual Report.

- 173.2 The Chief Finance and Planning Officer reported that the Board previously delegated responsibility for maintaining and developing the TMP to the Finance and Employment Committee (FEC). In line with a previous recommendation by the internal auditors the Board performed an annual review of the FEC minutes relating to amendments to the TMP. Given that no amendments had been made to the TMP in the last 12 months, the Board resolved to agree:
- i) the proposal that FEC makes annual reports to the Board only if there were any changes to the TMP;
  - ii) that the remit of the FEC to maintain and develop the TMP in the context of the University's strategic development and to ensure that the Board was aware of all key amendments, should continue.

Agenda item 10  
Paper ref  
BG/8/20/10

**Schedule of Meetings and Outline Annual Cycle of Business**

Minute Ref  
BG/20/174

- 174.1 The Board received the outline cycle of business and noted that on Tuesday 2 February 2021 the:
- i) next Board meeting would be held from 3.30pm to 5.30pm;
  - ii) Board's update and development day would be held from 9.00am to 2.30pm.
-