

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 23 July 2019

Present:

Lord Kerslake, Chair	Dr J Morrissy
Mr A Adegbola	Mr S Muhammed
Mr D Bradley	Ms M Munn
Prof J Bale	Prof J Patnick
Mr D Bye	Ms P Thompson
Ms K Finlayson	Dr S Timothy
Mr C Kenny	Prof P Wiles
Mr N MacDonald	Ms C Marlow, Interim Secretary and Clerk to the Board

**Apologies for absence from** Prof Sir C Husbands, Dr P Jones, Prof C Kinsella, Mr K Taylor.

In attendance

For item

Ms E Buckley, Interim Assistant Dean, Academic Development (observer)	
Mr R Calvert, Chief Operating Officer	
Dr K Grainger, Reader, Teaching, Faculty of Social Sciences and Humanities (observer)	
Ms D Harry, Chief Finance and Planning Officer	
Dr S Jackson, Director of Human Resources + Organisational Development (HROD)	
Ms L Mason, Director of Strategy, Planning and Insight	7.5
Prof A Metcalfe, PVC Faculty of Health and Wellbeing	
Ms L Stallard, Executive Assistant to the Interim Secretary and Chair of the Board of Governors (observer)	
Mr M Swales, Director of Estates and Facilities	
Ms S Swales, Assistant Director of HROD	7.4
Ms T Goodwill, Governance Services, Minute Secretary	

Paper Reference	Minute Reference	
BG/4/19/1	BG/19/79	<b>Update on changes to the University Operating Model</b>
Confidential	79.1	The Director of HROD introduced the report which set out how the Professional Services Operating Model (PSOM) and Academic Organisation Project structures fit into an overall operating model for the University. The overall operating model was designed to bring greater consistency and coherence to the University's academic leadership and ensure clarity of roles and responsibilities across the academic structure. The report outlined changes to Pro Vice-Chancellor roles so that they were primarily focussed on cross-University leadership of key strategic themes, a revised three college organisational structure to replace the current faculty model, and changes in both the central academic support teams as well as college level leadership roles.
	79.2	In the Board's discussion: i) in response to a question, it was confirmed that the re-designations of roles across the leadership structure did not give rise to any financial costs;

- ii) governors highlighted the outcomes of the Staff Engagement Survey (minute BG/19/91 refers) relating to communications, culture and engagement. It was commented that the implementation of the University operating model should be informed by the outcomes and the roles and memberships of the University Leadership Team and the Senior Leadership Team should be clearly stated in communications.

- 79.3 The Board:
- i) resolved to endorse the overall University level leadership structure and operating model set out in the paper, which brought together both academic and professional services changes, and in the context of this;
  - ii) resolved to approve the re-designation of the Chief Operating Officer as Deputy Vice-Chancellor (Strategy and Operations) with effect from 1 August 2019.

79.4 The Board would receive the updated Scheme of Delegation in 2019/20.

**Action:** Deputy Vice-Chancellor (Strategy and Operations) and Secretary and Clerk to the Board.

BG/4/19/10.1  
Confidential  
Tabled

BG/19/80 **Appointments to the Board of Governors and its Committees**

80.1 **Appointment to the Board: one independent member**

The Board resolved to approve the appointment of Joanna Allen, as an independent member for four years from 1 August 2019 until 31 July 2023, subject to a mutual review of Joanna's role and contribution as a governor, with the Chair, after the first two years.

80.2 **Retirement from the Board: one member of academic staff elected to the Board by and from a University-wide academic staff constituency**

The Board received the report that Dr Peter Jones (Reader in Language and Communication, Faculty of Social Sciences and Humanities) would reach the end of his four year period of office on 31 July 2019 and would retire from the Board.

80.3 **Appointment to the Board: one member of academic staff elected to the Board by and from a University-wide academic staff constituency**

The Board resolved to approve the appointment of Karen Grainger (Reader, Faculty of Social Sciences and Humanities) for four years from 1 August 2019 until 31 July 2023 subject to a mutual review of Karen's role and contribution as a governor, with the Chair, after the first two years.

80.4 **Selection of one additional member of academic staff from the membership of the Academic Board**

The Board resolved to approve the procedures (paragraph 16) recommended by the Nominations Committee for the selection of

one additional member of academic staff to be appointed to the Board from the membership of the Academic Board.

**80.5 Appointment to the Board: one additional member of academic staff from the membership of the Academic Board**

The Board resolved to approve the appointment of Elaine Buckley (Interim Assistant Dean, Academic Development) to the Board, for two years from 1 August 2019 until 31 July 2021, subject to a mutual review of Elaine's role and contribution as a governor, with the Chair, after the first year.

80.6 The Board received the report that from 1 August 2019 the Board's membership would be 21 members. This included the appointments approved by the Board (appendix 1).

**80.7 Four weeks' notice of appointments to the Board of Governors (Articles of Government 7.20)**

The Board received notice that given the continuing work by the Nominations Committee following its July 2019 meeting recommendations for the approval of appointments to the Board may be made to the October and November 2019 meetings of the Board.

**80.8 Finance and Employment Committee (FEC) The Board resolved to approve the re-appointment of :**

- i) Neil MacDonald as a member of FEC for a further two years from 1 August 2019 until 31 July 2021;
- ii) Neil MacDonald as Chair of FEC from 1 August 2019 until 31 December 2020;
- iii) David Bradley as a member of FEC for a further two years 1 August 2019 until 31 July 2021;
- iv) Meg Munn as a member of FEC for a further two years from 1 August 2019 until 31 July 2021;
- v) Julietta Patnick as a member of FEC for a further two years from 1 August 2019 until 31 July 2021.

**80.9 Audit and Risk Committee (ARC) The Board:**

- i) noted that Penny Thompson's period of office on ARC would end on 31 July 2019.
- ii) resolved to approve the:
  - a) appointment of Joanna Allen to ARC for two years from 1 August 2019 until 31 December 2021;
  - b) appointment of Victoria Brown as an external co-opted member of ARC for two years from 1 August 2019 until 31 December 2021;
  - c) re-appointment of Chris Kinsella as a member of ARC for a further two years from 1 August 2019 until 31 July 2021;
  - d) re-appointment of Chris Kinsella a Chair of ARC from 1 August 2019 until 31 December 2020.

80.10 **Nominations Committee: Student Governor Member:** The Board noted that the period of office of Abdullah Okud, President of the Students' Union, on the Nominations Committee ended on 30 June 2019. A recommendation for the appointment of one of the two student governors to the Committee for one year to June 2020 would be made to the Board.

**Action:** Clerk to the Board

80.11 **Nominations Committee** The Board:

- i) noted that Kevin Taylor's period of office on the Committee would end on 31 July 2019;
- ii) noted that following the discussion at the July 2019 meeting of the Nominations Committee a report on the proposals for one member of staff on the Board to be a member of the Nominations Committee would be made to the Committee at its first meeting in autumn 2019. A report would then be made to the Board;
- iii) resolved to approve the re-appointment of:
  - a) Meg Munn as a member of the Committee for a further two years from 1 August 2019 until 31 July 2021;
  - b) Penny Thompson as a member of the Committee for a further two years from 1 August 2019 until 31 July 2021;
  - c) Neil MacDonald as a member of the Committee for a further two years from 1 August 2019 until 31 July 2021.

80.12 **Remuneration Committee** The Board resolved to approve the:

- i) re-appointment of Neil MacDonald (Chair of FEC) as a member of the Remuneration Committee from 1 August 2019 until 31 December 2020;
- ii) re-appointment of Chris Kinsella (Chair of ARC) as a member of the Remuneration Committee from 1 August 2019 until 31 December 2020;
- iii) appointment of Penny Thompson as a member of the Remuneration Committee for two years from 1 August 2019 until 31 July 2021.

80.13 **Remuneration Committee - Update to membership from 1 August 2019**

The Board received the report that from 1 August 2019 the Remuneration Committee's membership would increase by one from four to five. The Committee's quorum would continue to be three members.

80.14 The Deputy Chair of the Board of Governors, which is an annual appointment, is ex-officio Chair of the Remuneration Committee. The Board would elect the Deputy Chair at its meeting in October 2019.

80.15 **Academic Assurance Committee (AAC)** The Board resolved to approve the:

- i) re-appointment of Paul Wiles as a member of AAC for a further two years from 1 August 2019 until 31 July 2021;

- ii) re-appointment of Paul Wiles as Chair of AAC from 1 August 2019 until 31 December 2020;
- iii) appointment of Elaine Buckley as a member of AAC for two years from 1 August 2019 until 31 July 2021.

**80.16 Equality, Diversity and Inclusion Committee: Chair of the Board's nominee**

The Board noted that the Chair of the Board's nominee on the Equality, Diversity and Inclusion Committee was Meg Munn who continues as a member for a further two years from 1 August 2019 until 31 July 2021.

**BG/19/81 University Leadership Team and observers**

81.1 Members of the University Leadership Team and the observers joined the meeting.

**BG/19/82 Appointment of a Deputy Vice-Chancellor (Academic)**

82.1 The Chair reported that following the report on the Academic Organisation Project, a recommendation to appoint a Deputy Vice-Chancellor (Academic) following interviews in June 2019 had been progressed by correspondence with the Board ahead of the July meeting (minute BG/19/55.5ii refers). The recommended appointment was supported by governors in their responses to the correspondence. The Board resolved to approve the appointment of Professor Roger Eccleston as Deputy Vice-Chancellor (Academic) from 1 August 2019. On behalf of the Board the Chair congratulated Professor Eccleston on his appointment.

82.2 In response to questions:

- i) it was reported that the University's preparations for the 2021 Research Excellence Framework continued;
- ii) the interim arrangements to cover the responsibilities of Professor Eccleston's former role of PVC Research and Global Engagement from 1 August 2019 and the timing of the recruitment and selection process were outlined.

**BG/19/83 Welcome**

83.1 The Chair welcomed:

- i) Sheriff Muhammed (President of the Students' Union) and Andrew Adegbola (Education Officer, Students' Union) to their first Board meeting as members;
- ii) Karen Grainger, academic member of staff, to the meeting as an observer (minute BG/19/80.3 refers);
- iii) Elaine Buckley, academic member of staff, to the meeting as an observer (minute BG/19/80.5 refers).

**BG/19/84 Declaration of Interests**

84.1 There were no declarations of interest.

BG/3/19/M	BG/19/85	<b>Minutes of the meeting held on 11 June 2019</b>
	85.1	The minutes were <u>approved</u> as a correct record.
BG/3/19/action	BG/19/86	<b>Matters Arising/Action Tracker</b>
	86.1	The Board <u>noted</u> the action tracker.
	BG/19/87	<b>Matters Arising Minute 19/57 Access and Participation Plan (APP) for 2020/21</b>
	87.1	It was reported that following the submission of the University's APP in July 2019 the feedback from the Office for Students (OfS), which had been positive, was being reviewed. The University would respond to the OfS on the points requiring clarification. It was suggested that best practice from the Plans submitted by higher education providers should be shared and the University should encourage the OfS to do that. A copy of the APP submitted to OfS would be posted on the governors' extranet.
		<b>Action:</b> Director of Strategy, Planning and Insight
	BG/19/88	<b>Matters Arising Minute 19/34 Office for Students (OfS) Conditions of Registration</b>
	88.1	The University's Transparency Return would be submitted to the OfS and published on the University's website in August 2019 in accordance with OfS Condition F1.
		<b>Action:</b> Director of Strategy, Planning and Insight
	BG/19/89	<b>Other Urgent Business</b>
	89.1	There was no other urgent business.
BG/4/19/7.1 Confidential	BG/19/90	<b>University Budget 2019/20 and Forecast to 2023/24</b>
	90.1	The Chief Finance and Planning Officer reported that the: <ul style="list-style-type: none"> <li>i) University was currently expecting a result close to financial break even at operating level before pensions adjustments for 2018/19. This was an improvement from the budgeted operating deficit. The Board would receive a report on the provisional outturn 2018/19 at its meeting in October 2019.</li> <li>ii) Board would receive an evaluation of the investments in the University Strategy which had been made following the Board's approval of a budget for strategic priorities in the University Financial Plan in July 2017 (minute BG/17/66 refers).</li> </ul>
		<b>Action:</b> Chief Finance and Planning Officer
	90.2	The Chief Finance and Planning Officer introduced the report on the University's draft Budget 2019/20 and Financial Forecast to 2023/24. The Board reviewed the draft Budget and Forecast including the

factors giving rise to changes since the previous Forecast, the impact of the assumptions underpinning the planning, the potential cost savings identified and the key financial risks to the delivery of the financial plan.

90.3

The following points were highlighted in the discussion:

- i) the challenging and uncertain external environment for financial planning;
- ii) the Office for Students (OfS) would not be collecting financial forecasts at the end of the 2018/19 academic year. The OfS submission deadline instead would be December 2019, four months after the financial year end. There was a need to confirm the 2019/20 Budget for operational purposes and, in accordance with the facility agreements with the banks which had been signed in March 2019, the University would submit five year projections to the banks by 15 September 2019;
- iii) the Chair of the Finance and Employment Committee (FEC) reported that the University's prudent borrowing limit was in compliance with the covenants for the facility agreements. The borrowing limit and the facility agreements were routinely monitored by FEC (minute BG/19/32 refers);
- iv) financial sustainability. Following the discussions by the FEC about the minimum cash balances for the final two years of the forecast period, a sub-group of FEC had reviewed and agreed changes proposed by the University Leadership Team (ULT) to achieve improvement in operating performance and cash balances in the forecast period. Governors commented that the report from the FEC gave the Board assurance about the University's approach to financial sustainability;
- v) a small deficit had been budgeted for 2019/20. Governors commented that there was a need to continue to look at costs to improve surplus which was low, relative to turnover, in the early years of the forecast period. It was reported that the University was considering cost savings which included a number of staff Reward and Recognition options. These were at an early stage of consideration and would involve negotiations with the trades unions;
- vi) the impact of the re-phasing of projects in the Campus Masterplan would continue to be reviewed in the context of the financial plan. The capital expenditure included the indicative re-phasing of phase 1 of the Masterplan and an estimated contribution to a Business Engagement building which would be subject to grant funding. The FEC and the Board would receive progress reports on this potential project.

**Action:** Chief Finance and Planning Officer

- vii) the challenges facing the University to balance the competing priorities for resources to deliver the student experience in the context of the University Strategy, Transforming Lives. These included the:
  - a) cash investment in the buildings in phase 1 of the Campus Masterplan in the context of increasing staff costs and the uncertain external environment;
  - b) as yet unknown implications of the recommendations

made to the Government in the independent panel report to the Review of Post-18 Education and Funding (Augar Review). The University's modelling and scenario analysis had not included any assumptions about the Review's recommendations.

- viii) the impact of the demographic fall in the number of 18 year olds and the fee and student number assumptions. In connection with the assessment of risks to the delivery of the financial plan arising from student recruitment at Clearing, it was suggested that the University's modelling and scenario analysis should include potential changes to the Forecast if a post-qualification admissions system were to be introduced. A briefing note on the implications and impact of a post-qualification admissions system would be prepared for the Board;

**Action:** Group Director for Recruitment, Communications and Marketing

- ix) contingency planning. It was suggested that vertical and horizontal integration strategies should be included in the University's exploration of financial and strategic options;
- x) the development of the Forecasts which would be informed by the outcomes of the current Portfolio review (minute BG/19/93 refers).

90.4 The next steps were that:

- i) the Forecasts would be revisited in autumn 2019 once further guidance was available from the OfS. The University would also update the Forecasts with information which may be available in connection with the recommendations of the Augar Review;
- ii) the University would continue to explore options and opportunities to improve financial sustainability (evidenced by Forecasts) including cost savings, income generation and alternative income sources. The Board and FEC would receive regular reports on the further work on financial sustainability;
- iii) at the Board's Strategy Event in October 2019 the Board would discuss the University Strategy and the strategic priorities in the context of the Budget and Financial Forecast.

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

90.5 The Board resolved to approve the:

- (i) Revenue Budget for 2019/20 (paragraph 13) and noted the financial projections for 2020/21 to 2023/24;
- (ii) Campus Masterplan Capital Budget for 2019/20 (paragraph 19) and noted that individual projects would be subject to separate authorisation, as set out in the Financial Regulations; and
- (iii) Capital Equipment Budget for 2019/20 (paragraph 23), and noted that individual projects would be subject to separate



authorisation where applicable, as set out in the Financial Regulations.

BG/4/19/7.4ii      BG/19/91      **Human Resources and Organisational Development**

91.1      The Hallam Deal aimed to deliver an outstanding environment at the University in which to study, research and work. The Director of Human Resources and Organisational Development (HROD) and Assistant Director of HROD gave a presentation which summarised the progress of the wide ranging programme of work against the five themes of the Hallam Deal. The presentation integrated the 2019 Staff Engagement Survey (SES) feedback with examples of the achievements and activities delivered through the Hallam Deal. Moving forward there was a need to continue to balance a range of competing pressures. This included financial pressures which could impact on what it was possible for the University to deliver, or could change the direction of some activity and investment. The presentation concluded with a list of the priority areas for further work. The Board received the presentation.

91.2      Governors congratulated the Director and Assistant Director of HROD on the Hallam Deal which was a significant and complex area of work with a number of streams of activity in progress across the University. The principles of the Hallam Deal related to the environment and culture which the University wanted to create and in return it would build a culture of high level performance and delivery to become the world's leading applied university. The Board discussed the University level SES outcomes and the approach to implement change to deliver the Hallam Deal. Governors commented on:

- i) the use of the survey provider for the first time and the need for benchmarking data to be included in future reports. The groups with which the University benchmarked were outlined. It was reported that the 2019 SES outcomes provided the baseline for further work and the use of the employee Net Promoter Score metric by the University in the context of employee engagement and experience was outlined;
- ii) the need to improve the level of staff engagement. In particular the engagement of academic staff, including Associate Lecturers, was an area for improvement generally and in future SES;
- iii) the priority areas identified for further work. Although all the work would be worthwhile it was suggested that the number of areas should be reduced. Staff governors commented that the 2019 SES outcomes had been published soon after the survey period ended and this was welcomed but the pace with which actions were implemented was an area for improvement;
- iv) SES outcomes in relation to communication and visible leadership. Both were areas for improvement. Communication was a recurring theme across all the areas identified for further work;
- v) the approach to changing culture using the University's values which should be articulated clearly and led by the top tier of management. It was suggested that work by the Equality, Diversity and Inclusion Committee to gather qualitative

- information from students may be a model which the University could use to explore SES outcomes further;
- vi) the future use of the survey tool to test staff opinions and the frequency of SES. It was reported that the tool could be used to test staff opinion as and when there was considered to be a need to do so and pulse tests could be used in-between planned surveys;
  - vii) the University's ambition to be the world's leading applied university and queried how inspiring and motivating it was for staff and students. It was suggested that this should be a strategic topic for discussion by the Board.

**Action:** University Leadership Team

- 91.3 The Finance and Employment Committee would receive regular reports on the progress of work in response to the 2019 SES outcomes and the priority areas for further work. It was suggested that a briefing for members of the Board on the detail of SES outcomes could be arranged to provide background information for future discussions.

**Action:** Director of HROD

BG/4/19/8.1      BG/19/92      **National Student Survey 2019: an initial briefing for the Board**

- 92.1 The Board received the report and noted that a more detailed analysis, for discussion, would be presented at the Board's Strategy Event in October 2019.

**Action:** University Leadership Team

- 92.2 On behalf of the Board the Chair asked that all members of staff be congratulated on the University's successful outcomes in the National Student Survey and thanked for their work.

**Action:** Vice-Chancellor

BG/4/19/7.5      BG/19/93      **Academic Organisation Project: Portfolio Review**

- 93.1 The Director of Strategy, Planning and Insight gave a presentation which outlined the one-University approach to a review of the Portfolio to support the delivery of the University Strategy, Transforming Lives. The design criteria for refining and developing the Portfolio and the key influences on it, which included advances in digital technology, increasing student expectations and the changing nature of work, were summarised. The review had taken a subject based approach and the emerging outputs were being explored further. The final outputs from the review and recommendations would be considered by the University Leadership Team (ULT) at its Strategy Day in September 2019. The Board received the presentation.

- 93.2 In the discussion governors commented on and asked questions about:
- i) the Portfolio's connections and interdependencies with

- underpinning strategies relating to finance, people and culture;
- ii) the continuing work on course costings;
- iii) the risks to be mitigated;
- iv) environmental sustainability including the University's position on climate change and the effect of it on the Portfolio;
- v) the drive and ambition of the University to refine and implement the Portfolio as suggested by the emerging outputs.

93.3 The next steps were that recommendations from the Portfolio review would be the basis of the Board's discussion at its Strategy Event in October 2019.

**Action:** ULT and the Director of Strategy, Planning and Insight

BG/4/19/7.2  
Confidential

BG/19/94 **Students' Union Budget 2019/20**

94.1 The Chief Finance and Planning Officer reported that the Finance and Employment Committee (FEC) had considered the previous proposed deficit budget from the Sheffield Hallam Students' Union at its meeting in July 2019. The FEC had requested further work on the budget to produce a break-even position as a minimum prior to it being recommended to the Board. Following this further work the budget, which now produces a small surplus, was approved by the Sheffield Hallam Students' Union Trustee Board.

94.2 The Board of Governors resolved to approve the recommended Students' Union budget for 2019/20.

BG/4/19/7.3i

BG/19/95 **Students' Union: compliance with the Education Act 1994 and Code of Practice**

95.1 The Interim Secretary and Clerk to the Board introduced the report on the Students' Union's compliance with the Education Act 1994 and Code of Practice. The Board:

- i) noted the review of compliance with section 22 of the Education Act 1994;
- ii) resolved to approve the revised term of reference for Finance and Employment Committee (paragraph 10);
- iii) resolved to approve the revised Code of Practice (appendix) subject to review and confirmation by the Interim Clerk to the Board that the final content of paragraph 9, in connection with funds used for the pursuance of the Union's educational objects, was consistent with paragraph 8.2 of the Articles of Governance (paper BG/4/19/7.3ii refers). Subsequent to the meeting the Interim Clerk made some minor editing changes to paragraph 9 to give clarity and confirmed that its final content was consistent with paragraph 8.2 of the Articles of Governance;
- iv) noted that the Board would receive an update on work to review the Students' Union complaints procedure in autumn 2019.

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

BG/4/19/7.3ii

BG/19/96 **Students' Union: revised Articles of Governance**

96.1 The Board received the report on the revisions to the Sheffield

Hallam Students' Union (SHSU) Articles of Governance. The Board asked that the proposal that a Lay Trustee be Co-Chair of the Trustee Board and that the President of the Students' Union also be Co-Chair of the Trustee Board be reconsidered. Governors commented that a lack of clarity about responsibilities and accountability were risks to governance from a Co-Chair arrangement. The proposal would be discussed with the SHSU and a report made to the Board of Governors.

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

96.2 The Board noted that:

i) the SHSU and the University had jointly commissioned an external independent review of the SHSU performance and that the review outcomes report would be made to the SHSU and the University before the end of the 2018/19 academic year. The Board of Governors would receive a report on the review outcomes;

**Action:** Vice-Chancellor

ii) the revised Articles of Governance, informed by the outcomes of the independent review, would be presented to the Board of Governors for approval;

**Action:** President of the Students' Union

iii) Chair's action may be taken, following correspondence with the Board, to approve the revised Articles ahead of the next Board meeting. A report on Chair's action, if taken, would be made to the Board.

**Action:** Chair and Clerk to the Board

BG/4/19/8.2 BG/19/97 **President of the Students' Union Report**

97.1 The Board received the report which outlined the manifesto priorities of the Sheffield Hallam Students' Union (SHSU) elected Officers and the areas of support for students which they intended to discuss and progress with the University in 2019/20.

97.2 In response to a question the student experience of timetabling and outcomes of the National Student Survey would be discussed with the SHSU Education Officer. A report would be made to the Board in October 2019.

**Action:** Chief Operating Officer

BG/19/98 **Report from Staff Governors**

98.1 There was no report from the staff governors.

BG/4/19/8.4	BG/19/99	<b>SHU Law Limited Gift Aid Agreement</b>
	99.1	The Board <u>resolved to approve</u> the Gift Aid agreement and its sealing on behalf of the University.
BG/4/19/9.1	BG/19/100	<b>Annual report 2018/19 of the Universities of Sheffield Military Education Committee</b>
	100.1	The Board <u>received</u> and <u>accepted</u> the annual report.
BG/4/19/9.2	BG/19/101	<b>Minutes of the Academic Board</b>
	101.1	The Board <u>received</u> and <u>accepted</u> the unconfirmed minutes of the Academic Board meeting held on 9 May 2019.
	BG/19/102	<b>Chairs' Reports</b>
	102.1	The Chairs did not have any reports to add to those made at the meeting.
BG/4/19/10.3i BG/4/19/10.3ii	BG/19/103	<b>Minutes of the Committees of the Board</b>
	103.1	The Board <u>received</u> the unconfirmed minutes of the: i) Audit and Risk Committee meeting held on 6 June 2019; ii) Finance and Employment Committee meeting held on 10 July 2019 which were tabled.
BG/4/19/11	BG/19/104	<b>Schedule of Meetings and Outline Forward Planning Programme</b>
	104.1	The Board <u>received</u> the forward planning programme and <u>noted</u> that the: i) governors' strategy event would be held on Wednesday 9 and Thursday 10 October 2019 at the Royal Victoria Hotel, Victoria Station Road, Sheffield S1 2AU. ii) next business meeting of the Board would be held on Thursday 10 October 2019.
	BG/19/105	<b>Chair's Closing Remarks: Interim Clerk to the Board</b>
	105.1	Clair Marlow, Interim Secretary and Clerk to the Board of Governors would continue in post until the permanent Secretary and Clerk to the Board joined the University on 9 September 2019. On behalf of the Board the Chair thanked Clair for her service to the University and the Board and its committees since May 2019.