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| **CONFIRMED OPEN MINUTES OF THE MEETING HELD ON FRIDAY 13 OCTOBER 2023** | | |
| PRESENT: | | |
| Meg Munn, Chair | Sameer Kothari | |
| Joanna Allen | Dr Claire Ketnor | |
| Prof Jeff Bale | Dr Jia Liu | |
| Gabrielle Berring | Matt Parkin | |
| John Cowling | Prof Keith Ridgway | |
| Jeremiah Abiola Fasipe | Giles Searby | |
| Ian Hall | Emmanuel Owusu Takyi | |
| Prof Sir Chris Husbands |  | |
| IN ATTENDANCE: | | AGENDA ITEM |
| Michaela Boryslawskyj, University Secretary | | All |
| Richard Calvert, Deputy Vice-Chancellor Strategy and Operations (DVCSO) | | All |
| Carol Castle, Co-Director of Student Recruitment and Admissions. | | Item 7 |
| Prof Sally Jackson, Chief People Officer, Pro Vice-Chancellor (Diversity & Inclusion) | | All |
| Ryan Keyworth, Chief Finance Officer | | All |
| Tom Russell, Head of Strategic Planning and Insight | | Item 9 |
| Prof Helen Scott, PVC Learning, Teaching and Student Success (LTSS) | | All |
| Prof Chris Wiggington, Pro Vice-Chancellor Global and Academic Partnerships | | All |
| Tracey Goodwill, Board Secretary | | All |
| APOLOGIES: Angela Foulkes, Dr Matt Lilley, Prof Julietta Patnick, Jonathan Slater and Penny Thompson. Apologies also noted from Mohammed Hannan and Janet Onyia (Board Apprentices) | | |

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| Minute Ref | Item of Business | Paper Ref |
| BG\_2023\_10\_13\_01 | CHAIR’S OPENING REMARKS |  |
| 1.1 | On behalf of the Board the Chair:   * Congratulated Dr Claire Ketnor, Principal Lecturer, Department of Engineering and Mathematics who was acknowledged for her outstanding contribution to excellent teaching and inspiring colleagues in higher education with the AdvanceHE award of National Teaching Fellow. * Welcomed Emmanuel Takyi to his first Board meeting as a member. | |
| BG\_2023\_10\_13\_02 | CHAIR OF THE BOARD RECRUITMENT | BG\_2023\_10\_13\_P01  Confidential |
| 2.1 | The Board **noted** the progress report including the timeline for the recruitment of a Chair of the Board. The advertisement of the vacancy went live on 30 August supported by planned communications to promote the vacancy. The Selection Panel met to shortlist following the close of the advertisement. | |
| 2.2 | A confidential minute was recorded. | |
| 2.3 | A progress report would be made to the Board in November 2023.  **Action:** Deputy Chair of the Board and University Secretary. | |
| BG\_2023\_10\_13\_03 | DECLARATIONS OF INTEREST |  |
| 3.1 | There were no declarations of interest. | |
| BG\_2023\_10\_13\_04 | MINUTES OF THE PREVIOUS MEETING | BG\_2023\_10\_13\_P03.1 to 03.5 |
| 4.1 | The minutes and confidential minutes of the meetings held on 18 July and 25 July 2023 were **approved** as correct records. | |
| BG\_2023\_10\_13\_05 | MATTERS ARISING/ACTION TRACKER | BG\_2023\_10\_13\_P04 |
| 5.1 | The Board **noted** the action tracker. | |
| BG\_2023\_10\_13\_06 | OTHER URGENT BUSINESS |  |
| 6.1 | There was no other urgent business. | |
| BG\_2023\_10\_13\_07 | VICE-CHANCELLOR’S REPORT | BG\_2023\_10\_13\_P06 Confidential |
| 7.1 | The Board **noted** the report including the continuing challenging external economic and regulatory context for the HE sector. The Vice-Chancellor highlighted the following.   1. The UK would join Horizon Europe through a bespoke new agreement with the European Union. 2. The University had been awarded Gold overall in the Teaching Excellence Framework, improving on its previous award of Silver.   3 Government announcements: The Department for Education had announced that University courses which fail to deliver good outcomes, with high dropout rates and poor employment prospects would be subject to recruitment controls. A new £60 million Regional Innovation Fund to fund universities to support local businesses had been announced by the Science, Innovation and Technology Minister and further details were awaited.  4 The report on the work of the HE Regulator by the House of Lords Industry and Regulators Committee.  5 The OfS indicative timeline for the introduction of free speech related duties and provisions. | |
| BG\_2023\_10\_13\_08 | STUDENT RECRUITMENT 2023/24 ENTRY | BG\_2023\_10\_13\_P07 Confidential |
| 8.1 | The Co-Director, Student Recruitment and Admissions gave an overview of the enrolment position against recruitment targets in the following markets:   * Undergraduate Full-Time Home * Undergraduate International * Postgraduate Taught Home * Postgraduate Taught International * PGCE * Higher and Degree Apprenticeships.   The reasons for the variances against targets were highlighted and included the external context with wide ranging socio-economic factors, education and immigration policy and HE sector challenges. Other details presented included the diversification of income and the income split across markets, the strategic pillars for Undergraduate Home and International recruitment in the context of the Vision and Recruitment Strategy principles, making the University’s offer distinctive and the threats and opportunities. | |
| 8.2 | The Board **noted** the report and discussed the University’s performance and approach to student recruitment. A confidential minute was recorded. | |
| 8.3 | In discussion the following were suggested topics for deep dives which may involve the Board or a small group of governors.   * Brand, to explore further as a follow on to the briefing in September 2023. * Accommodation services for students. * Offer making/tariff and contextual offers. * Student numbers.   Topics would be considered as part of the wider Board engagement programme and future cycle of business. **Action:**  Board Secretary | |
| 8.4 | The UCAS end of cycle data would be published in January 2024 and the Board would receive a student recruitment update report at its meeting in February 2024. | |
| BG\_2023\_10\_13\_09 | STRATEGIC CHANGE PROGRAMMES |  |
| 9.1 | The DVCSO reported on the progress of work supporting the delivery of the University’s long-term strategic objectives.  1) The future size of the estate including the utilisation and feel of office and teaching spaces. The Board would receive a report on the Campus Plan Phase 2 at its meeting in February 2024.  **Action:** DVCSO  2) Income diversification. In partnership with the online education provider work was progressing towards a planned launch of the first programmes in Spring 2024.  3) Work to strengthen undergraduate international recruitment and retention. A confidential minute was recorded.  The Board **noted** the progress report. | |
| BG\_2023\_10\_13\_10 | CAMPUS PLAN PHASE 2 | BG\_2023\_10\_13\_P08.2 Confidential |
| 10.1 | The external operating and financial environment had become more challenging since the accelerated ten-year Campus Plan was approved in June 2021. The report, which had been considered by the Finance and Employment Committee, outlined potential options for the re-phasing of Phase 2 of the Campus Plan. | |
| 10.2 | In response to comments the alternative options, their costs and the proposed approach to achieve a flexible and more sustainable estate were outlined. This included consideration of capital expenditure re-phasing with proposed changes to the timing and sequencing of the wider Campus Plan programme, the practicalities of making any physical changes to re-purpose parts of the estate, the risks and consequences of deviating from the original Plan and the challenges for planning to deliver medium and longer-term strategic objectives given the external context. | |
| 10.3 | The Board **noted** the approvalby FEC to conduct the feasibility study work on the proposed approach for Phase 2 of the Campus Plan (Option 2), and that more detailed proposals would be presented to FEC and to the Board for decision subject to feasibility study outcomes, assessment of the implications of the University’s Climate Action Plan, a review of progress with Campus Plan Phase 1 (Howard Street Development) and other estate development activities, and further scenario testing of the Medium-Term Financial Strategy with 2023/24 enrolment and re-enrolment numbers. | |
| BG\_2023\_10\_13\_11 | UNIVERSITY PERFORMANCE REPORT (UPR) | BG\_2023\_10\_13\_P09 Confidential |
| 11.1 | The UPR provided an update on progress against strategic plans, performance on key measures and a summary of the University’s financial position. The key changes in the final quarter of 2022/23 had informed the discussion at the Board’s October 2023 Strategy Event. | |
| 11.2 | The Board **noted** the UPR for period 12.  In discussion the additional points highlighted were:   * the increase in total research income; * staff diversity which had continued to improve with 11.9% of staff from an ethnic minority background.   In response to comments:   * about students’ frustrations in connection with timetabling changes, it was reported that improvements had been made. There was further work to do and the University’s planning, including student number planning, was key to minimising the need for timetable changes. * the differences between the sector average scores for student experience across the lifecycle in the National Student Survey and the Postgraduate Taught Experience Survey were outlined and compared with the University’s scores. | |
| 11.3 | Following previous comments about the performance reporting needs of the Board, the focus of 2023/24 reporting would be on providing a more detailed view of leading indicators to help understand whether the University was on track to successfully deliver its strategic plans. Two Governors were being consulted on the development of the report. | |
| BG\_2023\_10\_13\_12 | REPORT FROM THE STUDENTS’ UNION | BG\_2023\_10\_13\_P10 |
| 12.1 | The Board **noted** the report on progress made by the Students’ Union towards its 2025 Strategy and the collective achievements of the Officers, including work carried out so far in 2023/24.  The key points highlighted by the President included:  1) Progress against the number of KPIs, agreed between the Students’ Union and University, on levels of student engagement and satisfaction with the Students’ Union. The data sources which evidenced progress included the National Student Survey (NSS) in which the score for student satisfaction still remained below the sector average but had improved by six places in the national rankings. The NSS improvement plan would build on current work in connection with the 2025 Strategy themes.  2) Supporting students with their cost of living continued to be a priority. Initiatives included a push for more affordable food on campus and lobbying for cheaper travel in South Yorkshire for all students.  3) The event to launch the statement of support for Sheffield’s international students was supported by the Students’ Unions of both universities and reaffirmed that the City welcomes students from across the world.  4) The 2023 welcome for all students delivered in partnership with the University. Governors commented on the initiatives to help students settle in including the conversation starter cards and mug with teabag to ‘have a brew on your SU’.  5) The President and two of the College Officers were involved in the recruitment of the new Vice-Chancellor which added the student voice to the process and decision making. | |
| 12.2 | As discussed at the Board’s October 2023 Strategy Event a student engagement programme would be developed for the Board to provide opportunities, outside of formal meetings, to develop a greater understanding of the range of student experiences.  **Action:** Board Secretary | |
| BG\_2023\_10\_13\_13 | UNIVERSITY SECRETARY’S REPORT (USR) | BG\_2023\_10\_13\_P11  Confidential |
| 13.1 | The Board **approved** the re-appointment of the following Independent Members to the Board from 1 August 2024 for a second term, as specified:   * John Cowling, Matt Lilley and Keith Ridgway to 31 July 2027. * Angela Foulkes to 31 July 2028. | |
| 13.2 | The Board **approved** the following Committee re-appointments from 1 August 2024 as specified:  The following until 31 July 2027:   * **John Cowling**: as Chair of the Finance and Employment Committee (with associated ex-officio appointments to the Board Officers Group, Remuneration Committee and Governance and Nominations Committee) and the Brent Cross Task & Finish Group. * **Keith Ridgway:** Academic Assurance Committee, Honorary Awards Committee and Universities of Sheffield Military Education Committee. * **Matt Lilley,** Audit and Risk Committee, Honorary Awards Committee and Brent Cross T&F Group.   **Angela Foulkes**: Academic Assurance Committee until 31 July 2028. | |
| 13.3 | The Board:   * **noted** that Gabrielle Berring, who is a member of the Brent Cross T&F Group, was appointed as Chair of the Group from 1 August 2023 to 31 July 2025. The approval of the appointment was progressed in correspondence with the Chair of the Board. * **approved** that Julietta Patnick be appointed as a member of the Brent Cross T&F Group from 14 October 2023 to 31 July 2025. | |
| 13.4 | The Board **approved** Andrea Walters re-appointment as an External Co-opted member of the Remuneration Committee from 1 August 2024 to 31 July 2027. | |
| 13.5 | The Board **approved** the Remuneration Committee Annual Report and the publication of the Remuneration Statement as part of the University’s Annual Report and Financial Statements. | |
| 13.6 | The Board **approved** the amendments, as recommended by the Committees, to the terms of reference of the:   * Remuneration Committee. * Finance and Employment Committee. * Audit and Risk Committee. | |
| 13.7 | The Board **noted** the remainder of the information in the USR including the progress of the onboarding arrangements for the new Vice-Chancellor which included time for Governors to meet with Professor Liz Mossop.  The University Secretary thanked Governors for their responses to the Annual Governance Review survey. The headline outcomes and actions for the Board had been aligned with those from the Chair of the Board’s annual meetings in an initial draft action plan which had been reported to the Governance and Nominations Committee in September 2023. The draft action plan provided the focus for the discussion of the Board’s priorities at the October 2023 Strategy Event. The next steps were that the Board Officers Group would consider the outputs of the discussion and the Board would receive a report in November 2023. | |
| BG\_2023\_10\_13\_14 | **CHAIRS’ REPORTS** | BG\_2023\_10\_13\_P12  Confidential |
| 14.1 | The Board **noted** the Chairs’ reports on the following meetings.   1. Board Officers Group 18 September 2023. 2. Remuneration Committee 20 September 2023. 3. Finance and Employment Committee 28 September 2023. 4. Audit and Risk Committee 5 October 2023. The Chair ARC reported that the Committee had reviewed the internal audit report on student recruitment admissions process including the reasons for the risk rating and the work being carried out to mitigate the risk. | |
| BG\_2023\_10\_13\_15 | COMMITTEE MINUTES | BG\_2023\_10\_13\_P13.1 to P13.7 |
| 15.1 | The Board **noted** the unconfirmed minutes.   1. Academic Assurance Committee 14 June 2023. 2. Joint Academic Assurance Committee/Academic Board 14 June 2023. 3. Audit and Risk Committee 22 June 2023 (confirmed). 4. Governance and Nominations Committee 20 September 2023. 5. Remuneration Committee 20 September 2023 (confidential). 6. Finance and Employment Committee 28 September 2023. 7. Health, Safety and Wellbeing Committee 13 July 2023. | |
| BG\_2023\_10\_13\_16 | CORPORATION SEAL | BG\_2023\_10\_13\_P14 |
| 16.1 | The Board **noted** the report. | |
| BG\_2023\_10\_13\_17 | ANNUAL BUSINESS CYCLE 2023/24 | BG\_2023\_10\_13\_P15 |
| 17.1 | The Board **noted** the outline annual cycle of business and that the next meeting of the Board would be held on Tuesday 28 November 2023 at City Campus. | |