

CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 20 JULY 2021
PRESENT: via video conferencing

Lord Kerslake (Chair)	Praise Ishola
Jo Allen	Chris Kenny
Prof Jeff Bale	Neil MacDonald: for items 1 to 7.1
Dan Bye	Dr Julie Morrissy: left for item 6.6
Dr Claire Cornock	Meg Munn: for items 1 to 7.1
Karen Finlayson	Sabahat Pathan
Angela Foulkes	Prof Julietta Patnick
Prof Sir Chris Husbands	

APOLOGIES: David Bradley, Prof Chris Kinsella, Penny Thompson and Prof Paul Wiles

IN ATTENDANCE:	AGENDA ITEM
Michaela Boryslawskyj, University Secretary	All
Richard Calvert, Deputy Vice-Chancellor (Strategy and Operations)	All
Prof Roger Eccleston, Deputy Vice-Chancellor (Academic)	All
Claire Gandy, Director of Student Support Services	Item 7.1
Deborah Harry, Chief Finance and Planning Officer	All
Dr Sally Jackson, Chief People Officer	All
Prof Kevin Kerrigan, PVC Business and Enterprise	All
Dan Ladbury, Group Director, Estates and Facilities	Items 6.5 + 6.6
Dan Lally, Head of Business Engagement and Growth	Item 6.6
Clair Marlow, Head of Legal Services	Item 6.6
Linda Mason, Director of Strategy, Planning and Insight	Item 6.6
Vicky Meadows, HROD Manager – OP&C and EDI Development	Item 6.8
Dr Lisa Mooney, PVC Research and Innovation	All
Lisa Stevenson, HROD Manager - Organisation, Performance and Culture	Item 7.6
Gill Tait, Senior HROD Business Partner	Item 7.1
Simon Taylor, Director of Finance	Item 6.2, 6.3, 6.6
Prof Chris Wiggington, PVC Global and Academic Partnerships	All
Tracey Goodwill, Minute Secretary, Governance, Legal and Sector Regulation	All

Chair's Opening Remarks

Minute Ref **BG/4/21/1**

- 1.1 The Chair welcomed Sabahat Pathan, International Students' Officer, to her first meeting as a member.
- 1.2 The Chair reported that the meeting would be the final one for the Deputy Vice-Chancellor (Academic) following his appointment as Director of the ISIS Pulsed Neutron and Muon Source at the Science and Technology Facilities Council. The Board expressed its thanks to the DVC for his contribution to the University and wished him well for the future.

- 1.3 The Chair was disappointed to have to report that the following two members of academic staff, elected to the Board of Governors, had resigned:

- Karen Grainger on 30 June 2021;
- Kevin Taylor on 16 July 2021.

The Board thanked each of them for their service and contribution to the work of the Board.

Agenda item 2

Declarations of Interest

Minute Ref BG/4/21/2

- 2.1 Julie Morrissy declared a potential interest in relation to the strategic business case for a potential opportunity (item 6.6) and would withdraw from the meeting for this item.

Agenda item 3.

Paper Ref

BG/3/21/M

BG/3/21/MC

Minutes of previous meetings

Minute Ref BG/4/21/3

- 3.1 The Board approved each of the following as a correct record:
- i) minutes of the meeting held on 15 June 2021;
 - ii) confidential minutes of the meeting held on 15 June 2021.

Agenda item 4

Paper Ref

BG/2/21/action

Matters Arising/Action Tracker

Minute Ref BG/4/21/4

- 4.1 The Board noted the action tracker.

Agenda item 5

Other Urgent Business

Minute Ref BG/4/21/5

- 5.1 There was no other urgent business.

Agenda item 6.1

Paper Ref

BG/4/21/6.1

Vice-Chancellor's Report

Minute Ref BG/4/21/6

- 6.1 The Board noted the Vice-Chancellor's report which summarised activity in the Higher Education sector and at the University, since the June 2021 Board meeting.
- 6.2 The Vice-Chancellor reported that a headline overview of the outcomes of the 2021 National Student Survey (NSS) of final year undergraduate students, which was published on 15 July 2021, had been shared with the Board prior to the meeting. The outcomes were disappointing and should be viewed in the context of the pandemic.

The DVC (Academic) reported that there was correlation between the scores for the questions relating to students' experience during the pandemic and the main survey questions. The headline overall satisfaction figure for the University had fallen by twelve percentage points compared with a fall of eight percentage points for the sector. The overall satisfaction scores of the University's competitors had also fallen. Courses with practical content had seen significant falls in NSS scores.

Governors commented that they were also disappointed. In response to questions it was reported that the free text content of the survey responses was being worked through to see what it revealed about the student experience at the University and whether there was an issue specific to the University or whether it was a sector wide issue in the context of the pandemic.

Further analysis of the data to understand the NSS outcomes would inform the University's response to the challenges. A full and detailed report on the NSS outcomes would be provided to the Academic Board and Academic Assurance Committee for discussion at their first meetings in autumn 2021. The challenges arising for the University from the NSS outcomes would be discussed at the Board's October 2021 Strategy Event.

Action: Vice-Chancellor and University Leadership Team

6.3 The external policy environment was turbulent; the uncertainty created challenges for the University's strategic planning.

The Government was expected to release a consultation shortly as part of its response to the Augar Review of Post-18 Education and Funding (published in May 2019). It was likely that the consultation would include a range of policy options, including minimum entry requirements and changes to student finance and fees.

The Office for Students programme of work included a range of reviews and consultations to improve the quality of higher education courses and ensure that standards were maintained. This included a:

- review of the use of inclusive assessment practices that disregard spelling, punctuation and grammar errors when students' work is assessed;
 - consultation on revised quality and standards conditions that relate to students' academic experience, the resources and support they need to succeed, rigorous assessment practices and reliable standards.
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6.4 As notified to the Board in correspondence, The Times carried a story on Monday 5 July 2021 based on a report produced by the Women in Technology group on allegations of incidents of sexual harassment in the Department of Computing at the University. The University's leadership, working with the Head of the Department, had responded speedily and with determination to concerns raised by this report. The Chair of the Finance and Employment Committee reported that at its meeting on 7 July 2021 the Committee had been briefed on the report and had discussed the University's response to it. The Committee was reassured that the University had done all it could do in response to the allegations. The University's commitment to be a welcoming, safe and tolerant community continued. One of the challenges to be addressed was a reluctance by staff and students to use the arrangements in place to report harassment, sexual misconduct and hate crime. Members of the Board commented that induction programmes should include the standards of behaviour expected.

In response to a question from the Student Officers it was reported that the University would continue to work closely with the Students' Union to address the challenges raised by the report. The Chief People Officer and the Group Director, Student and Academic Services would meet with the Officers following the meeting.

The Board noted progress in connection with the response to the Women in Technology Society Report. A report on the OfS statement of expectations would be considered later in the meeting (minute BG/4/21/14 refers).

Agenda item 6.2
Paper Ref
BG/4/21/6.2
Confidential

Budget and Financial Forecast 2021/22

Minute Ref BG/4/21/7

- 7.1 The Chief Finance and Planning Officer introduced the report on the proposed budget for 2021/22 for the Board to consider whilst noting the early five-year financial forecast to 2025/26. The income and expenditure forecast base position (paragraph 2.2) was highlighted and it was reported that:
- i) income growth was expected partly due to an upturn in the 18-year-old demographic, improved retention, growth in international students' markets and a number of initiatives in the Future Strategy Programme (FSP);
 - ii) a minimum cash balance would be maintained through the five year period;
 - iii) the budget and forecast included spend in relation to the Campus Plan which the Board would discuss later (minutes BG/4/21/9 + 10 refer);
 - iv) the base position met the existing banking covenants;
 - v) the 2021/22 and future years forecast would be updated in autumn 2021 to reflect the University's recruitment performance and form the basis of the University's Annual Financial return to the Office for Students (OfS) in March 2022.
- 7.2 The Board resolved to approve the proposed budget for 2021/22 and noted the draft financial forecast to 2025/26.

Agenda item 6.3
Paper Ref
BG/4/21/6.3
Confidential

20-Year Financial Forecast

Minute Ref BG/4/21/8

- 8.1 The Chief Finance and Planning Officer introduced the report on the 20-year financial forecast which would be required by the University in order to progress discussions with potential lenders about additional borrowing to finance the proposed Campus Plan. Financing options for the proposed Campus Plan would be considered by the Refinancing for Transforming Lives (TL2) Task Group and recommended to the Board in due course (minutes BG/4/21/9 + 10 refer).
- 8.2 The Chief Finance and Planning Officer reported that the first five years of the forecast were in line with the budget 2021/22 (minute BG/4/21/7 refers) and the forecast to 2025/26. The later years were based on a set of assumptions which were key to the financial modelling work. The following points were highlighted:
- i) the University continued to take a prudent view of the potential for growth in income including student recruitment;
 - ii) the assumptions in relation to undergraduate fees and staff pay;
 - iii) the turnover and surplus forecasts;
 - iv) the proposed accelerated Campus Plan, to be discussed by the Board later in the meeting, would reduce the number of properties and size of estate owned by the University to enable it to significantly reduce its running cost and generate cash savings.
- Further points were recorded in 8.2v and 8.2vi and that detail is in a minute confidential to the Board.
- 8.3 As reported earlier in the meeting, the turbulent external environment was causing uncertainty which raised challenges for the University's strategic planning. In this context governors:
- i) asked to what extent the 20 year forecast was credible. It was reported that the forecast was not a guarantee of the financial position over the forecast period. The forecast would be subject to regular iteration to inform strategic decision making,

- and demonstrated the University's strategic commitment to become a sustainable, slightly larger and more efficient organisation.
- ii) noted that the forecast would be the basis of discussions with potential lenders about additional borrowing.
 - iii) welcomed the detailed work on the forecasts to enable consideration of the University's strategic development beyond the pandemic.

8.4 The Board resolved to approve the 20-Year financial forecast.

Agenda item 6.4
Paper Ref
BG/3/21/6.4
Confidential

Refinancing for Transforming Lives (TL2) Task Group

Minute Ref BG/4/21/9

- 9.1 The University Secretary introduced the report which proposed revisions to update the Terms of the Reference of the TL2 Task Group (approved by the Board in November 2020) following a detailed review by the Group at its first meeting on 1 July 2021.

9.2 The Board resolved to approve the revised Terms of Reference of the TL2 Task Group.

- 9.3 The Board received the unconfirmed minutes of the Group's meeting held on 1 July 2021. The Chief Finance and Planning Officer and Chair of the Task Group reported that the report from the financial advisers had provided a useful update on the current market conditions for borrowing including potential funding options for the University. The options would be evaluated for consideration by the Group at its next meeting. The Board would receive a report from the Group at its next meeting.

Action: Chief Finance and Planning Officer

Agenda item 6.5
Paper Ref
BG/4/21/6.5
Confidential

Campus Plan

Minute Ref BG/4/21/10

- 10.1 The DVC (Strategy and Operations) reported that whilst the current Campus Plan, which was developed in 2018, looked to the future and sought to provide flexible and agile spaces in which to study and work, its basis was a future of primarily on-campus working and learning. The development of the Campus Plan including proposals to accelerate its progress and build on the opportunities created by the pandemic had been scrutinised by the Finance and Employment Committee. Over the ten years of the Plan the intention was to create an efficient, sustainable campus with reduced carbon emissions. A reduction in the overall size of the University estate would enable a reduction in its risk and cost exposure. Given that the turbulent external environment was causing uncertainty which raised challenges for strategic planning, there was flexibility in the phased approach to the Plan. Phase 1 of the Howard Street developments (Blocks A-D), which was recommended to the Board, was a discrete first phase.

- 10.2 The Group Director of Estates and Facilities reported that Campus Plan was contingent on a more efficient and effective use of the estate including changes in use and occupation of estate space. Where existing buildings were to be retained, the space in them would be reconfigured to enable increased utilisation by students and staff.

The Board discussed the:

- i) proposals for an accelerated Campus Plan and the associated benefits, risks and next steps;

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- ii) intention to integrate the Campus Plan into University planning and align plans to the Portfolio Review.
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10.3 The discussion raised the following points:

- i) the effective use and management of new and retained space would enable digital ways of working, improvements to timetabling and workspace flexibility for different activities.
 - ii) previously the University's efficient use of space had been noted when benchmarked with other institutions. Generally across the sector the use of space had become inefficient. For the University some inefficiency was due to the disruption created by the pandemic following lockdown in March 2020 and prior to that, over the past decade, a number of factors had contributed to inefficiencies including an ageing estate.
 - ii) the proposals for the future use of the University's estate space were informed by the preferences expressed in the staff survey for new hybrid ways of working. The survey outcomes, based on the experience of working in a pandemic, indicated an appetite for change. The differences between workspace needs for academic and professional services staff and their use of space during the pandemic were outlined. Further consultation with all staff would inform space modelling and help identify savings from the better utilisation of space.
 - iii) how to ensure a sense of community and belonging had been a theme of the staff survey outcomes. This would need consideration and management as part of the promotion and communication of the rationale for space use to staff.
 - v) the experience of students during the current refurbishment of the City Campus atrium. Specific concerns about signage relating to the atrium works, raised by the Student Officers would be progressed with the Group Director for Estates and Facilities. It was reported that the atrium was a major piece of refurbishment and given its central position on Campus, the refurbishment had impacted a number of buildings. The challenges to be managed in connection with Phase 1 of the Campus Plan would be the disruption arising from work on site by contractors. The aim was to minimise the impact on the University's delivery of the student experience. The communications plan would include messaging students to engage them in the rationale for the proposals which included addressing students' changing expectations about what they want to see on Campus.
 - vi) the total phase 1 cost which included new developments, investment in key spaces and targeted key maintenance is recorded in a minute confidential to the Board.
 - vii) as the University's strategic planning looked beyond the pandemic there would be difficult decisions to be made to become a more efficient, agile and responsive institution, which were the aims at the heart of the Transforming Lives Strategy.
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10.4 A walking tour of the estate would be arranged for members of the Board.

Action: University Secretary

10.5 The Board resolved to approve that the University proceeds with the development of the first Phase of Howard St developments (Blocks A-D), subject to appropriate financing being in place.

10.6 The next phases of the Campus Plan were subject to further work and consideration by the Finance and Employment Committee and the Board with further iterations of the 20 year forecast including the Capital Plan. The Board noted that a formal recommendation on proposals for Phase 2 plans would be brought forward in approximately 6 months' time with emerging detail shared at the Board of Governors' Strategy Event in October 2021.

Action: DVC (Strategy and Operations) and the Group Director of Estates and Facilities.

<p>Agenda item 6.6 Paper Ref BG/3/21/6.6 Strictly Confidential</p>	<p>Potential Opportunity: Strategic Business Case</p>	<p>Minute Ref BG/4/21/11</p>
11.1	Julie Morrissy left the meeting.	
11.2	The University has continued to explore a new business opportunity, which has been reviewed in detail by the Finance and Employment Committee. A minute confidential to the Board was recorded.	
<p>Agenda item 6.7 Paper Ref BG/4/21/6.7</p>	<p>Civic University Agreement (CUA)</p>	<p>Minute Ref BG/4/21/12</p>
12.1	Julie Morrissy rejoined the meeting.	
12.2	The Deputy Vice-Chancellor (Strategy and Operations) introduced the report on the proposed CUA which demonstrated the partnership approach that has been taken in consultation with key regional stakeholders and anchor institutions to help the region to thrive and overcome the economic and social challenges of the pandemic. Governors' responses about the final draft which had been circulated to the Board on 9 July 2021 were supportive of the ambitious agreement and the leading role taken by the University.	
12.3	The Board <u>resolved to endorse</u> the CUA, and the plans for publication before the end of July 2021.	
12.4	The Board would continue to receive reports on the CUA key commitments which come under four areas of work: jobs/economy; education and skills; health; and community and regeneration.	
<p>Agenda item 6.8 Paper Ref BG/4/21/6.8</p>	<p>Equality Objectives 2021-24</p>	<p>Minute Ref BG/4/21/13</p>
13.1	The Chief People Officer introduced the report. The Human Resources and Organisational Development (HROD) Manager (Equality, Diversity and Inclusion) summarised the work and approach to the development of the Equality Objectives 2021-2024. The Objectives embodied the University's ambition to create a transformational and aspirational culture for all students and staff and reflected the Hallam Deal and the Hallam Values of Ambition, Collaboration, Inclusion, Innovation and Integrity. This work would be used to inform the Equality, Diversity and Inclusion (EDI) Delivery Plan.	
13.2	<p>The Board <u>received</u> the report. Governors:</p> <ul style="list-style-type: none"> i) asked about embedding the Objectives across the University. In particular the involvement of the Students' Union in the development of the Objectives and how they would be promulgated across the University to engage all students and staff in the delivery of them. It was reported that the delivery of the Objectives would be cascaded to staff at all levels through line management structures. The Directorate of HROD would continue to engage with the Students' Union to determine how best to promote the Objectives to students. In line with the general equality duty, the Objectives would be published internally and externally. A communications plan would support the launch of the Objectives in September 2021; ii) commented that the performance measures needed to be clear and based on qualitative and quantitative data that was measurable to enable the Board to monitor performance against the Objectives and assess the impact of the approach to EDI. It 	

was reported that work to determine how the outcomes and benefits (appendix 1) would be measured was continuing as part of the development of the EDI Delivery Plan. EDI, including performance measures would be part of the Board's discussion of culture, diversity and values at the October 2021 Strategy Event.

Action: Chief People Officer and University Leadership Team

13.3 The Board resolved to approve the revised Equality Objectives 2021-24.

Agenda item 7.1
Paper Ref
BG/4/21/7.1

Office for Students statement of expectations for preventing and addressing harassment and sexual misconduct affecting students in higher education

Minute Ref
BG/4/21/14

14.1 The Director of Student Support Services introduced the report and with the Senior HROD Business Partner provided a summary of the breadth and progress of the University's work to satisfy the Office for Students (OfS) statement of expectations for preventing and addressing harassment and sexual misconduct affecting students in higher education. In the context of the Hallam Deal, Hallam Values and Equality Objectives the holistic approach of the Harassment, Sexual Misconduct and Hate Crime Working Group included all protected characteristics. The approach included a reworking of the University's report and support procedures and a planned programme of training to raise awareness of students and staff to the issues. The University's response to the Women in Technology Society report had been discussed earlier (BG/4/21/6.4 refers).

14.2

The Board noted the establishment of the Working Group. In response to questions and comments about the scope of the work to date it was reported:

- i) that apprenticeships, which were in the scope of OfSTED inspections and its guidance on safeguarding, were part of the programme of work being progressed;
- ii) that the University would work with the Students' Union on communications to raise students' awareness. Governors commented that the Last Taboo and the Red Flag campaigns were good initiatives. Governors suggested that the University's overall approach to address the challenges should place the emphasis on education and prevention and not just focus on improving reporting. Training was key and should be mandatory;
- iii) that the confidence of students and staff in the reporting and resolution processes needed to be addressed. Governors commented that the number of issues which progressed to a formal resolution were very low compared with the number reported over the three-year period (appendix A).
- iv) that the interface with the Police and support agencies was covered in the training modules.

14.3 In response to a question from the Student Officers it was reported that the University would work with the Students' Union to address the specific challenges highlighted in connection with international students. The Director of Student Support Services would meet with the Officers following the meeting.

14.4 In conclusion it was commented that there were no easy answers to the range of issues raised in the report. The University would continue to learn and adapt its approach to maintain its commitment to be a welcoming, safe and tolerant community.

14.5 The Board resolved to endorse the proposed next steps (paragraph 2.5).

Agenda item 7.2 Paper Ref BG/4/21/7.2 Confidential + legally privileged	OfS Review of Compliance with Condition C1 – Consumer Protection Law	Minute Ref BG/4/21/15
15.1	The DVC (Academic) introduced the report which detailed the work in connection with the second and final stage of the internal review of the University’s compliance with Condition of Registration C1, conducted at the request of the Office for Students. The review process had involved legal advice and scrutiny of the University’s arrangements by the Academic Board and the Academic Assurance Committee. The Chair of the Committee reported that the Committee had been content with the information it had received and the assurances provided on the University’s compliance with Condition C1. The recommendations in the final report (paragraph 13) had been considered and approved by the University Leadership Team.	
15.2	The Board <u>noted</u> the approach taken to the second and final stage of the internal review and that the broad conclusions of the review were a positive assurance of compliance.	
Agenda item 7.3 Paper Ref BG/4/21/7.4	Report from Staff Governors	Minute Ref BG/4/21/16
16.1	Staff governors reported that some colleagues were feeling uncomfortable about a return to Campus following the lifting of pandemic restrictions by the Government. It was reported that the current situation was challenging; different organisations were adopting varying approaches to the removal of restrictions around mask wearing and social distancing. The size of the campus presented its own challenges and the University was reviewing its expectations about mask wearing which would be communicated to staff. The Board <u>received</u> the report.	
Agenda item 7.4 Paper Ref BG/4/21/7.4	Report from the Students’ Union	Minute Ref BG/4/21/17
17.1	The Board <u>received</u> the report which summarised the objectives and priorities for 2021/22 of the team of elected Officers in the Sheffield Hallam Students’ Union (SHSU) and reported progress on the SHSU Strategy. The President and International Students’ Officer highlighted the Officers’ manifesto priorities, a number of individual objectives, the Officers’ recent three day induction event and the Officers engagement with preparations for Welcome Week in September 2021. One objective was to lobby the University to improve mental health and wellbeing support to embrace the cultural diversity of international students. Another objective connected with this was the promotion of positive wellbeing and the link between physical activity and mental health. Governors commented that the report highlighted the enthusiasm for the year ahead.	
Agenda item 7.5 Paper Ref BG/4/21/7.5	Staff Pulse Survey – April 2021	Minute Ref BG/4/21/18
18.1	The Board <u>noted</u> the report on the outcomes of the Staff Pulse Survey and how they were being used to inform future ways of working. The report would inform the Board’s discussion of culture, diversity and values at the October 2021 Strategy Event.	
Action: Chief People Officer and University Leadership Team.		

<p>Agenda item 7.6 Paper Ref BG/4/21/7.6</p>	<p>Hallam Deal</p>	<p>Minute Ref BG/4/21/19</p>
	<p>19.1 The Co-Head of HROD, Organisational Performance and Culture introduced the report on progress towards creating an outstanding environment in which to study, research and work and summarised the changes to the five themes of the Hallam Deal.</p>	
	<p>19.2 The Board <u>noted</u> the progress report and <u>endorsed</u> the future direction of the Hallam Deal.</p>	
<p>Agenda item 7.7i, ii, + iii</p>	<p>University Secretary's Report</p>	<p>Minute Ref BG/4/21/20</p>
	<p>20.1 Governance Apprenticeship Programme (GAP) - The Board <u>noted</u> that following correspondence with Perrett Laver in July 2021 the GAP would be launched in September rather than July 2021. The Governance and Nominations Committee and the Board would receive a progress report on the GAP at meetings in October 2021.</p>	
	<p>20.2 Board Effectiveness Review 2020/21: Action Plan - The Board <u>noted</u> the progress of work in the action plan and that the Governance and Nominations Committee would monitor and review progress in 2021/22. The Board would receive implementation progress reports.</p>	
	<p>20.3 Academic Board Constitution - The Board <u>resolved to approve</u> the amendment to the Academic Board's terms of reference and membership and <u>noted</u> the extended terms of office of appointed members of the Academic Board (appendix 1).</p>	
	<p>20.4 Appointments to the Board and its committees - The Board <u>received</u> the report which detailed the recommendations for appointment to the Board and its committees including the succession planning report which supplemented the minutes of the Nominations Committee's meeting held on 17 June 2021.</p>	
	<p>20.5 The Board <u>noted</u> that the terms of office of each of the following Independent Members would end on 31 July 2021 in line with the succession planning of the Nominations Committee: Karen Finlayson, David Bradley, Chris Kinsella, Julie Morrissy and Paul Wiles.</p>	
	<p>20.6 The Board <u>resolved to approve</u> that the size of the Board from 1 August 2021 is increased from 22 members to 24 members, noting that this increase is temporary and Board membership reduces in the year to 31 July 2022.</p>	
	<p>20.7 The Board <u>noted</u> that a targeted approach was being taken to fill the Independent Member vacancy for a qualified accountant. A report would be made to the Governance and Nominations Committee at its meeting on 8 October 2021 and to the Board on 15 October 2021. At its meeting on 8 October 2021 the Committee would review the Board's membership needs and, if needed, advise on the next steps if the vacancy could not be filled to enable overlap with the term of office of Neil MacDonald.</p>	
	<p>20.8 The Board <u>resolved to approve</u> that on an exceptional basis, Neil MacDonald's term of office as an Independent Member on the Board is extended beyond 31 July 2021, for five months only to 31 December 2021.</p>	
<p>from 1 August 2021 to 31 July 2024:</p> <ul style="list-style-type: none"> • Matt Lilley 	<p>20.9 The Board <u>resolved to approve</u> the appointment of each of the following to the Board as Independent Members:</p>	

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- Keith Ridgway

from 1 August 2021 to 31 July 2025:

- Gabrielle Berring
- Ian Hall
- Sameer Kothari
- Giles Searby
- Jonathan Slater

20.10 Academic Assurance Committee (AAC)

The Board resolved to approve the:

- i) appointment of Keith Ridgway to AAC from 1 August 2021 to 31 July 2024;
- ii) appointment of Ishan Cader, as an external co-opted member to the AAC from 1 August 2021 to 31 July 2025;
- iii) re-appointment of Julietta Patnick to AAC from 1 August 2021 to 31 July 2024.

20.11 Audit and Risk Committee (ARC)

The Board resolved to approve the:

- i) re-appointment of Vickie Brown as an external co-opted member, to ARC from 1 August 2021 to 31 July 2025; .
- ii) appointment of Ian Hall to ARC from 1 August 2021 to 31 July 2025;
- iii) appointment of Matt Lilley to ARC from 1 August 2021 to 31 July 2024;
- iv) appointment of Sameer Kothari to ARC from 1 August 2021 to 31 July 2025.

20.12 Finance and Employment Committee (FEC)

The Board resolved to approve the:

- i) re-appointment of Neil MacDonald for an extended term of office on FEC on an exceptional basis for five months from 1 August 2021 to 31 December 2021;
- ii) appointment of Gabrielle Berring to FEC from 1 August 2021 to 31 July 2025;
- iii) appointment of Giles Searby to FEC from 1 August 2021 to 31 July 2025.

20.13 Governance and Nominations Committee (GNC)

The Board noted the appointment of Praise Ishola, President of the Students' Union (ex-officio) to GNC from 1 August 2021 to 30 June 2022.

20.14 Refinancing for Transforming Lives Task Group (TL2)

The Board resolved to approve the:

- i) re-appointment of Neil MacDonald for an extended term of office on TL2 on an exceptional basis for five months from 1 August 2021 to 31 December 2021;
- ii) appointment of Gabrielle Berring to TL2 from 1 August 2021 to 31 July 2025.

20.15 Honorary Awards Committee (HAC)

The Board noted the appointment of Praise Ishola, President of the Students' Union (ex-officio) to HAC from 1 August 2021 to 30 June 2022.

20.16 Vacancies on committees - The Board noted that members would be invited to express an interest in the vacancy on the Honorary Awards Committee and the vacancy on the Universities of Sheffield Military Education Committee.

20.17 Action: University Secretary to progress the actions arising in connection with the appointments and Board membership.

Agenda item 7.8	Chair's Reports	Minute Ref BG/4/21/21
21.1	Following the discussion of agenda items there were no further reports from the Chairs of the Finance and Employment Committee, Remuneration Committee or the Nominations Committee . The minutes of these meetings were included in the Board circulation.	
21.2	The Chair of the Academic Assurance Committee (AAC) reported that at its meeting on 9 July 2021 the Committee had received updates on the: <ul style="list-style-type: none"> i) Quality Improvement Plan to address areas for improvement identified in the University's Apprenticeship Self-Assessment Report. The AAC Chair reported to the Board that a full OfSTED inspection could take place could at any point between September 2021 and September 2022. ii) Student Experience and Planning for 2021/22 including the University's arrangements to deliver a quality student experience during the pandemic. iii) Academic Board's approval of a revision to the University Grade Descriptor as an interim step towards the University's ambition to implement Grade Based Assessment. 	
21.3	The Chair of the Board reported that at its meeting on 19 May 2021 the Board Officers Group had: <ul style="list-style-type: none"> • discussed the approach to and content of the governors' induction programme; • been briefed on the University's planning for autumn 2021; • received updates on reports which were on the Board's agenda and in the programme of business. 	
Agenda item 8.1 Paper Ref BG/4/21/8.1i Confidential BG/4/21/8.1ii BG/4/21/8.1iii	Minutes of the Committees of the Board	Minute Ref BG/4/21/22
22.1	The Board <u>received</u> the unconfirmed minutes of the: <ul style="list-style-type: none"> i) Nominations Committee meeting held on 17 June 2021; ii) Finance and Employment Committee meeting held on 7 July 2021; iii) Remuneration Committee meeting held on 13 July 2021. 	
Agenda item 8.2 Paper Ref BG/4/21/8.2	Academic Governance	Minute Ref BG/4/21/23
23.1	The Board <u>received</u> the unconfirmed minutes of the Academic Board meeting held on 9 June 2021.	
Agenda item 9 Paper Ref BG/4/21/9.1	Corporation Seal	Minute Ref BG/4/21/24
24.1	The Board <u>noted</u> the Corporation Seal.	
Agenda item 10 Paper Ref BG/4/21/10	Schedule of meetings and outline annual cycle of business	Minute Ref BG/4/21/25
25.1	The Board <u>received</u> the outline annual cycle of business and <u>noted</u> that the <ul style="list-style-type: none"> • Board's strategy event will be held at the Crowne Plaza Royal Victoria Hotel, Sheffield on Thursday 14 and Friday 15 October 2021; • next business meeting of the Board would be held on Friday 15 October 2021, day 2 of the event. 	

Chair's Closing Remarks – end of terms of office

Minute BG/4/21/26
Ref

- 26.1 On behalf of the Board the Chair thanked each of the following Independent Members for their service and contribution to the work of the Board and its committees:
- Julie Morrissy since 15 October 2013;
 - Chris Kinsella since 1 August 2013;
 - Karen Finlayson since 1 April 2017.