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| **CONFIRMED OPEN MINUTES OF THE MEETING HELD ON TUESDAY 23 MAY 2023** | | |
| PRESENT: | | |
| Lord Kerslake, Chair | Dr Jia Liu | |
| Joanna Allen | Meg Munn | |
| Gabrielle Berring | Dayo Oladiti | |
| John Cowling via Zoom | Matt Parkin | |
| Angela Foulkes via Zoom | Prof Julietta Patnick via Zoom | |
| Ian Hall via Zoom | Prof Keith Ridgway | |
| Prof Sir Chris Husbands | Giles Searby from item 7 | |
| Sabahat Khan | Jonathan Slater via Zoom | |
| Dr Matt Lilley via Zoom | Penny Thompson | |
| IN ATTENDANCE: | | AGENDA ITEM |
| Michaela Boryslawskyj, University Secretary | | All |
| Helen Best, Dean of Academic Strategy | | Item 8 |
| Richard Calvert, Deputy Vice-Chancellor Strategy and Operations (DVCSO) | | All |
| Prof Rory Duncan, Pro Vice-Chancellor Research and Innovation | | From item 2 |
| Abiola Fasipe, Students’ Union President Elect, Observer | | From item 2 |
| Mohammed Hannan, Governance Apprentice, Observer | | All via Zoom |
| Dr Sally Jackson, Chief People Officer, Pro Vice-Chancellor (Diversity & Inclusion) | | All |
| Prof Kevin Kerrigan, Pro Vice-Chancellor Business and Enterprise | | From item 2 |
| Ryan Keyworth, Chief Finance Officer | | From item 2 |
| Janet Onyia, Governance Apprentice, Observer | | All |
| Tom Russell, Head of Strategic Insight and Data | | Item 9 |
| Prof Helen Scott, PVC Learning, Teaching and Student Success (LTSS) | | From item 2 |
| Prof David Shepherd, Deputy Vice-Chancellor Academic (DVCA) | | All |
| Lorraine Stallard Executive Assistant to the University Secretary and Chair of the Board of Governors (Observer) | | Items 1-8 |
| Claire Ward, Director of Transformation | | Item 8 |
| Prof Chris Wiggington, Pro Vice-Chancellor Global and Academic Partnerships | | Items 2-10 |
| Libby Wilson, Group Director Infrastructure and Change | | Item 8 |
| Tracey Goodwill, Board Secretary | | All |
| APOLOGIES: Prof J Bale, Dr Claire Ketnor and Sameer Kothari | | |

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| Minute Ref | Item of Business | Paper Ref |
| BG/2023-05-23/1 | VICE-CHANCELLOR RECRUITMENT | BG/2023-05-23/1  Confidential |
| 1.1 | The Board **received** the tabled report on the outcome from the Selection Panel, held in May 2023, in relation to the recruitment of the next Vice-Chancellor. | |
| 1.1 – 1.4 | Confidential minutes were recorded. | |
| 1.5 | On behalf of the Selection Panel the Chair of the Board thanked the University Team for their support including the management of the logistics of the Selection Event. | |
| 1.6 | **Action:** The Board to receive a report at its meeting in July 2023. | |
| BG/2023-05-23/2 | CHAIR’S OPENING REMARKS |  |
| 2.1 | The Chair welcomed members of the University Executive Board and Abiola Fasipe, Students’ Union President elect, to the meeting. | |
| 2.2 | The Chair updated colleagues on the outcome of the recent recruitment and selection process for the next Vice-Chancellor of the University which would be communicated to the wider University following the meeting. | |
| 2.3 | On behalf of the Board the Chair congratulated Dr Claire Ketnor (Governor) who had been nominated by the University for this year’s National Teaching Fellowship Scheme. The results would be announced by AdvanceHE in August 2023. | |
| BG/2023-05-23/3 | DECLARATIONS OF INTEREST |  |
| 3.1 | There were no declarations of interest. | |
| BG/2023-05-23/4 | MINUTES OF THE PREVIOUS MEETING | BG/2023-05-23/P3.1-3.3 |
| 4.1 | The minutes and confidential minutes of the meeting held on 28 March 2023 were **approved** as a correct record. | |
| BG/2023-05-23/5 | MATTERS ARISING/ACTION TRACKER | BG/2023-05-23/P4 |
| 5.1 | The Board **noted** the action tracker. | |
| BG/2023-05-23/6 | OTHER URGENT BUSINESS |  |
| 6.1 | There was no other urgent business. | |
| BG/2023-05-23/7 | VICE-CHANCELLOR’S REPORT | BG/2023-05-23/P6 |
| 7.1 | The Board **noted** the report. The Vice-Chancellor highlighted the following.  1 The continuing national pay and conditions dispute between the University and College Union (UCU) and the Universities and Colleges Employers Association (UCEA). UCU had not accepted the ACAS negotiated settlement and following a ballot of its members was taking further industrial action. This included a marking and assessment boycott which started on 15 May 2023 at the University. The University had notified academic and research staff members of UCU of the position on partial performance, including that pay would be withheld at 100% from members of staff participating in the boycott. In response to the University’s 100% deduction, UCU had announced five days of strike action (last week May/first week June). The anticipated impact of the action at the University was outlined.  The President of the Students’ Union highlighted students’ concerns in connection with the impact of the industrial action on their study. There was a need for the University to ensure clear communications to students.  The Board was assured that the University was doing everything it could to mitigate the impact of the action on students.  2 The Government had announced today that international students on taught postgraduate masters courses would lose the right to be accompanied by dependents. This would be implemented from January 2024. The implications of the change for the University’s international recruitment were being reviewed.  3 Work to secure greater efficiencies with changes to the Academic Portfolio continued. This was part of a wide-ranging programme of streamlining, improving the consistency of students’ learning experience, developing students’ digital skills and capabilities, and considering how students can be enabled to successfully balance study with other commitments.  4 The PVC Research and Innovation reported on the University’s work with its strategic partner La Trobe University, Australia. The launch of a joint research institute to help societies tackle complex global security challenges would take place at Australia House, London in June 2023. | |
| 7.2 | On behalf of the Board the Chair congratulated the PVC Research and Innovation on the Transforming Lives Fellowships recruitment campaigns which had been launched. | |
| BG/2023-05-23/8 | 2023/24 BUDGET – DRAFT POSITION | BG/2023-05-23/P7 Confidential |
| 8.1 | The Chief Finance Officer introduced the report and gave an overview of the detailed approach being taken to prepare the 2023/24 Budget for approval by the Board in July 2023. This included work to mitigate the impact of financial pressures and challenges (including inflation, cost of living, fixed undergraduate fee and challenges in recruitment) on the 2023/24 Budget which would provide the foundation for a Medium Term Financial Strategy (MTFS) to be developed over summer 2023. A confidential minute was recorded. | |
| 8.2 | The Chair of the Finance and Employment Committee confirmed that at its meeting in May 2023 the Committee had been content with direction of travel of the work on the 2023/24 Budget. | |
| 8.3 | A confidential minute was recorded. | |
| 8.4 | The Board **resolved to approve** the 2023/24 draft Budget subject to review by the FEC at its meeting in June and a final version of the 2023/24 Budget being recommended to the July 2023 Board meeting for approval. | |
| BG/2023-05-23/9 | FUTURE STRATEGY PROGRAMME (FSP) | BG/2023-05-23/P8 Confidential |
| 9.1 | The Board **noted** the FSP progress report. The DVCSO highlighted the following.   1. The focus in the FSP on sustainable, efficient growth continued and delivery of the Programme was the route to achieving the long term strategy of the University. 2. Climate Action Strategy was launched in May 2023 which embodies the University’s values, mission and civic commitments. The Strategy set out a series of initial commitments which aim to have a positive impact on reducing the University’s environmental impact and embedding more climate aware approaches across everything the University does. On behalf of the Board the Chair congratulated the PVC Research and Innovation and Head of Strategy and Insight on the progress being made. 3. The decision to proceed with phase 2 of the Campus Plan was being reviewed, including discussion of the re-phasing of phase 2, with the Finance and Employment Committee. This was in light of the more constrained external environment and the progress of the University’s strategic ambitions for sustained, efficient growth.   4 A confidential minute was recorded. | |
| 9.2 | The purpose of the University’s portfolio growth assurance exercise was to test institutional readiness, to be clear that it was prioritising actions which respond directly to the sustainable, efficient growth business drivers and that plans for growth were sufficiently detailed and robust and that the University is confident that they remain deliverable even in an environment of constrained investment.  The Board received a presentation on the Portfolio Growth assessment. | |
| 9.3-9.6 | Confidential minutes were recorded. | |
| BG/2023-05-23/10 | UNIVERSITY PERFORMANCE REPORT (UPR) | BG/2023-05-23/P9 Confidential |
| 10.1 | The Board **noted** the UPR which provided an update on progress against strategic plans, performance on key measures and a summary of the University’s financial position. A confidential minute was recorded. | |
| 10.2 | A confidential minute was recorded. | |
| 10.3 | A confidential minute was recorded. | |
| 10.4 | The DVCSO reported that a review of the UPR would take place over summer 2023 informed by comments at the previous meeting. **Post meeting note**: Governors, Matt Lilley and Ian Hall would meet with the DVCSO and Head of Strategic Insight and Data to progress the review. | |
| BG/2023-05-23/11 | EQUALITY, EQUITY, DIVERSITY AND INCLUSION (EEDI) REPORT | BG/2023-05-23/P10 Confidential |
| 11.1 | The Chief People Officer, Pro Vice-Chancellor (Diversity & Inclusion) introduced the 2021/22 annual EEDI report which gave an overview of the University’s progress towards its vision of ‘Sheffield Hallam: A Culture of Inclusion’, which is underpinned by the five Equality Objectives (2021-24).  The University was sector leading in some areas and there was work to do in others. Some of the key points highlighted were:   * The focus on equity, as well as equality, which was an essential component of the University’s overall ambitions. * There had been improvements in data collection. Some areas of management information remained challenging and future priorities included work to enable more data-informed decisions and plans. * The need to reduce the degree awarding gap. * Increasing the diversity of staff remained a challenge, although steady progress was being made. The Inclusive Recruitment Plan would continue to target recruitment practices. In response to a question it was reported that work to improve the underrepresentation of Black Professors continued. * It remained important to keep intersectionality under consideration. Future priorities included a project to improve the disclosure rates of protected characteristics. This would enable the University to deliver targeted projects and support to the groups who need it most. | |
| 11.2 | The Board noted the progress made and thanked the Chief People Officer for a comprehensive report. Governors commented that they welcomed the focus on equity.  In response to a question about the:   * scrutiny given to EEDI by the Finance and Employment Committee it was commented that the amount of time allocated on agendas was significant. The interconnection between the people, estate and finance strands of the Committee’s remit was key and the balance of them on agendas was kept under review. * report’s content on leadership development and training, it was clarified that Leadership and Management Essentials was a programme developed for staff with protected characteristics. | |
| 11.3 | The Board **resolved to approve** the report for publication. | |
| BG/2023-05-23/12 | REPORT FROM THE STUDENTS’ UNION | BG/2023-05-23/P11 |
| 12.1 | The Board **noted** the report on progress made by the Students’ Union towards its 2025 strategy including performance against key indicators.  The President highlighted:   * the summary of the achievements of the Officer Team in 2022/23; * the value gained from the experience of being a member of the Board of Governors. The Board’s objective views were welcomed in the discussions and looking ahead more questions to be asked of the Students’ Union. * working with the University Executives including the sharing of ideas to see what resonated had been helpful. | |
| 12.2 | Governors commented on the improvements to the report. The format made it easy to read and the informative content was excellent.  In response to questions:   * the rationale for the targets in the 2023/24 engagement KPIs was outlined. * about the turnover of Students’ Union Officers on the Board, it was clarified that the annual term of office was in accordance with the Students’ Union constitution. | |
| 12.3 | On behalf of the Board the Chair thanked the President and College Officer (Social Sciences and Arts) for their contribution to the work of the Board and looked forward to working with the new Officer Team in 2023/24. | |
| BG/2023-05-23/13 | **CHAIRS’ REPORTS** | |
| 13.1 | The **Chair of the Finance and Employment Committee (FEC)** reported on the 3 May 2023 meeting and highlighted:  1 The following which were in reports to the Board:   * EEDI Report was recommended to the Board. * Budget update * Estate Development - Strategic Overview including work relating to Phase 2 of the Campus Plan. * Industrial action by UCU   2 that minor revisions were approved to the Treasury Management Policy and proposed improvements to the ethical investment aspects of the Policy for the next major review in 2023/24.  3 the Technology Strategy Report. The Technology and Infrastructure Strategy Board was considering project/investment prioritisation to ensure delivery of scheduled major programmes and a report would be presented to FEC in June. FEC received a deep dive on systems integration and an update on core projects including the implementation of HESA Data Futures.  4 the People Plan report. This included an update on the Voluntary Severance Scheme and an extension to the deadline. The report also provided an update on the work on the University’s reward and recognition offer including a project with external consultants to understand the University’s positioning within the wider recruitment marketplace, a desk-based analysis of the user experience at competitor/comparator institutions and exploration of potential factors driving staff attrition. | |
| 13.2 | The Chair of the Board reported that at the 28 April 2023 meeting the **Board Officers Group** had received reports enabling oversight, update and discussion of the University’s strategic developments. These developments were in reports considered earlier by the Board and included:   * Vice-Chancellor recruitment; * UCU action; * challenges shaping the external operating and policy context and the progress of the Future Strategy Programme and the 2023/24 draft Budget position; * Progress of the Lifelong Learning (Higher Education Fee Limits) Bill and Higher Education (Freedom of Speech) Bill. | |
| 13.3 | **Brent Cross Campus: April 2023 meeting of the Task Group of the Board**  The DVCSO reported that as part of the diversification of the Portfolio, the focus of the University’s work was on the design of the academic portfolio and operating model for the London Campus. Good progress was being made.  The programme timeline for the building housing the London Campus would be discussed with the Developer at the next meeting in May 2023.  The Board would receive a progress report at its meeting in July 2023.  **Action** DVCSO | |
| BG/2023-05-23/14 | UNIVERSITY SECRETARY’S REPORT (USR) | BG/2023-05-23/P15  Confidential |
| 14.1 | **Student governors’ terms of office and appointments**  The Board **noted** that the terms of office of the student members on the Board would end on 30 June 2023:   * Sabahat Khan, President of the Students’ Union, Board of Governors, Academic Assurance Committee and Governance and Nominations Committee; * Dayo Oladiti, College Officer (Social Sciences and Arts).   The Board **noted** that the Students’ Union’s elections held in Spring 2023 were conducted fairly and properly in accordance with the Education Act 1994 (section 2.2).  The Board **resolved to approve** the appointment to the Board (and its committees) Abiola Fasipe, President Elect of the Students' Union (also Governance and Nominations Committee and Academic Assurance Committee) for the period 1 July 2023 until 30 June 2024. | |
| 14.2 | The Board **noted** the summary of the findings and recommendations of the external review which considered the University’s overall approach to managing allegations of antisemitism within the legal and regulatory framework within which the University operates.  The Board would be kept informed of developments and the progress of the work on each of the recommendations to provide a further update and action plan.  **Action:** University Secretary | |
| 14.3 | The Board **noted** the remainder of the information in the USR. | |
| BG/2023-05-23/15 | ESTATE DEVELOPMENT REPORT | BG/2023-05-23/16 Confidential |
| 15.1 | The Board **noted** the progress report on the main activities in the estates development portfolio and the Hallam Alliance. | |
| BG/2023-05-23/16 | COMMITTEE MINUTES | BG/2023-05-23/P17.1-17.4 |
| 16.1 | The Board **noted** the following unconfirmed minutes:   * Governance and Nominations Committee – 2 March 2023 * Academic Assurance Committee – 16 March 2023 * Finance and Employment Committee – 3 May 2023 * Confirmed Health, Safety and Wellbeing Committee – 9 February 2023 | |
| BG/2023-05-23/17 | CORPORATION SEAL | BG/2023-05-23/P18 |
| 17.1 | The Board **noted** the report. | |
| BG/2023-05-23/18 | ANNUAL BUSINESS CYCLE 2022/23 | BG/2023-05-23/P19 |
| 18.1 | The Board **noted** the outline annual cycle of business and that the next meeting of the Board would be held on Tuesday 18 July 2023 in Boardroom 1037 at City Campus. | |