

<u>CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 24 MAY 2022</u>		
PRESENT:		
Lord Bob Kerslake (Chair)	Dr Claire Ketnor	
Gabrielle Berring	Dr Matt Lilley	
Dan Bye	Dr Jia Liu	
John Cowling	Sabahat Khan	
Ian Hall	Prof Julietta Patnick	
Prof Sir Chris Husbands	Prof Keith Ridgway	
Meg Munn	Giles Searby	
Chris Kenny	Lucian Tipi	
APOLOGIES:	Joanna Allen, Prof Jeff Bale, Angela Foulkes, Praise Ishola, Sameer Kothari, Jonathan Slater and Penny Thompson	
IN ATTENDANCE:		AGENDA ITEM
Michaela Boryslawskyj, University Secretary		All
Richard Calvert, Deputy Vice-Chancellor (Strategy and Operations)		All
Prof Rory Duncan, Pro Vice-Chancellor Research and Innovation		All
Mohammed Hannan, Governance Apprentice, Observer		All
Dr Sally Jackson, Chief People Officer and Pro Vice-Chancellor (Diversity and Inclusion).		All
Linda Mason, Director of Strategy, Planning and Insight		Items 6.3 + 7.1
Neil McKay, Dean of Students		Items 7.2 + 7.3
Dayo Oladiti, Students' Union, Social Sciences and Arts College Officer elect, Observer		All
Janet Onyia, Governance Apprentice, Observer		All
Richelle Quinn, Head of Strategic Marketing		Item 6.3
Jacqui Robinson, Director of Communications + Marketing		Item 6.3
Prof David Shepherd, DVC (Academic)		All
Simon Taylor, Interim Chief Finance Officer		All
Prof Jon Wheat, Associate Dean for Research and Innovation. College of Health, Wellbeing and Life Sciences		Item 6.2
Prof Chris Wiggington, PVC Global and Academic Partnerships		All
Tracey Goodwill, Board Secretary, Directorate of Governance, Legal and Sector Regulation		All

Chair's Opening Remarks

Minute Ref **BG/3/22/1**

- 1.1 The Chair welcomed Rory Duncan (Pro Vice-Chancellor Research and Innovation) and Dayo Oladiti (Social Sciences and Arts College Officer elect) to the meeting.

Agenda item. 2	Declarations of Interest	Minute Ref BG/3/22/2
2.1 There were no declarations of interest.		
Agenda item 3 Paper Ref BG/2/22/M BG/2/22/MC	Minutes of Previous Meeting	Minute Ref BG/3/22/3
3.1 The Board <u>resolved to approve</u> the minutes and confidential minutes of the 29 March 2022 meeting.		
Agenda item 4 BG/2/22/action tracker	Matters Arising / Action Tracker	Minute Ref BG/3/22/4
4.1 The Board <u>noted</u> the action tracker.		
Agenda item 5	Other Urgent Business	Minute Ref BG/3/22/5
5.1 There was no other urgent business.		
Agenda item 6.1 Paper Ref BG/3/22/6.1 Confidential	Vice-Chancellor's Report	Minute Ref BG/3/22/6
6.1 The Board <u>noted</u> the report. The Vice-Chancellor reported that:		
<ul style="list-style-type: none"> i) industrial action by the University and College Union (UCU) continued in relation to the national Four Fights campaign on pay, casualisation, equality, and workload. The Sheffield Hallam branch of UCU had announced that it was withdrawing the proposed marking and assessment boycott which had been due to begin on 23 May 2022. UCU planned to go ahead with other aspects of action short of a strike for the next six months relating to the national dispute. The University continued to take every reasonable action to minimise the impact on students. It was noted that industrial relations activity had been discussed at both the Academic Assurance Committee and Finance and Employment Committee meetings in May 2022. ii) as the University moved beyond the pandemic restrictions, face-to-face teaching was taking place. Students were returning to Campus but overall, attendance was low. This was also the experience of other HE providers. The DVC (Academic) and Vice-Chancellor were meeting with departmental leadership teams to discuss planning for the start of the 2022/23 academic year including the approach to the challenges of restoring a vibrant community on Campus. iii) in a civil action against Bristol University, the HE provider had been found liable for a student's suicide after it failed to make allowances for the individual's disability. The landmark ruling may have a significant impact on how HE providers support students and may result in guidance being issued for the sector. The University was reviewing its practice and policies. iv) Professor Helen Scott would join the University as PVC Learning, Teaching and Student Success in July 2022. v) the University's news and announcements included: <ul style="list-style-type: none"> • the University has twinned with Kyiv National University of Technologies and Design in offer of support to Ukrainian students and academics; 		

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- the flagship innovation programme, led by the University's Advanced Wellbeing Research Centre (AWRC) had accepted twelve national and international SMEs into the latest Wellbeing Accelerator cohort.
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6.2 A confidential minute was recorded.

6.3 In the **Research Excellence Framework 2021** results, which were published on 12 May 2022, the University was recognised for delivering real-world impact through its research. The REF 2021 outcomes would be used to inform the allocation of public funding for universities' research.

The PVC Research and Innovation outlined the approach taken to the University's REF 2021 submission. This included 500 research active staff which represented 32% of all academic staff and, compared with the REF 2014, there was a marked increase in female-led research and staff from an ethnic minority background.

In response to comments and questions about the headline summary of the University's REF 2021 results the Board discussed:

- i) comparisons with competitors' including the performance of the sector as a whole and the effect on research rankings for the University;
- ii) the significance of the success measures including grade point average and quality;
- iii) the reasons why the University's position in some league tables would improve, the benefits for the University's reputation and impact in recruitment markets of its research aspirations and ambitions.

Governors congratulated the University on the REF 2021 outcomes.

6.4 **Future Strategy Programme (FSP)** The DVC (Strategy and Operations) provided an update that at its meeting in July 2022 the Board would receive reports on the following in the context of the FSP:

- i) the Portfolio Plan, student number projections and 2022/23 Budget;
- ii) the invitation to tender for the online portfolio project.
- iii) the research and innovation plan.

Action: DVC (Strategy and Operations) and ULT

In connection with the Extended Campus it was reported that:

- i) the University had reconfigured some of its Campus spaces used by professional services staff to enable hybrid working as the University moved beyond the pandemic restrictions. In response to comments about staff experience of using Campus space, it was suggested that the Finance and Employment Committee discuss the arrangements for hybrid working. The outcomes of a staff hybrid working pilot would inform the approach to space use for the 2022/23 academic year.
 - ii) work on the Campus Plan continued and estate development progress reports including capital expenditure were later on the agenda.
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Agenda item 6.2 Paper ref BG/3/22/6.2 Confidential	Strategic discussion: Future Strategy Programme – Health Transformation Project	Minute Ref BG/3/22/7
7.1 The Board <u>received</u> the report and a presentation from the Associate Dean for Research and Innovation, College of Health, Wellbeing and Life Sciences which provided an update on the scope and progress of the Health Transformation project.		
7.2 A confidential minute was recorded.		
7.3 A confidential minute was recorded.		
7.4 The Board would receive further updates on transformation of the health portfolio as part of future engagement with the Board on the portfolio plan.		
Agenda Item 6.3 Paper ref BG/3/22/6.3 Confidential	Sheffield Hallam University's Brand and Market Positioning	BG/3/22/8
8.1 The Board <u>received</u> the report and a presentation from the Director of Communications and Marketing and the Head of Strategic Marketing, which provided an overview of the University's approach to brand awareness marketing and positioning for both Sheffield Hallam and the City.		
8.2 The Board discussed the approach to brand awareness marketing and positioning and the points raised included:		
i) the focus of the brand narrative was on the demographic growth in the number of 18 year olds in light of the DataHE findings. In the geographical areas to be targeted, little was known about Sheffield as a City. The 'Sheffield as a Student City' campaign would be jointly delivered with the University of Sheffield and Sheffield City Council. The Board supported the collaborative work to promote the City;		
ii) the University's approach to raise awareness of prospective students. Examples of the use of digital platforms, Hallam alumni and Hallam Insiders to provide an authentic student voice were outlined;		
iii) underpinning the refreshed high level brand narrative were individual messages about specific aspects of Sheffield Hallam's offer and performance, including the promotion of the National Student Survey outcomes. The promotion of the University's success in achieving awards was also a powerful tool;		
iv) the brand awareness work in connection with the offer to other student audiences, business and partners continued as it was an integral part of the overall brand narrative. The work with colleagues on business engagement was outlined.		
8.3 The Board was encouraged by the approach being taken to the brand narrative and the visuals were well received. The development of the refreshed brand positioning and narrative would continue, working in alignment with the FSP and Portfolio Plan projects.		
Agenda Item 6.4	Task Group of the Board: Potential Opportunity	Minute Ref BG/3/22/9
9.1 The Board <u>received</u> a progress report following the 23 May 2022 meeting of the Task Group. A confidential minute was recorded. The Board would receive a report at its meeting in July 2022.		
Action: DVC (Strategy and Operations)		

Agenda item 7.1	University Performance Report: Period 9 April	Minute Ref BG/3/22/10
Paper Ref BG/3/22/7.1		
Confidential		

10.1 The Board received the report of progress against strategic plans, the University's performance on key measures and a summary of its financial position and forecast for the current financial year.

10.2 A confidential minute was recorded.

10.3 A confidential minute was recorded.

10.4 In response to comments:

- i) about the balance of the loan, the use of the loan was outlined;
- ii) about where the staff vacancies were, the Finance and Employment Committee would receive a People Plan update report on the impact of them for the University.
Action: Chief People Officer and Pro Vice-Chancellor (Diversity and Inclusion).
- iii) about home postgraduate recruitment the Board would receive a report on scholarships.
Action: Group Director Recruitment, Communications and Marketing

Agenda item 7.2	Report from the Students' Union	Minute Ref BG/3/22/11
Paper Ref BG/3/22/7.2		
Confidential		

11.1 The University Secretary reported that she had received a report on the Students' Union's elections held in Spring 2022 from the Returning Officer which confirmed that the elections were conducted fairly and properly.

11.2 The Board received the report on progress made by the Students' Union towards its 2025 strategy including a summary of the engagement performance (appendix). One of the strategic projects was a Student Voice Feedback System (Union Voice) and this had been launched.

The report also raised awareness of the issues raised by students through the student representation work conducted by the Student Officers. The International Students Officer highlighted some of the headline points which included:

- the change of exam duration from 24 hour online exams to time-bound examinations.
- low engagement by students in social activities and attendance in classes and lectures
- the development of the international students' accommodation survey.
- venue for 2022 graduation ceremonies.

In response it was reported that:

- i) the University had evaluated students' feedback before a decision was taken about the venue for the 2022 graduation ceremonies.
- ii) there was a need to understand the headline about discrimination marking and further detail was requested so that the issues could be considered to inform any action required;

- iii) the change of exam duration was being reviewed. As the University moved beyond the pandemic there was a need to review and, in some cases, revise arrangements implemented since March 2020 in response to restrictions.
- iv) Some of the issues raised would be addressed in the longer term as part of the University's response to the Student Voice Report.

Action: DVC (Academic) and Dean of Students

Agenda item	7.3	Student Voice Report and the University's Response	Minute Ref	BG/3/22/12
Paper Ref				
	BG/3/22/7.3			

12.1 The Board noted the report which gave a headline summary of progress to date, with provisional progress indicators, against the recommendations in the Student Voice Report 2020/21. This supplemented the report to the March meeting.

The DVC (Academic) reported that the annual report to the Board on the Student Voice and University response was one aspect of the University's work and engagement with the Students' Union. The Board was assured that the University did engage at length and in depth with the Students' Union to address issues raised by students. This included work by cross University groups.

The Dean of Students outlined the background to creation of the Student Voice Report and although it was not a regulatory requirement it continued to be a valuable part of the University's work with the Students' Union. In future it would provide evidence of student engagement as required in the Teaching Excellence Framework submissions.

Agenda item	8.1	Chairs' Reports	Minute Ref	BG/3/22/13
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13.1 The reports from the Chairs of the Committee including updates and recommendations from the Committees were taken under agenda items 8.2 – 8.5.

Agenda item	8.2	Finance and Employment Committee (FEC)	Minute Ref	BG/3/22/14
Paper ref				
	BG/3/22/8.2.1			

- 14.1 The Chair of the **FEC** reported that at its meeting on 4 May 2022 the Committee had:
- i) noted the initial assumptions and was assured that a robust approach was being taken to the 2022-23 budget setting including student number planning, funding, inflation and cost assumptions;
 - ii) received an update on work in the People Plan including the University's approach to the April 2022 increase in the National Living Wage;
 - iii) noted plans for four staff engagement surveys over the next 12 months around planned themes. The first survey was issued on 16 May 2022 on wellbeing and cooperation/working across the University;
 - iv) noted the details of the proposal to apply grade differentiation to apprenticeship pay which had been approved by the University Leadership Team.
 - v) received an update on the Hallam Alliance.

Agenda Item	8.2.2	Estate – Property Disposal	Minute Ref	BG/3/22/15
Paper Ref				
	BG/3/22/8.2.2			
	Confidential			

15.1 The Chair of FEC reported that the Committee recommended the disposal of a property to the Board, as detailed in the paper.

The Board resolved to approve that the University proceed with the property disposal subject to a satisfactory offer in line with market rates.

Agenda Item 8.3.1

Audit and Risk Committee (ARC)

Minute Ref BG/3/22/16

- 16.1 On behalf of the Chair of the ARC, Matt Lilley reported that at its meeting on 12 May 2022 the Committee had:
- i) approved the external auditors plan for auditing the annual report and financial statements for the year ending 31 July 2022;
 - ii) considered the value for money framework advisory internal audit report and the degree awarding gap internal audit report;
 - iii) received a report on risk management including the update of the corporate risk register and heatmap following review;
 - iv) agreed that an additional meeting of the Committee would be held in July 2022 to consider several matters. These included a report on the risk appetite statement and risk management framework which were being reviewed alongside the 2022/23 University Plan. The Board would consider the outcomes of the review and the University Plan at its meeting in July 2022.

Agenda Item 8.4

Academic Assurance Committee

Minute Ref BG/3/22/17

- 17.1 The Deputy Chair of the AAC reported that at its meeting on 18 May 2022 the Committee had:
- i) received reports giving updates on the student experience, Apprenticeships and OfSTED;
 - ii) explored issues and risks for the University aligned to the Researcher Development Concordat annual report (agenda item 9.1 refers);
 - iii) received an update on regulation and external policy which focused on changes and proposed changes to the Office for Students B conditions of registration (quality and standards). This built on the March 2022 Board briefing on teaching quality.
 - iv) congratulated the University following a presentation from the PVC Research and Innovation on the headline outcomes of the Research Excellence Framework 2021.

Agenda Item 8.5

Board Officers Group

Minute Ref BG/3/22/18

- 18.1 The Chair of the Board Officers Group reported that at its meeting on 26 April 2022 the Group was briefed on the following which were covered in the Board's agenda items:
- i) the implications and opportunities of the consultations recently announced alongside the Government's response to the Augar Review of Post-18 Education and Funding;
 - ii) Future Strategy Programme;
 - iii) progress of the appointment of a Pro Vice-Chancellor Learning, Teaching and Student Success;
 - iv) the work underway to set the 2022/23 budget. The Board would receive a report on the budget at its meeting in July 2022.
- 18.2 **Improving effectiveness of meetings – interaction between committees.** The Chair reported that occasionally there is a need for committees to consider reports in common. In agenda planning with the Chairs of committees any such reports would be highlighted to ensure any unnecessary duplication is avoided.

- 18.3 The Chair thanked members of the Board for their expressions of interest in the committee vacancies including Chair of the FEC. A report on the expressions received and

succession planning would be made to the Governance and Nominations Committee at its meeting in June 2022.

Agenda Item 8.6
Paper Ref
BG/3/22/8.6
Confidential

University Secretary's Report

Minute Ref BG/3/22/19

19.1 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 2022:

- Praise Ishola, President of the Students' Union, Board of Governors, Academic Assurance Committee and Governance and Nominations Committee;
- Sabahat Khan, International Students' Officer.

The Board **resolved to approve** the following appointments to the Board of Governors (and its committees) for the period 1 July 2022 until 30 June 2023:

- Sabahat Khan, President Elect of the Students' Union (also Governance and Nominations Committee);
- Dayo Oladiti, Social Sciences and Arts College Officer Elect.

19.2 The Board noted the progress of the work on the risk appetite statement and risk management framework (reported to the Board earlier) and the update on the OfS supplementary consultation on publication of information about higher education providers.

19.3 The Board congratulated Clair Marlow on her appointment as Head of Legal Services and Deputy University Secretary. The Board Officers would receive the induction programme for this new role, which would enhance oversight and support for the Board and its committees.

Agenda Item 9.1
Paper Ref
BG/3/22/9.1

Research Development Concordat Annual Report

Minute Ref BG/3/22/20

20.1 The Board noted the annual report for April 2021-March 2022 which would be published on the University's webpages.

Agenda Item 9.2
Paper Ref
BG/3/22/9.2
Confidential

Estate Development Report

Minute Ref BG/3/22/21

21.1 The Board noted the estate development progress report including the extension to the Lab4Living lease.

Agenda item 9.2
Paper Ref
BG/3/22/9.3.1 to
9.3.4

Minutes

Minute Ref BG/3/22/22

22.1 The Board received the:

- i) confirmed minutes of the Audit and Risk Committee - 26 January 2022 and 10 March 2022;
- ii) unconfirmed minutes of the Finance and Employment Committee - 4 May 2022;

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- iii) confirmed minutes of the Health, Safety and Wellbeing Committee - 7 February 2022.

Agenda Item 9.4
Paper Ref
BG/3/22/9.4

Corporation Seal

Minute Ref BG/3/22/23

- 23.1 The Board noted the report.

Agenda Item 10.1
Paper Ref
BG/3/22/10.1

Schedule of Meetings and Outline Annual Cycle of Business

Minute Ref BG/3/22/24

- 24.1 The Board noted:

- i) the outline annual cycle of business.
- ii) that the next Board meeting would be held from 3.00pm to 6.00pm on Tuesday 19 July 2022 at City Campus.

Chair's Closing Remarks

Minute Ref BG/3/22/25

- 25.1 The Chair reported that Dan Bye (Professional Services staff member) would complete a maximum term of office on the Board on 31 July 2022 and owing to commitments Dan would not be able to attend the July 2022 meeting. On behalf of the Board the Chair took this opportunity to thank Dan for his service and contribution as a member of the Board since March 2014.

- 25.2 The Chair reported that Dan Ladbury (Group Director Estate and Facilities) would leave the University in May 2022. On behalf of the Board the Chair thanked Dan Ladbury for his service to the University, the Board and its committees.
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