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| **CONFIRMED OPEN MINUTES OF THE MEETING HELD ON TUESDAY 19 JULY 2022** |
| **PRESENT:** via video conferencing |
| Meg Munn, Chair for items 1 to 6.1 | Sameer Kothari |
| Lord Bob Kerslake, Chair from item 6.1 | Dr Jia Liu |
| Joanna Allen | Dr Matt Lilley |
| Prof Jeff Bale | Dayo Oladiti |
| John Cowling | Prof Julietta Patnick |
| Angela Foulkes | Prof Keith Ridgway items 1 to 6.2 |
| Ian Hall | Giles Searby |
| Prof Sir Chris Husbands | Jonathan Slater |
| Chris Kenny  | Penny Thompson from item 6.1 |
| Dr Claire Ketnor | Lucian Tipi |
| **APOLOGIES:** | Gabrielle Berring, Dan Bye and Sabahat Khan |
| **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 |
| Dr Sally Jackson, Chief People Officer + Pro Vice-Chancellor (Diversity and Inclusion).  | All |
| Clair Marlow, Head of Legal Services and Deputy University Secretary | All |
| Janet Onyia, Governance Apprentice, Observer | All |
| Matthew Parkin, Head of Student Funding, Student and Academic Services, Observer  | All |
| Prof Helen Scott, Pro Vice-Chancellor Learning, Teaching and Student Success | All |
| Prof David Shepherd, Deputy Vice-Chancellor (Academic) | All |
| Erin Shires, Graduate Intern, Directorate of Governance, Legal and Sector Regulation Observer | From item 6.2 |
| Simon Taylor, Interim Chief Finance Officer | All |
| Prof Chris Wiggington, Pro Vice-Chancellor Global and Academic Partnerships | All |
| Tracey Goodwill, Board Secretary, Directorate of Governance, Legal and Sector Regulation | All |

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|  |  | **Chair’s Opening Remarks** | Minute Ref | BG/4/22/1 |
| 1.1 | The Deputy Chair welcomed Helen Scott, Dayo Oladiti and Matthew Parkin to the meeting. |
| Agenda item  | 2 | **Declarations of Interest** | Minute Ref | BG/4/22/2 |
| 2.1 | Ian Hall declared (in connection with Item 6.1) that he was employed by Advance HE (a large, sector membership organisation), but not directly involved in the provision of the services relating to external diversity initiatives.  |
| Agenda itemPaper RefBG/3/22/MBG/3/22/MC | 3 | **Minutes of Previous Meetings** | Minute Ref | BG/4/22/3 |
| 3.1 | The Board resolved to approve the minutes and confidential minutes of the 24 May 2022 meeting.  |
| Agenda itemBG/3/22/action tracker | 4 | **Matters Arising / Action Tracker** | Minute Ref | BG/4/22/4 |
| 4.1 | The Board noted the action tracker. |
| Agenda item | 5 | **Other Urgent Business** | Minute Ref | BG/4/22/5 |
| 5.1 | There was no other urgent business. |
| Agenda item Paper RefBG/4/22/6.1Confidential  | 6.1 | **Vice-Chancellor’s Report** | Minute Ref | BG/4/22/6 |
| 6.1 | The Board noted the report and received the following updates. |
| 6.2 | The Vice-Chancellor:1. reported that uncertainty in higher education policy continued. Any announcements by the Government were unlikely before 5 September 2022 when the Prime Minister would be known following the Conservative Party’s leadership election.
2. highlighted news and announcements, including the University’s continuing commitment as a University of Sanctuary and the Future Now Festival of Creativity. In the Graduate Outcomes survey of the University’s 2019/20 graduates the University was in the top ten of all universities in the country for the overall number of graduates in Highly Skilled Employment or further study.
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| 6.3 | The Board noted the summary of the University’s **National Student Survey** (NSS) results and that the overall satisfaction score had fallen 1% to 69% (against a sector increase of 1% to 76%).The 2021 action plan had delivered some improvements, but the overall results were not where the University wanted them to be given the enormous efforts over the past year to deliver the best possible experience for students. Beneath the headline results there were significant variations across the University. The PVC Learning, Teaching and Student Success reported that a full data analysis of the 2022 outcomes was underway including a thematic analysis of student comments to understand the context, noting this was key to addressing the underlying challenges and returning to previous levels of satisfaction. The progress of the 2022 action plan would be monitored. In discussion, the following points were covered:1. the impact on the University’s overall score from dissatisfaction in relation to health practice placements. It was reported that the impact of the pandemic on health and social care courses with delays and ongoing difficulties in relation to practice placements was a cause of student dissatisfaction. There was some evidence that healthcare courses across the sector had experienced lower levels of satisfaction and that NHS placement provision has been a factor; the overall impact of that at the University was higher than elsewhere and did not simply seem to be a consequence of the scale of the provision. It was reported that an external consultant had been commissioned to look at this, noting its relevance to the Health Transformation goals which the Board had discussed in May 2022.

ii) correlation between increasing course size and decreasing overall satisfaction. The analysis should look at NSS scores for courses and cost data including the current range of academic delivery costs as a percentage of income in the Budget 2022/23 report (minute BG/4/22/12 refers).iii) The need to simplify course structures. There had been a decrease in satisfaction with organisation and management, including on healthcare courses, and the University’s communications with students were a factor.iv) the approach of other institutions to a return to campus following the lifting of pandemic restrictions and how this compared to the University’s approach to re-establish a vibrant learning community.v) additional granular detail in future reports. In the table of department satisfaction scores and trends by question scale it would be helpful to see the number of students on each course and the number of respondents. vi) identification of indicator(s) that would provide an early signal that the University’s approach to improving satisfaction was on the right track. The Board would receive a report on the 2022 NSS action plan at its meeting in October 2022.**Action:** PVC Learning, Teaching and Student Success |
| 6.4 | The Board discussed the University’s approach to mitigate the impact of social media posts arising from misleading reports in the media that it was closing **English Literature provision.**  Trade Unions and other key stakeholders had been fully appraised. This included communications to leaders of local schools to clarify and explain the University’s position. In the context of the strategic portfolio work, English Literature now forms part of a broader English degree alongside language and creative writing from 2023 onwards, with two rather than four undergraduate degree routes. Timing issues contributing to the media coverage were noted and Governors asked what the University was doing to ensure that similar issues would not arise as work continued on the Portfolio Plan. The role of the University Taught Portfolio Group was outlined, which included oversight of College portfolio proposals, and it was reported that the lessons learned were informing the University’s approach to communications and media engagement, which included the need to be more assertive and agile when responding to an escalating situation. It was also suggested that the route for English Literature should be signposted to potential students in the University’s narrative.The long-term success and sustainability of any course could not be taken for granted or guaranteed. The University would continue to review and refresh its portfolio offer, to ensure that it remained relevant and reflective of applicant and societal needs.  |
| 6.5 | A confidential minute was recorded.  |
| 6.6 | A confidential minute was recorded.  |
| Agenda item Paper refBG/4/22/6.2 Confidential | 6.2 | **University Plan 2022-23 onwards**  | Minute Ref | BG/4/22/7 |
| 7.1 | The Vice-Chancellor introduced the report on the University Plan which included the strategic objectives for delivery in the context of the Transforming Lives Strategy. The objectives and outputs aligned with the University Budget for 2022/23 and financial forecasts (agenda item 8.2.2), the Future Strategy Programme (agenda item 6.2) and the Risk Appetite Statement (agenda item 8.3.2). |
| 7.2 | The Board received the report. Governors commented that the Plan was well written and comprehensive. In response to questions covering inputs, implementation, timescale for delivery and details about how the single University Plan would be delivered, the following were discussed: 1. The presentation of the Plan’s structure and the need to convey the distinction between the objectives and the enablers underpinning them.
2. The ambition in the Plan and whether the University had the capacity to deliver within the timescales, given the number of objectives and that the scale and breadth of the work being undertaken was considerable. It was clarified that the 2022/23 Plan was year one in a rolling programme of delivery.
3. The communication of the Plan to staff. It was reported that the Plan was not intended as a communication tool but its implementation through the organisational structure by Senior Leaders would be used to shape team plans and priorities as well as individual objectives.
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| 7.3 | Arrangements would be made to hold a briefing for the Board to clarify: * how the University Plan translates into delivery;
* the wider strategic context for the Plan and its alignment with other plans including the annual Budget;
* the internal governance arrangements as the University moved beyond the major incident arrangements put in place to manage the pandemic.
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| 7.4 | The Board resolved to approve the University Plan 2022/23 for delivery from August 2022. Progress against the Plan and monitoring of key performance indicators and targets would be reported to the Board on a quarterly basis via the University Performance Report. **Action:** DVC (Strategy and Operations)  |
| Agenda item Paper refBG/4/22/6.3 Confidential  | 6.3 | **Future Strategy Programme** |  | BG/4/22/8 |
| 8.1 |  The Board received the report and a presentation from the DVC (Academic) which provided an update on the Undergraduate (UG) Portfolio Plan strand of the Future Strategy Programme to secure efficiencies in the Portfolio and resource base through growing income, increasing efficiency of delivery, and managing costs. Undergraduate provision was the University’s largest income stream and provided the largest contribution. The approach taken to the Portfolio was consistent with the Budget and based on a significant amount of analysis. This included the outcomes of the DataHE report on the University’s home UG recruitment performance, which highlighted a declining market share. There was a need to widen the geographic footprint and attract students from a wider area. The priority subjects for growth were Law, Management, Psychology, and Computing. This was alongside Health as discussed in May 2022. The differences in the delivery costs at department level, the growth potential, staff/student ratio, the starting point and pace of change for each department were summarised to illustrate the different approaches to growth that were needed. |
| 8.2 | The discussion raised the following points:1. the thorough and detailed analysis was a good indication and driver of progress which would enable discussion, understanding and decision making in connection with the long-term trends and challenging range of issues facing the University.

ii) the difference between applications and enrolments, their significance in delivering UG Portfolio growth, and cost-effective ways of attracting applicants. It would be helpful to know what proportion of students at the University’s competitors (Nottingham Trent and Manchester Metropolitan Universities) were based within a 50-mile radius of the campus.iii) the unit cost data and, reflecting on the earlier discussion of the National Student Survey, whether there was any correlation between low cost and outcome. It was reported that there was work to do to understand this.iv) as discussed earlier, the long-term success of any course could not be taken for granted or guaranteed. v) it was acknowledged that there was further work to be done to communicate the approach and share the analysis with staff. |
| 8.3 | The Board endorsed the approach to the Undergraduate Portfolio, recognising its key position within the Portfolio Plan and its importance in relation to overall financial sustainability. |
| 8.4 | The University’s next steps would be to move into implementation of the UG Portfolio plan through the 2022/23 academic year and beyond. At the Board’s October 2022 Strategy Event the Board would consider how the FSP, alongside the University Plan, the Budget and other interrelated plans would translate into the delivery of the Transforming Lives Strategy and enable long term sustainability and success.**Action:** Vice-Chancellor and ULT. |
| Agenda ItemPaper refBG/4/22/7.1   | 7.1 | **Update on Civic University Agreement**  | Minute Ref | BG/4/22/9 |
| 9.1 | Owing to time the update on the Civic University Agreement was deferred to the next meeting of the Board. **Action:** DVC (Strategy and Operations)  |
| Agenda item  | 8.1 | **Chairs’ Reports** | Minute Ref | BG/4/22/10 |
| 10.1 | The reports from the Chairs of the Committee including updates and recommendations from the Committees were taken under agenda items 8.2.1 to 8.7.  |
| Agenda itemPaper refBG/4/22/8.2.1  | 8.2.1 | **Finance and Employment Committee (FEC)** | Minute Ref | BG/4/22/11 |
| 11.1 | The Chair of the **Finance and Employment Committee** reported that at its meeting on 20 June 2022 the Committee had: i) discussed an update on the delivery of the Technology Strategy roadmap. This item enabled the digital elements of the Committee’s remit to be brought into focus and the discussion was informed by contributions from the Governance Apprentices. ii) approved revisions to the Ethical Investment Policyiii) discussed Pay Gap Benchmarking Data which enabled comparison of the University’s continuing work to close the gaps with the sector gaps.  |
| Agenda ItemPaper Ref BG/4/22/8.2.2Confidential | 8.2.2 | **2022/23 Budget and Long-Term Financial Forecast**  | Minute Ref | BG/4/22/12 |
| 12.1 |  The Interim Chief Finance Officer (ICFO) introduced the report on the proposed Budget for 2022/23 for the Board to consider alongside the early five-year financial forecast to 2026/27. The integrated approach to budget setting including student number planning and inclusion of the Future Strategy Programme work strands/strategic projects was highlighted and it was reported that:* an operating surplus was forecast to be delivered across the five years;
* the minimum cash balance requirement of £50m at any point in-year was maintained;
* financial covenants’ requirements in the lenders’ facility arrangements were met;
* there was headroom for investment opportunities in each year.
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| 12.2 | The Chair FEC reported that the report had been reviewed and recommended by the FEC. Specific issues considered by the Committee at its meeting in June 2022 included: * understanding the reporting structure to enable the Committee to monitor the income and expenditure of the FSP. Work to develop a more integrated approach to facilitate FSP monitoring was underway;
* whether the vacancy rate (coupled with the efficiency target) posed a risk on the forecast student number growth over the period and the need for the Committee to receive early assurance that recruitment targets were on track.
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| 12.3 | The Board’s discussion raised the following points: i) A confidential minute was recorded. ii) The extent to which the small operating surplus in 2022/23 and 2023/24 was exposing the University to risk. The distinction between the operating surplus, cash generation and the headroom were explained. A slide was presented to illustrate how much net cash generated would have to decrease before a covenant breach. At its meeting in July 2022 the Audit and risk Committee had discussed the risk of a covenant breach. Although the operating surplus in each of these two years was small there was significant cash generation and the financial covenant requirements would be met. iii) To enable the Board to assess the level of financial risk and put the value of operating surplus in context, it would be helpful for future reports to give an indication of what good looks like. iv) A confidential minute was recorded. v) Other risk to income was that anticipated enrolments for the Home Postgraduate market could leave an income deficit next year as the University is currently predicting to recruit below the targeted level. The attraction of postgraduate study over gaining employment seems to be shifting in a buoyant job market and increased salary prospects. vi) A confidential minute was recorded. vii) The prudent approach in connection with the decrease in knowledge transfer grants in the forecasts was outlined.  |
| 12.4 | In response to comments the Social Sciences and Arts College Officer (Students’ Union) would meet with members of the University Executive to discuss the fees increase and housing plans as they affect international students and the degree awarding gap. |
| 12.5 | The Board resolved to approve the Budget for 2022/23 and noted that the Financial Forecast would be updated following September enrolment to form the basis of the University’s initial Annual Financial Return for submission to the Office for Students (OfS) by the December 2022 deadline. |
| Agenda ItemPaper Ref BG/4/22/8.2.3Confidential | 8.2.3 | **Campus Plan Approval** | Minute Ref | BG/4/22/13 |
| 13.1 | The Chair FEC reported that at its meeting in June 2022 the Committee had considered the recommendation relating to Block E including the key risks. The DVC (Strategy and Operations) reported that the University was engaging with the Sheffield City Council to progress planning for the project.  |
| 13.2 | The Board resolved to approve the drawdown and expenditure of £4.8m to fund the design activities associated with Block E, and that this should be delivered through contracting with our Alliance partners. |
| 13.3 | A confidential minute was recorded. |
| Agenda Item | 8.3.1 | **Audit and Risk Committee (ARC)** | Minute Ref | BG/4/22/14 |
| 14.1 | The Chair of the ARC reported that at its meeting in July 2022 the Committee had: 1. a deep dive discussion to investigate and consider financial risk, with a particular focus on the two key risks – breach of financial covenants and the impact of inflation on the cost base against the backdrop of a fixed fee for the majority of income.
2. met key staff from PwC, the University’s new internal audit service from 2022/23 onwards.
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| Agenda Item Paper Ref BG/4/22/8.3.2 | 8.3.2 | **Risk Management** | Minute Ref | BG/4/22/15 |
| 15.1 | The Chair of the ARC reported that at its meeting in July 2022 the Committee had discussed a report on Risk Management which focused on the revised Risk Appetite Statement which had been updated and aligned with the University Plan (minute BG/4/22/7 refers) to provide a coherent approach to risk management and decision-making.The Committee felt that a particular challenge for the University was ensuring that the Statement was effectively operationalised. Members of the Board commented that to enable agility the University’s internal controls should be clear about the scope of the term corporate governance.  |
| 15.2 | The Board resolved to approve the Risk Appetite Statement and noted the update on the development of the Risk Management Framework.  |
| Agenda Item | 8.4 | **Academic Assurance Committee (AAC)** | Minute Ref | BG/4/22/16 |
| 16.1 | The Chair of the AAC reported that at the Committee’s joint meeting with the Academic Board on 29 June 2022 the Committee: i) received the student experience report which included updates on the National Student Survey (NSS), the Postgraduate Taught Experience Survey (PTES), Module Evaluation Questionnaires (MEQ) data from semester 2 and the latest Student Voice Bulletin;ii) commented on the appropriateness of universities periodically reviewing academic portfolios in accordance with student demand and offered support in sharing the University’s statement about English Literature provision;iii) received a presentation on the Portfolio Sustainability and Course Performance (PSCP) strand of the Future Strategy Programme (FSP) and related proposals to simplify the curriculum structures of the University’s taught portfolios;iv) welcomed the approval of the updated Student Protection Plan in providing assurances that the University is demonstrating adherence with regulatory responsibilities. |
| Agenda Item | 8.5 | **Remuneration Committee (RC)** | Minute Ref | BG/4/22/17 |
| 17.1 | The Chair of the RC reported that at its meeting on 30 June 2022 the Committee:i) received a progress report on arrangements for the recruitment of a Chief Finance Officer including the recruitment pack. A further report would be received at the September 2022 meeting.ii) discussed the outcomes of the performance reviews of Board appointments and other members of the University Leadership Team (ULT) which would feed into the September pay review discussions.iii) approved the proposals relating to the ULT and Senior Staff Group pay review and contribution pay process. iv) endorsed the approach to the recruitment of Board appointments including provision for two Board members on the interview panel and an evaluation of search consultants’ recruitment performance. The Committee emphasised the importance of promoting the University in recruitment material as a strong, positive employer and highlighting the benefits of working for the University.v) approved a new policy on retention of income for external activities undertaken by ULT and any staff earning more than £100,000 per annum.vi) received a report on the Committee of University Chairs’ Annual Survey of Vice-Chancellor Remuneration and noted the University’s positive position in complying with the CUC HE Senior Staff Remuneration Code and in comparison with the rest of the sector, and the upward trend in remunerating Chairs of governing bodies. |
| Agenda Item | 8.6 | **Governance and Nominations Committee (GNC)** | Minute Ref | BG/4/22/18 |
| 18.1 | The Chair of the GNC reported that at its meeting on 20 June 2022 the Committee:1. discussed the value of the Governance Apprenticeship Programme and an update would be made to the September 2022 meeting;
2. received a report on the progress of the actions from the 2020/21 Board effectiveness review which were to be fully addressed during the term of office of the current Chair of the Board.
3. would consider a further report in September 2022 on the appointment procedure and timeline for recruitment of a Chair of the Board.
4. received a summary of the themes emerging from the feedback in the governors’ annual meetings with the Chair of the Board. The Chair thanked all members of the Board for their engagement with the programme of annual review meetings. The progress of the actions from the meetings would be reported to the GNC in 2022/23.
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| Agenda item  | 8.7 | **Board Officers Group** | Minute Ref | BG/4/22/19 |
| 19.1 | The Chair of the Board Officers Group reported that at its meeting on 21 June 2022 the Group was briefed on the following which were covered in the Board’s agenda items: * Updates on the external operating and policy context including OfS regulatory matters, Government policy, Freedom of Speech Bill and inflation.
* Future Strategy Programme including Campus Plan
* Progress of the Strategic Opportunity
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| 19.2 | The Board Officers Group would take a more granular look at the University’s performance information including that related to the Future Strategy Programme.  |
| Agenda Item Paper Ref BG/4/22/8.8Confidential | 8.8 | **University Secretary’s Report (USR)** | Minute Ref | BG/4/22/20 |
| 20.1 | **Membership of the Board and its committees -** The Board received the report which detailed the terms of office which were due to end in 2022, the ex-officio appointments and the recommendations for appointment to the Board and its committees.  |
| 20.2 | **Retirements from the Board** - The Board noted that:1. Chris Kenny (Independent Member) would reach the end of a maximum term of office on 31 July 2022 and must retire (including his appointments to Finance and Employment committee and Honorary Awards committee).
2. Following this retirement of an Independent Member, the Board size reduces to 22 members from 1 August 2022.
3. Dan Bye (elected Professional Services Member) reaches the end of a maximum term of office on 31 July 2022 and must retire.
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| 20.3 | The Board noted that the following **terms of office on the Committees would end in 2022**: 1. John Warner, external co-opted member of the Audit and Risk Committee on 31 July 2022;
2. Claire Ketnor, staff member of the Governance and Nominations Committee (GNC) on 31 July 2022;
3. Meg Munn, Link Governor on the Equality, Diversity and Inclusion Committee on 31 July 2022 and, as Chair FEC and associated ex-officio appointments to the GNC and Remuneration Committee on 31 December 2022.
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| 20.4 | The Board resolved to approve the following: **Board Appointments:**1. Matthew Parkin, elected professional services staff member, from 1 August 2022 to 31 July 2026;
2. Claire Ketnor, selected from the academic staff membership of the Academic Board, from 1 August 2022 to 31 July 2024. The members of the Board who were members of the Selection Panel were thanked for their involvement.

**Committee Appointments:**1. John Cowling as Chair of FEC from 1 January 2023 to 31 July 2024 (with associated ex-officio appointments to the Board Officers Group, GNC and Remuneration Committee).
2. GNC: Jia Liu (1 August 2022 to 31 December 2023); Lucian Tipi (1 January 2024 to 31 July 2025); and Matthew Parkin (1 August 2025 to 31 July 2026).
3. Julietta Patnick to the Equality, Diversity and Inclusion Committee as Link Governor from 1 August 2022 to 31 July 2024.
4. Matt Lilley and Keith Ridgway to Honorary Awards Committee from 1 August 2022 to 31 July 2024.
5. Claire Ketnor to Academic Assurance Committee from 1 August 2022 to 31 July 2024.
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| 20.5 | **Action:** University Secretary to progress the actions arising in connection with the appointments and Board membership. |
| 20.6 | The **appointment procedures**, form part of the Board of Governor’s Regulations which, with the Instrument and Articles of Government, uphold the Office for Students’ public interest governance principles.The Board resolved to approve the updated procedures, noting that the current Pro-Chancellors would continue until the end of their term of office.  |
| 20.7 | **Procedure for appointment of officers and/or observers in the establishment of all companies and similar arrangements.**The Board resolved to approve the delegation of authority to the Vice-Chancellor to appoint officers/observers to any related company, or similar arrangement the incorporation of which has been approved by the Board. Any such appointments would be reported to the Board via the Related Companies Report.The Board noted the update in relation to the proposed appointment of Chris Wiggington to the South Yorkshire Institute of Technology board. |
| 20.8 | **Dissolution of two of the University’s subsidiary companies**The Board resolved to approve that the Sheffield Institute of Technology Limited (Company number: 10986802) and the Sheffield Institute of Advanced Technology Limited (Company number:10986960), be dissolved. |
| 20.9 | The Board notedthe remainder of the information in the USR including the following regulatory matters:i) Following review by the GNC the Board was assured that arrangements were in place to ensure the Students’ Union’s compliance with section 22 of the Education Act 1994;ii) A refreshed and updated Student Protection Plan was approved by Academic Board in June 2022 (and an annual review has been scheduled). In accordance with the requirements of the OfS Condition of Registration C3, the Plan had been published on the University’s webpages and OfS would be notified of the update.iii) A confidential minute was recorded. |
| Agenda item Paper RefBG/4/22/9.1.1 to 9.1.6 | 9.1 | **Minutes**  | Minute Ref | BG/4/22/21 |
| 21.1 | The Board received the confirmed minutes of the Audit and Risk Committee meeting - 12 May 2022.   |
| 21.2 | The Board received the unconfirmed minutes of the:1. Academic Assurance Committee - 18 May 2022;
2. Governance and Nominations Committee - 20 June 2022;
3. Finance and Employment Committee meeting - 20 June 2022;
4. Remuneration Committee meeting - 30 June 2022.
5. Health, Safety and Wellbeing Committee - 29 April 2022.
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| Agenda ItemPaper Ref BG/4/22/9.2 | 9.2 | **Corporation Seal** | Minute Ref | BG/4/22/22 |
| 22.1 | The Board noted the report. |
| Agenda Item Paper Ref BG/4/22/10.1 | 10.1 | **Schedule of Meetings and Outline Annual Cycle of Business**  | Minute Ref | BG/4/22/23 |
| 23.1 | The Board noted the outline annual cycle of business and that the:* strategy event would be held at the Crowne Plaza Royal Victoria Hotel, Sheffield on Thursday 13 and Friday 14 October 2022;
* next business meeting of the Board would be held on Friday 14 October, day 2 of the event.
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| 23.2 | A 2022/23 schedule of speakers, showcase visits to the Colleges and briefings for governors was being planned. |
|  |  | **Chair’s Closing Remarks** | Minute Ref | BG/4/22/24 |
| 24.1 | On behalf of the Board the Chair thanked each of the following who complete a maximum term of eight years on the Board on 31 July 2022: * Chris Kenny (Independent Member) for his service and contribution to the work of the Board and its committees since 1 August 2014.
* Dan Bye (Professional Services staff Member) for his service and contribution as a member of the Board since 1 March 2014.
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