

<b>CONFIRMED MINUTES OF THE MEETING HELD ON FRIDAY 23 OCTOBER 2020</b>	
<b>PRESENT:</b> via video conferencing	
Lord Kerslake (Chair)	Prof Sir C Husbands
Ms J Allen	Mr P Ishola
Mr A Adegbola	Mr C Kenny
Prof J Bale	Prof C Kinsella
Ms E Buckley	Mr N MacDonald
Mr D Bye	Ms M Munn (except for agenda item 1)
Ms K Finlayson	Prof J Patnick
Ms A Foulkes	Ms P Thompson
Dr K Grainger	
<b>APOLOGIES:</b>	
Mr D Bradley, Dr J Morrissy, Mr K Taylor	
<b>IN ATTENDANCE:</b>	<b>AGENDA ITEM</b>
Ms M Boryslawskij, University Secretary and Clerk to the Board	All
Mr R Calvert, DVC Strategy and Operations	All
Prof R Eccleston, DVC Academic	All
Ms D Harry, Chief Finance and Planning Officer	All
Dr S Jackson, Chief People Officer	All
Prof K Kerrigan, PVC Business and Enterprise	All
Prof A Metcalfe, PVC Teaching and Learning	All
Dr L Mooney, PVC Research and Innovation	All
Prof C Wigginton, PVC Global and Academic Partnerships	All
Ms Lorraine Stallard, Minute Secretary, Governance, Legal and Sector Regulation	All
Ms Ruth Thei, Minute Secretary, Governance, Legal and Sector Regulation	All

**Chair's Opening Remarks**

Minute Ref **BG/20/123**

123.1 The Chair welcomed the Board to the meeting.

The Board congratulated Pro-Chancellor Mr Neil MacDonald on his OBE awarded for services to business and education announced in October 2020.

The Board further congratulated Prof Stephen Haake on his OBE awarded for services to sport announced in October 2020.

Agenda item 1

**Election of the Deputy Chair**

Minute Ref **BG/20/124**

124.1 The Board confirmed Ms Meg Munn (who left the meeting for this item) as Deputy Chair of the Board to serve until the first meeting of the 2021/22 academic session.

Agenda item 3.	<b>Declarations of Interest</b>	Minute Ref	BG/20/125
125.1 There were no declarations of interest.			
Agenda item 4. Paper Ref BG/5/20/M	<b>Minutes of previous meetings</b>	Minute Ref	BG/20/126
126.1 The Board <u>approved</u> the minutes of the meeting held 28 July 2020.			
Agenda item 5.	<b>Matters Arising/Action Tracker.</b>	Minute Ref	BG/20/127
127.1 The Board <u>noted</u> the action tracker.			
Agenda item 6.	<b>Other Urgent Business</b>	Minute Ref	BG/20/128
128.1 There were no Other Urgent Business items reported.			
Agenda item 7.1. Paper ref BG/7/20/7.1	<b>Students' Union Grant 2020/21 (1 February 2021 to 31 July 2021)</b>	Minute Ref	BG/20/129
129.1 The Board received the report introduced by the Chief Finance and Planning Officer			
<p>It was noted that the Board had previously received a proposal to approve 6 months of the annual grant with this second confirmation required for the remaining 6 months of the 2020/21 academic year.</p> <p>The Chair of the Finance and Employment Committee noted that this committee had discussed the proposals and recommended the approval of the remainder of the grant to the Board.</p> <p>The Board noted the progress of the Students Union strategy and approved the proposal to confirm the Students' Union the requested grant for the remainder of the 2020/21 academic year (February – July 21).</p>			
Agenda item 7.2 Paper Ref BG/7/20/7.2i + 7.2ii Confidential	<b>Remuneration Committee: Draft Annual Report 2019/20</b>	Minute Ref	BG/20/131
131.1 The Board noted the paper and alignment of the proposed annual report with the CUC Senior Staff Remuneration Code and the Office for Students Accounts Direction and:			
<ul style="list-style-type: none"> <li>i. <u>Approved</u> the annual report for publication in the Annual Report and Financial Statements.</li> <li>ii. <u>Approved</u> the revised constitution of the Remuneration Committee.</li> </ul>			
Agenda item 7.3. Paper ref BG/7/20/7.3i, 7.3i, 7.3ii	<b>Estate Matters</b>	Minute Ref	BG/20/132
132.1 The Director of Estates and Facilities introduced the paper, commenting that the proposals for land purchase and sub-lease had been recommended to the Board by the Finance and Employment Committee.			
The Board			

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- i. Noted chairs action to allow the sub lease of land between the University and Sheffield City Council as detailed in paper BG/7/20/7.3i.
  - ii. Approved the proposal to purchase land as detailed in paper BG/7/20/7.3ii.
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132.2 The Board received the Campus Plan Options report which outlined key decisions and a forward decision timeline of new developments in the Estates capital plan whilst also noting the impact of COVID 19 on university finances and plans.

The following points were discussed,

- i. There had been significant discussion during the strategy event of the University's objectives for estates development, enabling responsiveness to the increased need for estates flexibility and realising the aspiration to create an estate that provides all the benefits we require and can adapt to the future whilst occupying the lowest possible building footprint.
- ii. Looking to the future, the estate needs to support new operating models whilst being sustainable to operate, environmentally efficient, flexible in use and able to respond rapidly to future uncertainties as set out in the benefits of the original campus masterplan.
- iii. A financially sustainable estate needs to realise the long term benefits the University requires through a much-reduced footprint than previously envisaged.
- iv. Howard Street developments remain a critical first step in addressing the future challenges and is recommended to proceed with the outlined amendments to enable future carbon-0 compliance. Alternative financing models are being further explored.
- v. RIBA 3 work is scheduled to be complete by the end of 2021 and RIBA 4 is expected to commence in early 2021.
- vi. It is recommended that the Science Park demolition should proceed as planned as part of the critical path of developments and to bring forward some further enabling works to create a clear development site as part of this site activity.
- vii. Although a significant level of expenditure, Campus plan improvements will create a better environment and ultimately enhance the student and staff experience by replacing or refurbishing poor performing estate.
- viii. The Board suggested it would be helpful to further understand what impact the proposals may have on the student experience and also for equality impact assessments to be completed to ensure that any EDI issues were appropriately highlighted and accounted for.

**ACTION: DIRECTOR OF ESTATES AND FACILITIES.**

- ix. The proposals in this paper had been discussed and recommended to the Board by the FEC.

The Board received the report and approved the recommendations therein.

Agenda item 8.1.  
Paper ref  
BG/7/20/8.1

**Student Recruitment for 2020**

Minute Ref  
BG/20/133

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- 133.1 The Board noted the update to student recruitment. The Group Director of Recruitment, Marketing and Communications introduced the paper, noting:
- i. Following the report to the Board in July 2020, this paper provides a further review of student recruitment position
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- ii. The overall position has remained as positive as could be reasonably expected given the unprecedented nature of the recruitment cycle
- iii. There have been further impacts due to the turbulent nature of the regulatory landscape for home undergraduate admissions
- iv. Full Time Undergraduate: Particularly due to policy uncertainty over A level results, this has proved a challenging time for all admissions teams but confirmation and clearing activities were successfully delivered at scale using remote platforms. There had been some initial concerns over likelihood of increased applicant deferrals, but these have not transpired and the University has been further buoyed by a successful increase in Health students. Subject areas have largely performed consistently with prior experience and expectations but there have been some variations due to the removal of the student number cap particularly in areas where SHU would normally recruit students through clearing or insurance choices. Work is underway to implement a successful 2021/22 recruitment cycle through online open-days and review of the entry offer. Unconditional offers will not be used in line with previous decisions and regulatory expectations, and the University is, in line with its broader widening participation mission, moving toward the development of a contextual offer strategy. In discussion, it was confirmed that contextual offers were viewed positively by the Office for Students. There will likely be continued disruption while the COVID conditions persist and may be some further impacts on decision making behaviours by applicants this year due to their unique experiences in these circumstances. It remains important to be mindful of the widening participation and equalities dimension in our offer-making. In response to a query in terms of analysis of diversity statistics, it was confirmed that we do not receive this information from UCAS with application data but do receive end-of-cycle data.

**ACTION: GROUP DIRECTOR RCM To include details in the recruitment update to the Board on equalities impacts from the 2020 UCAS cycle in early 2021**

- v. PGCE and Post Graduate Home: Both routes have shown strong performance, which is consistent with expectations in a reduced economic environment.
- vi. International: This area continues to experience significant turbulence due to worldwide conditions. However, there has been significant work to maximise the January 2021 intake through supporting applicants already in the system. There are some early indications that the international market is beginning to realign with more interest coming from India and Nigeria with less demand from Chinese markets.
- vii. Higher and Degree Apprenticeships: Due to current economic conditions, there are some current risks in this market with impacts being felt in some employment sectors more than others. These are being mitigated as far as possible through regular contacts with employers and wider business engagement activities, but this remains an ongoing and developing area of work.

The Board congratulated the University for the phenomenal cross-institutional work in terms of its recruitment options. In discussion it was noted that:

- The institution was still very dependent on the Home EU Undergraduate market which was a challenge and that other alternative markets were being actively pursued.
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- Despite the demographic decline the institution had outperformed the sector by two percentage points
- There was a risk that negative media/student experience could impact on the 2021 recruitment cycle and also that securing placements at scale could be challenging in the current context.

Agenda item 8.2.  
Paper ref  
BG/7/20/8.2

**Financial Monitoring Provisional Outturn 2019/20**

Minute Ref  
BG/20/135

- 135.1 The Board received the report introduced by the Chief Finance and Planning Officer which had been recommended to the Board by the Finance and Employment Committee.

The Board noted the 2019/20 turnover, surplus and cash generation. While there has been some increased expenditure in some areas due to COVID conditions there have also been some savings and other financial impacts which will result in increased cash in the year end position.

- 135.2 The balance sheet position is impacted by longer term pensions liabilities and the FEC have received a separate paper detailing the implications of this. The Board discussed whether it might be appropriate to set up a specific task group on this issue.

**ACTION: UNIVERSITY SECRETARY AND CHIEF FINANCE AND PLANNING OFFICER**

Agenda item 8.3.  
Paper ref  
BG/7/20/8.3

**Office for Students Interim Financial Data Collection  
Workbook**

Minute Ref  
BG/20/136

- 136.1 The Board received the return which contains information to provide an early sight of the expected year-end position for the financial year ending July 2020 and key elements of forecasts for 20/21.

- 136.2 The Chief Finance and Planning Officer introduced the report, noting that this financial return is an interim return directed by the Office for Students due to the delay in the main ARFS to early 2021. This report had been discussed and recommended to the Board by the Finance and Employment Committee.

- 136.3 The Board resolved to approve the return

Agenda item 8.4.  
Paper ref  
BG/7/20/8.4ii

**Autumn 2020 Delivery**

Minute Ref  
BG/20/137

- 137.1 The Board, noted that information on autumn delivery had been comprehensively discussed at the Academic Assurance Committee on 16 October and thereafter further considered during the Board's strategy event discussions.

- 137.2 The Board received the No detriment policy update report, further noting the additional information provided to the AAC which was also made available to the wider Board membership. The Board noted the following points in discussion:
- The University's policy was aligned with and considered to be compliant with OfS guidance in this area
  - There is currently no information available about impacts of comparative policies elsewhere in the sector
  - It is recognised that the University had to act at speed to mitigate impacts of actions required during lockdown period to students learning experiences and assessment. 2020/21 processes, while existing in a period of continued turbulence are not operating in the same environment
  - The University's flexible and individual circumstances-based approach has been harder to communicate to a wider audience, but it is believed that this led to

- fairer and more contextual outcomes for students. Further analysis is being developed to understand if and where differential outcomes exist.
- v. The University is moving towards a position for 2020/21 assessments where detriment can be avoided rather than where it occurs and later requires mitigation measures.
  - vi. The University will continue to keep these measures under review and consider re-deployment of some of these as appropriate should the external environment justify doing so.
  - vii. It was noted that all risks to academic misconduct cannot be fully mitigated in remote assessment circumstances, further work is being done on this.

Agenda item 8.5.  
Paper ref  
BG/7/20/8.5

**University Performance Report: data to end July  
2020 (Period 12)**

Minute Ref  
BG/20/138

138.1 The Board received the report noting:

- i. There has been positive change in areas of:
  - a. Apprenticeship recruitment has continued to grow, with withdrawal rates improving
  - b. Real progress against sector in percentage of graduates going into Highly Skilled Employment
  - c. Continued progress in creating a more diverse staff base through increasing proportion of BAME staff
- ii. Areas which remain a focus for improvement are:
  - a. Drop in student satisfaction as measured by the National Student Survey. There has been variable performance in subject and department areas which are being addressed
  - b. Awarded research income fell against an exceptional 2018/19 performance, although these are still above 2017/18 levels
  - c. Retention rates have dropped slightly although these remain above benchmark levels

138.2 The Board commented on the decline in NSS performance, noting the review of this survey by the Office for Students and the significance of a bunched distribution of results in the sector.

The Board agreed to consider further analysis of the NSS and associated learning and teaching actions, receiving a report and assurances from the Academic Board and AAC on this issue.

**ACTION: DEPUTY VICE CHANCELLOR (ACADEMIC) AND CHAIR ACADEMIC ASSURANCE COMMITTEE**

Agenda item 8.6.  
Paper ref  
BG/7/20/8.6

**Vice Chancellors Report**

Minute Ref  
BG/20/139

139.1 The Board received the report from the Vice Chancellor which provided a summary of activity both throughout the HE sector and more specifically at Sheffield Hallam. The Board noted that a further briefing had been received during the strategy event.

Agenda item 8.7. Paper ref BG/7/20/8.7	<b>Report from the Students' Union</b>	Minute Ref BG/20/140
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- 140.1 The Board received the report which gave an overview of activities carried out by the Student Union including key objectives and how these were/are being met. The report focused on the following,
- Enhanced Academic experience and support for students in the Autumn
  - Enhanced Student support system
  - Student Engagement in Autumn
  - Academic representation System
  - Lecture Capture
  - A successful focus on equality and diversity issues including Black History Month, the introduction of the BAME Ambassador Scheme and engagement with high profile invited speakers

- 140.2 The Board noted that the new student representation model was now implemented and was being well received by both students and staff

Agenda item 8.8. Paper ref BG/7/20/8.8	<b>Report from Staff Governors</b>	Minute Ref BG/20/141
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- 141.1 The Board received the report from Staff Governors which provided an update on the issues from academic staff, with a key issue for this staff group being a continued sense of concern from academic staff around implementation of COVID secure practice and online delivery.

It was noted that these issues are being continually reviewed and managed through ongoing support and line management processes.

- 141.2 The Board commented that it was helpful to receive a written report and this item might benefit from being moved up the agenda in future.

**ACTION: UNIVERSITY SECRETARY**

Agenda item 8.9.	<b>Chairs' Reports</b>	Minute Ref BG/20/142
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- 142.1 The Chair of the Audit and Risk Committee reported:
- A private meeting between Committee and management, scheduled formally once a year, took place. There were no substantive matters discussed in relation to the internal or external auditor performance.
  - Jo Allen was appointed as Deputy Chair of the Committee
  - The Committee received an update on the ongoing investigatory work in relation to the issue with the TPS pension scheme. The Committee will receive a further update in November.
  - The Committee continues its oversight of Risk management and assurance and was assured that the University continued to have a robust and effective approach in place to the management of risk.
  - The Committee received a report on a data breach and was assured that the Data Security Incident Management Procedure had worked effectively.
  - The Committee also received internal audit reports and approved the 2020/21 internal audit programme

- 142.2 The Chair of the Finance and Employment Committee reported that all significant items of discussion had been addressed elsewhere on the agenda.

- 142.3 The Chair of the Academic Assurance Board reported:

- The Committee has considered the evaluation of the no-detriment policy as discussed
- The Committee welcomed the decision of the Academic Board to approve proposals to undertake a fundamental review of assessment policies and practices during 2020/21.
- The Committee received an update on preparation for the Ofsted monitoring visit and reinspection. Ofsted is expected to take over responsibility for inspection of apprenticeship provision at all levels. This means that the students in scope will increase substantially. It is important for the Board to note that the University is likely to be increasingly subject to two different types of regulator which presents cultural challenges for the University and for the Board and this needs to be further understood.

The Board agreed it would be helpful to receive a report on the preparations for and potential impacts of multiple quality regimes

**ACTION: DEPUTY VICE CHANCELLOR (ACADEMIC)**

- 142.4 The Chair of the Remuneration committee referred to the items covered earlier on the agenda being the Committee's annual report and constitution. No further matters were arising to report.

Agenda item 9.1. Paper ref BG/7/20/9.1i + 9.1ii	<b>2019/20 Annual Reports of the Boards committees</b>	Minute Ref BG/20/143
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- 143.1 The Board noted:
- i. The annual report of the Finance and Employment Committee, including the proposed amendment to the Terms of Reference which was approved by the Board
  - ii. The annual report of the Nominations Committee

Agenda item 9.2i. Paper ref BG/7/20/9.2i + 9.2ii	<b>Minutes of the Committees of the Board</b>	Minute Ref BG/20/144
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- 144.1 The Board received and approved:
- i. The confirmed minutes of the Finance and Employment Committee held 16 September 2020
  - ii. The unconfirmed minutes of the Audit and Risk Committee held 17 September 2020

Agenda item 9.3. Paper ref BG/7/20/9.3	<b>Academic Governance</b>	Minute Ref BG/20/145
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- 145.1 The Board received the unconfirmed minutes of the Academic Board meeting held 23 September 2020.

Agenda item 10.1 Paper ref BG/7/20/10.1	<b>Minutes of the Health Safety and Wellbeing Committee</b>	Minute Ref BG/20/146
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- 146.1 The Board noted the minutes of the Health Safety and Wellbeing Committee held 29 July 2020.

Agenda item 10.2. Paper ref BG/7/20/10.2	<b>Corporation Seal</b>	Minute Ref BG/20/147
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- 147.1 The Board noted the application of the Corporation Seal to the items detailed in paper ref: BG/7/20/10.2.



Agenda item 11. Paper ref BG/7/20/11	<b>Schedule of Meetings and Outline annual Cycle of Business</b>	Minute Ref BG/20/148
148.1	The Board received the outline cycle of business	
148.2	The next meeting of the Board will be 25 November 2020	
	<b>Chairs' Closing remarks</b>	Minute Ref BG/20/149
149.1	The Board noted the University's support for isolating students had received external recognition and thanked the teams involved in these engagements for their hard work and dedication.	