SHEFFIELD HALLAM UNIVERSITY   **BG/2/17/M**

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 4 April 2017

Present: Lord Kerslake (Chair)   Mr N MacDonald
Mr D Bye   Ms M Munn
Ms K Finlayson   Mr P Neild
Prof C Husbands   Prof J Simons
Dr P Jones   Ms P Thompson
Dr S Jones   Dr S Timothy
Mr C Kenny   Ms E Wilkes
Prof C Kinsella   Ms L Mason (Interim Clerk to the Board)

In attendance: Prof K Bryan, PVC Health and Wellbeing
Mr R Calvert, Chief Operating Officer
Ms D Harry, Chief Finance and Planning Officer
Prof C Hughes, PVC for Student Experience
Prof K Kerrigan, PVC Sheffield Business School
Prof J Leach, PVC Development and Society
Mr M Swales, Director of Estates and Facilities
Ms S Swales, Assistant Director of Human Resources (item 7.1)
Ms T Goodwill, Governance Services (Minute Secretary)

Apologies for absence from Mr D Bradley, Dr J Morrissy, Prof J Patnick and Prof P Wiles

Paper reference	Minute reference	
BG/2/17/2 Confidential	BG/17/23	**Two appointments to the Board of Governors**
	23.1	The Board <u>resolved to approve</u> the appointment of Karen Finlayson to the Board as an independent member from 4 April 2017 until 31 July 2020 subject to a mutual review of her role and contribution as a governor, with the Chair, after the first two years.
	23.2	The Board <u>resolved to approve</u> the appointment of Penny Thompson to the Board as an independent member from 4 April 2017 until 31 July 2020 subject to a mutual review of her role and contribution as a governor, with the Chair, after the first two years.
	23.3	Karen Finlayson and Penny Thompson joined the meeting. On behalf of the Board the Chair welcomed each of them to their first Board meeting. A programme of induction events for the new governors would be circulated to them shortly.
		Action: Interim Clerk to the Board of Governors
	23.4	**Five re-appointments to the Board of Governors**
		Two of the five members to be re-appointed to the Board were present at the meeting and abstained from voting in the resolution for their re-appointment to the Board. The Board <u>resolved to approve</u> that each of the following independent

governors be re-appointed to the Board from 1 August 2017 until 31 July 2021:
i)   David Bradley;
ii)   Christopher Kinsella;
iii) Neil MacDonald;
iv) Julie Morrissy;
v)   Paul Wiles.

23.5   **Board appointments/retirements**

Governors commented on the experience and expertise which would be lost following the retirements from the Board in July 2021 of the five independent members. It was reported that in its consideration of Board appointments/retirements the Nominations Committee would phase them in accordance with the procedures and working principles adopted by the Board (Minute BG/94/17.1 refers).

Action: Clerk to the Board and Chair of the Nominations Committee

BG/17/24   **Declaration of Interests**

24.1   Lord Keslake declared an interest in the report on equality priorities as an adviser to Penna recruitment services (agenda item 7.1 refers).

BG/1/17/M   BG/17/25   **Minutes of the meeting held on 7 February 2017**

25.1   The minutes were <u>approved</u> as a correct record.

BG/1/17/action BG/17/26   **Matters Arising/Action Tracker**

26.1   The Board <u>noted</u> the action tracker.

BG/17/27   **Matters Arising: Minute 15/6 Programme of development opportunities for governors**

27.1   A programme of visits to each of the faculties would continue to be part of the forward programme of development opportunities for governors.

Action: Clerk to the Board and the Pro Vice-Chancellor of each faculty

BG/17/28   **Other Urgent Business**

28.1   There was no other urgent business.

BG/2/17/7.1   BG/17/29   **Equality and Diversity**

29.1   The University's Equality Priorities were approved by the Board of Governors in February 2015. The Board <u>noted</u> the report on the delivery of the Priorities to 31 July 2016 including a narrative account (appendix 1) and a summary of progress

against targets (appendix 2). Governors welcomed the report's honesty about the University's achievements at 31 July 2016 and expressed concern about the pace and lack of progress against the targets. Notwithstanding evidence of progress in some areas which the University was proud of it was clear that outcomes from the actions had not met the aspirations set out in February 2015.

29.2 The Board received a presentation which outlined the initial plan of work (appendix 3) to refocus the equality objectives following the Board's approval of the University Strategy at its meeting in February 2017. The approach to equality and diversity had shifted to a strategic change management approach from the legal compliance approach in 2015. To achieve the strategic aspirations, including the development of an inclusive culture, additional activities with improved co-ordination were required. The presentation focused on the workforce in the context of the developing People agenda which was one of a suite of plans which would support the implementation and delivery of the University Strategy. The areas for action were summarised and included:

i) data to evidence progress towards the achievement of the refocused equality objectives;

ii) the workforce profile including the black, minority and ethnic (BME) profile;

iii) the areas to be addressed in connection with the nine protected characteristics. A focus on protected characteristics and social mobility would need to be integrated with staff development;

iv) support for staff. A programme of staff training and development included unconscious bias training for all staff, the development of line managers in line management responsibilities and the development of managers in recruitment and selection responsibilities;

v) benchmarking including learning from the approach to equality and diversity by other higher education institutions and organisations outside the sector.

29.3 The Board discussed the reasons for the University's performance to 31 July 2016 and its initial plan to refocus equality objectives. Governors welcomed the University's systematic approach to refocus the equality objectives and commented that the strategic ambitions were high. The University's aspiration to be a forward looking institution would require strong leadership including equality and diversity champions. Culture would be a significant factor and, given the need for the University to make up ground, the pace with which the University could deliver change to enable equality, diversity and inclusion objectives to be achieved, would be key. The topics discussed covered the:

i) lessons learned by the University about the number of targets set in 2015. Although the targets were reasonable ones for a university there were too many;

ii) extent to which the University's use of its resources to deliver the Priorities to 31 July 2016 could have been

more effective. Comments were made about workforce skills, the costs of training and whether the provision of training for staff on equality and diversity matters had been a resource or leadership issue. Examples of staff expertise and how it was used in the University were given;

iii) interrelated staff, student and process dimensions of the delivery of equality and diversity objectives. Equality and diversity pervaded the University. The workforce equality agenda was mutually compatible with the student experience agenda;

iv) BME student attainment gap, feedback from students on courses with a majority of BME students compared with feedback from other courses and the development of the curriculum arising from students' feedback. It was suggested that at the governors' strategy event in October 2017 the Board discuss a report on student progression, achievement and the BME attainment gap in the context of the refocused equality objectives and the work of the strategic pillar boards.
Action: University Leadership Team

v) proposed changes to the University's governance structure including the Equality and Diversity Committee which would be discussed by the Board later in the meeting;

vi) University's target to achieve the Race Equality Charter Mark by 2022. A range of initiatives was a positive but the number to be progressed should be considered. The resource requirements of the initiatives may be additional to staff workloads and should not compromise the University's capacity to deliver the equality objectives;

vii) gender pay gap;

viii) Hallam Deal with staff which would be central to the delivery of the refocused equality objectives;

ix) learning from external organisations which had delivered equality and diversity improvements. Comments were made about the value of benchmarking based on the University's experience. Metrics were needed to enable comparison of the University with the best in the higher education sector, other sectors and nationally and regionally;

x) higher education context and eternal drivers for the University's refocused equality objectives including the Teaching Excellence Framework and Research Excellence Framework;

xi) clarity of communications and engagement with staff and students about the significance of completing data returns and the use of anonymised data for statistical monitoring of the University's progress towards the equality objectives. Governors shared their experience of receiving requests to complete equality monitoring data returns and advised that the message to staff and students on the purpose of the request was important.

29.4 At the conclusion of the discussion the Board <u>resolved to endorse</u> the next steps to develop the work further as described in the report and the presentation.

29.5 At its meeting in July 2017 the Board would receive a report on the refreshed and refocused equality objectives for approval. It was suggested that the report include:
i) an implementation plan based on actions;
ii) a relatively small number of targets including the rationale for the ones proposed;
iii) benchmarks which the University proposed to use;
iv) a focus on all nine protected characteristics;
v) a clear articulation of the level of ambition and how quickly the University could move towards the achievement of the refocused equality objectives;
vi) the requirements, including budgets, to facilitate the approach to strategic change. Governors asked how members of the Board could assist the University in its progress towards the achievement of the refocused objectives.

Action: PVC Academic Staffing and Equalities and Director of Human Resources

29.6 Governors commented that owing to the timing of the work to refocus the equality objectives the launch of the University Strategy and its implementation plan to staff following the February 2017 Board meeting had not included the approach to equality and diversity as discussed with the Board. It was suggested that following the Board's approval of the equality objectives at its meeting in July 2017 a communication be made to staff.

Action: PVC Academic Staffing and Equalities and Director of Human Resources

BG/2/17/7.2
Confidential

BG/17/30 **Measuring and monitoring progress against Strategy**

30.1 The Board <u>received</u> the report which set out the approach to monitor and measure the University's progress towards becoming the world's leading applied university. Future University performance reports (UPR) would reflect the University Strategy, which was approved by the Board at its meeting in February 2017, including the remit of each of the four strategic pillar boards in the new governance structure. Future UPR for the Board would focus on the key performance indicators (KPIs), key supporting data, financial performance information and risks for the University as a whole.

30.2 The Board discussed the content of UPR and governors' information needs including: the illustrative KPIs (appendix A); how academic achievement would be measured; the measurement of staff performance in the context of the developing people agenda; which aspects of the University's performance were already world leading; and, the value of

qualitative, quantitative and narrative content of performance reports for stakeholders. The outcome of the discussion was that each of the quarterly UPR to the Board should:

i)   report on a relatively small number of University level KPIs;

ii) include University level KPIs and KPIs at a finer level of detail;

iii) include leading indicators to give an in-year picture of progress towards the main KPIs for those measures which did not change in the periods between reports to the Board;

iv) include the performance of activities within the remit of only one of the pillar boards, not all four;

v)   include KPIs for equality, diversity and inclusion;

vi) report on the University's performance nationally and locally including comparator KPIs.

30.3   The Board <u>resolved to approve</u> the approach to measuring and monitoring progress against the University Strategy which would be informed by the discussion outcomes.

30.4   The Board would receive a final set of University level KPIs alongside a revised UPR at its meeting in July 2017.

Action: Vice-Chancellor

BG/2/17/7.3   BG/17/31   **Governance changes**

31.1   The Chief Operating Officer introduced the report which described the revised internal governance structure around which the University's accountability and decision making were being reshaped to enable the delivery of the University Strategy. The revised structure included four strategic boards which were empowered to drive the delivery of the four pillars of the University Strategy through which the University would transform lives. The four boards were Shaping Futures, Creating Knowledge, Local and Global Engagement and Building a Great University. The relationship of the standing committees which included the equality and diversity committee, teaching quality committee and student voice committee with the pillar boards were outlined. The Board <u>noted</u> the transitional governance structure to the end of July 2017 (appendix 1a) and the proposed arrangements for academic governance to be introduced from the start of the 2017/18 academic year (appendix 1b).

31.2   **Equality and Diversity Committee (EDC)**

The significance of the achievement of the equality objectives for the delivery of the University Strategy had been discussed earlier by the Board. Governors commented;

i)   that the EDC, the other standing committees and the four pillar boards would need to be rigorous in their work towards delivery of the equality objectives. This included the University's legal obligations under the Public Sector

      Equality Duty (Equality Act 2010) to have due regard to equality in decision-making and policy development;

ii)   on the relationships between the boards/standing committees including the Board of Governors and its committees suggested by the illustrated structures (appendices 1a and 1b). The governance structure which would be publicly available did not convey the commitment to equality and diversity which pervaded the University or the prominence of the EDC in the governance arrangements;

iii)   on the significance of the relationship between the EDC and the Board of Governors and the responsibilities of the Board and its committees arising from the Public Sector Equality Duty and the Committee of University Chairs Higher Education Code of Governance (December 2014);

iv)   the remit of the Finance and Employment Committee which, in accordance with its terms of reference, monitored progress in respect of the strategic development of the University on behalf of the Board of Governors in human resources and employment matters;

v)   that the Board should have oversight of the work of the EDC via regular reports from it which would be a standing item on the agendas of the Audit and Risk Committee.

Action: Clerk to the Board, Chair of the Audit and Risk Committee and Chair of the Equality and Diversity Committee

31.3   **Academic governance arrangements effective from the start of the 2017/18 academic year and involving the Board of Governors**

The Chief Operating Officer explained the rationale for the proposed new arrangements for academic governance which would be effective from the start of the 2017/18 academic year. The proposals:

i)   transferred the core responsibility for academic quality and standards from the Academic Board to the four pillar boards. These arrangements would then be reflected in the revised Instrument and Articles of Government;

ii)   were made with reference to HEFCE's revised Operating Model for Quality Assessment and the new requirements for the Board of Governors to give its assurance to HEFCE on the University's approach to continuous improvement of the student academic experience, and the reliability of degree standards. The purpose of a new Academic Assurance Committee of the Board of Governors would be to enable the Board to fulfil this requirement and provide more genuinely independent challenge to the University than under the current academic governance model.

31.4   Governors asked what the response of staff had been to the removal of the Academic Board from the University's governance structure. Some governors shared their concerns

and those of colleagues about the academic governance changes. These related to the potential loss of opportunities for academic engagement; noting that a proportion of members of Academic Board were elected as representatives from all levels of faculty and University-wide constituencies. It was reported that the proposal to transfer the core responsibility for academic quality and standards to the four pillar boards had been informed by the need to streamline the University's board/committee structure and empower the four pillar boards to enable them to drive the delivery of the University Strategy. Academic quality and standards continued to be at the heart of the objectives to deliver the University Strategy. The academic governance changes were not a negative comment about the calibre and quality of the academic profile or the integrity of the existing arrangements.

31.5   In accordance with the Articles of Government (5.6) the Board of Governors had responsibility for the determination of the educational character and mission of the University. It was reported that strategic oversight and independent challenge were at the heart of the proposals for an Academic Assurance Committee (AAC) of the Board of Governors. Governors commented that they supported the proposals for such a Committee because nationally governing bodies were being asked to have a greater role in academic governance and the proposals would allow the Board to address this. Governors suggested that:
   i)   there be cross membership between the AAC and the Audit and Risk Committee;
   ii) to enable the AAC to fulfil its terms of reference the external appointments to the AAC should be of a sufficient calibre with experience and expertise which reflected the academic breadth of the University's portfolio;
   iii) to enable the AAC to give the required assurance to the Board of Governors its specific duties should be to support and challenge, rather than to monitor (paragraph 16);
   iv) the Board of Governors should consider the way in which it fulfils its responsibility to determine the educational character and mission of the University (Article 5.6). This should inform the purpose of the AAC which should be articulated more clearly and include success criteria and how its performance should be measured;
   v)   the number of meetings of the AAC should be more than twice a year as proposed in the report. Three meetings were suggested.

31.6   The Board resolved to approve the proposed approach to academic governance and the establishment of a new Academic Assurance Committee of the Board of Governors.

31.7   The content of the University's Instrument and Articles of Government would be revised to reflect the academic governance changes. This work would be taken forward with the work arising from the recommendations relating to the Instrument and Articles of Government (minute BG/17/19

refers) made by the Board effectiveness working group (BEWG) in its report to the February 2017 meeting of the Board.

Action: Clerk to the Board and the BEWG

31.8   The Chair invited members of the Board of Governors to let him know if they were interested in being Chair of the Academic Assurance Committee.

Action: Chair of the Board and Clerk to the Board

BG/2/17/7.4
Confidential

BG/17/32   **Alternative business structure to support legal education**

32.1   The University Strategy which was approved by the Board of Governors at its meeting in February 2017 set a vision for the University to be the world's leading applied university. The Chief Finance and Planning Officer summarised the proposals in the report to support legal education and the next steps which had been discussed by the Finance and Employment Committee at its meeting in March 2017. Governors shared their experience of the implementation of similar proposals in other institutions and commented that they supported the rationale for the proposals which would make the University's provision attractive to potential students. It was reported that to ensure the delivery of the University Strategy the University would consider the merits of similar approaches in other areas of its portfolio. The Board resolved to approve the proposals described in the report.

32.2   The Finance and Employment Committee would receive a further report in due course.

Action: Chief Finance and Planning Officer

BG/2/17/7.5
Confidential estate schedule

BG/17/33   **University Performance Report (UPR): data to end of January 2017 (period 6)**

33.1   The Board received the UPR for period 6 with data to the end of January 2017. In the context of the corporate risk summary and with reference to the uncertainties in the higher education operating environment including policy changes affecting home and international students, the Vice-Chancellor commented on the University's student recruitment performance. The higher education sector as a whole was experiencing difficulties in international postgraduate recruitment.   The University's performance in full-time undergraduate recruitment was strong.

33.2   The Board discussed the issues affecting the University's student recruitment performance including the:
i)   policies affecting international postgraduate recruitment, including visas. The extent to which the University, and other institutions, could resolve the issues arising from external policies was limited;

    ii) University's proactive approach to:

        a) explore the reasons for a declining performance in student recruitment to computing courses and opportunities for expansion in recruitment to other subjects in its portfolio;

        b) improve its position in league tables. Governors commented on the value of a recently published league table compared with the more relevant and comprehensive content of the Guardian league tables which would be published in May 2017;

        c) promote the University and Sheffield, a student friendly City, in international markets.

BG/2/17/8.1	BG/17/34	**Vice-Chancellor's report: policy update**

34.1   The Board <u>received</u> the update on recent higher education policy developments and the implications of them for the University. The Vice-Chancellor highlighted the:

    i) opportunities arising from the Government's industrial strategy green paper which was open for consultation until mid April 2017;

    ii) areas of education which featured in the Chancellor of the Exchequer's 2017 spring budget including the Department for Education's consultation on 'Schools that work for everyone' which proposed that, as a condition of charging higher fees, universities should establish a new school or sponsor an academy in the state system. The Government's response to the consultation was awaited. A further report would be made to the Board in due course.

        Action: Vice-Chancellor

    iii) progress of the Higher Education and Research Bill. Governors commented on the challenges for higher education providers of a Teaching Excellence Framework (TEF) linked to student fee levels including the implications of inflation for providers. In response to comments from governors about the regulatory and governance changes to the TEF the Vice-Chancellor, who was Chair of the government's TEF panel, would brief members over dinner.

BG/17/35   **Chairs' Reports**

35.1   The Chair of the Board invited the Chairs of the committees of the Board to report on the business covered at their meetings. The Board received the reports in 35.2 to 35.4.

35.2   The Chair of the Audit and Risk Committee reported that the unconfirmed minutes of the meeting held on 14 February 2017 were on the Board's agenda. The Committee had:

    i) noted that the University Strategy had been launched in the

University following the Board's approval of it at its meeting on 7 February 2017. The Committee noted the changes to the governance structures arising from the Strategy. The Committee discussed the need for the work of the Committee, including the internal audit programme, to align with the Strategy and, to ensure that the regulatory and compliance responsibilities of the University were mapped against the responsibilities of the four strategic pillar boards;

ii) concluded that the performance of the external auditor in the first year of the contract with the University had been satisfactory;

iii) received a briefing by the internal and external auditors on audit matters and sector issues. The briefing had covered the Annual Provider Review (APR) process, conducted by HEFCE, which drew on data, student views and other intelligence and information collected through the annual accountability processes to assess academic quality. The responsibility for academic quality including the role of the Board of Governors and the Academic Board would be discussed by governors at the April 2017 meeting;

iv) received a report on the data returns made so far during the 2016/17 academic year. The Committee noted that the returns may have an impact on both funding and/or other areas such as the outcomes of the Teaching Excellence Framework. The information contained in the report informed the Committee's annual opinion on the adequacy and effectiveness of the University's arrangements for the management and quality assurance of data. A report on data returns was on the Board's April 2017 agenda;

v) noted that the Board of Governors would consider equality and diversity at its April 2017 meeting and following that a report would be made to the Committee. At the February Committee meeting members had commented that it was important that the Committee was assured that processes to ensure compliance with equality and diversity legislation were in place and were effective.

35.3   The Chair of the Finance and Employment Committee (FEC) reported that the unconfirmed minutes of the meeting held in March 2017 were on the Board's agenda. The Committee had:

i) discussed the review of the University Financial Plan, the developing Estate Plan and the developing People Plan including pensions development and policy in the context of the refreshed University Strategy. The external governors had been invited to join FEC members on 10 May 2017 to discuss the developing people and estate plans;

ii) approved the ethical investment policy;

iii) recommended the alternative business structure to support legal education to the Board;

iv) nominated Neil MacDonald and Stephen Timothy to be members of a task and finish group. Informed by the work of the Chief Finance and Planning Officer and PVC for Student Experience the group would review the benchmarking and the proposed 2017/18 grant for the

Students' Union. As part of the 2017/18 budget approval process a recommendation would then be made to FEC at its meeting on 4 July 2017 and the Board of Governors at its meeting on 18 July 2017.

35.4   Earlier in the meeting the Board had approved the recommendations from the March 2017 meeting of the Nominations Committee for the appointment of two independent governors and the re-appointment of five independent governors. The Chair of the Nominations Committee reported that at the March meeting the brief for the expertise sought in potential Board members had been reviewed. In accordance with the Instrument of Government (3(4)) the Board would require one member who had experience in the provision of education to replace Judy Simons who would reach the end of her maximum period of office on the Board on 31 July 2017. The next meeting of the Committee would be held in June 2017.

35.6   In response to comments from governors about the appointment of two governors as Pro Chancellors at the Board meeting in February 2017 it was reported that the:
i) role of Pro Chancellor would increase the capacity for representative and ambassadorial activities on behalf of the Board and the University;
ii) the scope of the activities would be determined by the expertise and background of the individual appointed as a Pro Chancellor and the outcomes of the University's stakeholder analysis.

BG/2/17/8.3   BG/17/36   **President of the Students' Union Report**

36.1   The Board <u>received</u> the report which summarised the progress that the Sheffield Hallam Students' Union (SHSU) was making in relation to its student opportunities and engagement. The President reported on the:
i)   election of a new Officer team. At its meeting in May 2017 the Board would receive an oral report from the University Secretary and Clerk to the Board on the conduct of the elections and recommendations would be made to the Board for the appointment of two students for the year to June 2018;
Action: University Secretary and Clerk to the Board
ii)   given the one year duration of a student's period of office on the Board the two new students had been invited to observe the May 2017 meeting to allow them to engage with colleagues on the Board as early as possible. This arrangement would be implemented in future years.
Action: University Secretary and Clerk to the Board
iii)   result of the annual Varsity competition which the University of Sheffield won. The Sheffield Hallam Students' Union (SHSU) had seen an increase in the number of community partners involved in the event;
iv)   objectives of the University's Sexual Harassment and Hate Crime working group including an effective,

centralised process for recording incidents, collecting data and reviewing the data. The Board would receive a further report on the work of the group at its meeting in July 2017.

Action: President of the Students' Union, Chair of the University's working group and Chief Operating Officer

v) successful bid for funds from the HEFCE Catalyst Fund which would be used to develop and introduce the ethical student programme at the University;

vi) work of the task and finish group to benchmark student engagement against the University's comparator institutions. A further report would be made to the Board in the President's report to the May 2017 meeting.

Action: PVC for Student Experience and President of the Students' Union

36.2 In response to comments from governors the approach to the development of a disability in sport campaign was outlined.

BG/2/17/8.4   BG/17/37   **Oversight of activities - compendium report**
Part 2
Confidential   37.1   The Board <u>received</u> and <u>accepted</u> the summary of the annual Healthy Universities report 2015/16.

37.2 The Board <u>received</u> and <u>accepted</u> the report on estate major projects including the overall risk status (appendix 1) and the estate capital plan schedule (appendix 2). The Director of Estate and Facilities reported progress of the:
i) final phase of the Science, Technology, Engineering and Mathematics (STEM) project including its handover;
ii) relocation of Digital Technology Services staff to 20 Furnival Street;
iii) Advanced Wellbeing Research Centre (AWRC) on the site of the Olympic Legacy Park in Sheffield's Lower Don Valley. The funding for the AWRC had been approved by the Secretary of State for Health and the University and the agreement had been signed. An illustration showing the location of the AWRC in the Park was tabled. A fly-through visualisation of the AWRC in the Park would be circulated to governors;
Action: Director of Estates and Facilities
iv) relocation of the data centre from Hallamshire Business Park (HBP) to the basement of the Charles Street building which had been agreed by the Chief Operating Officer and Acting Chief Information Officer. A cautious and prudent approach to the relocation continued and the contingency arrangements were outlined.

37.3 The Board would receive another full progress report on the estate major projects at its meeting in November 2017. In accordance with its terms of reference to monitor the implementation of the estate plan the Finance and Employment Committee would receive regular reports on the

overall risk status of projects and the estate capital plan (appendices 1 and 2).

Action: Director of Estates and Facilities

BG/2/17/9i BG/2/17/9ii	BG/17/38	**Committees of the Board**
BG/2/17/9iii	38.1	The Board <u>received</u> the:

i) unconfirmed minutes of the Audit and Risk Committee meeting held on 14 February 2017;

ii) report on the assurance of data returns which was received by the Audit and Risk Committee at its February 2017 meeting;

iii) unconfirmed minutes of the Finance and Employment Committee meeting held on 8 March 2017.

BG/2/17/10	BG/17/39	**Minutes of the Academic Board**
	39.1	The Board <u>received</u> the unconfirmed minutes of the Academic Board meeting held on 13 December 2016.
BG/2/17/11	BG/17/40	**Schedule of Meetings and Outline Forward Planning Programme**
	40.1	The Board <u>received</u> the forward planning programme and <u>noted</u> that the:

i) next Board meeting would be held from 4.00pm until 7.00pm on Tuesday 23 May 2017. The strategic items for discussion would be the Estate Plan and Research Ambitions and Planning;

ii) strategic items for discussion at the Board meeting on 18 July 2017 would be the University Financial Plan and People Plan.