

MINUTES

SUSTAINABILITY AND RESOURCES COMMITTEE, SR-26

Date: Wednesday 12 March 2025

Time: 1500

Location: CA306, Catalyst building, Leek Rd

Members		
Gemma Brierley	External Member	P(T)
Kevin Gould (Chair)	External Member	P
Colin Hughes	External Member	P
Ian Jenkinson	Co-opted Committee Member	P
Professor Martin Jones	Vice Chancellor	P
Kim Newell Chebator	External Member	A
Joseph Knight	Student Governor	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Sally McGill	Chief Financial Officer & Deputy Chief Executive	IA
Professor Raheel Nawaz	Pro Vice Chancellor – Digital Transformation	IA
Sue Boyce (minutes)	Assistant Clerk to the Board of Governors	IA

P = Present (via Teams); A = Apologies; Ab = Absent; L = Late; IA = In Attendance (via Teams)

1 MEETING MANAGEMENT	
716	Apologies for absence were received from Kim Newell Chebator. Joseph Knight arrived at 3:40pm.
717	There were no new declarations of interest .
718	The Minutes of the last meeting of the Committee , 13 November 2024 [SR 25] SR/26/01 were confirmed as a true and accurate record, minus the reference to Kevin Hetherington.
719	Matters arising: <ul style="list-style-type: none"> Minute 699 – Terms of Reference – these were approved at the Board of Governors meeting on 26th November 2024. Minute 707 – Financial Statements for Year End 31st July 2024 –were approved and submitted to the OfS on 2 January 2025.
720	The Overview of annual business 2024-2025 SR/26/02 was noted.
721	The Terms of Reference 2024-25 SR/26/03 for the Committee were approved for onward referral to the Board.
ESTATES & INFRASTRUCTURE (E)	
E2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	
722	The Estates Update Report SR/26/04 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, who provided an update on the main 'live' projects as follows: <ul style="list-style-type: none"> District Heat Network Due Diligence

	<p>As part of the due diligence, a counterfactual case will be built which will give consideration to alternative heat and energy sources to establish what the financial, physical and long-term impacts of these sources would be, compared to the DHN, as this offers a balanced view for the University to make a full assessment of the suitability of connecting to the DHN. Otherwise, the project is currently on time and in budget.</p> <ul style="list-style-type: none"> • Office Moves (Post TOM) A revised paper was presented to UEB on 12th Feb 2025 setting out an adjusted programme and indicating the scope changes as a result of further stakeholder engagement. Proposed end date is 4th July, but efforts are being made to bring this forward. • Fire Remediation (Fire Doors) Accommodation A review was undertaken to gain an improved understanding of the requirements to ensure that cost and time to resolution could be reduced to a minimum. Due to the complexities involved Infrastructure is now proposing the works start on site after 13th June the end date will be dependent on decisions to be made regarding scope of works • Upgrading of Local Extraction Ventilation (LEV) RIBA Design stage 4 has been completed for both Henrion and Dwight. Infrastructure is progressing Henrion to site with Dwight being paused until there is more clarity around the building's future. RIBA Stage 4 information with costs will be available by the end of March for the Science centre. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Kevin Gould inquired whether the new organisational structure and subsequent efficiencies had resulted in excess space within the University estate. Sally McGill responded that the Trent Building was planned to be mothballed. She added that potential academic portfolio changes may impact the future use of some of the buildings in the estate. • Ian Jenkinson commended the sustainability efforts of the District Heat Network project but expressed concerns about potentially missing the 2030 net zero carbon deadline. He added that a robust Plan B was needed to understand available choices. This was agreed. Kevin Gould asked what would need to happen to make the 2030 deadline achievable. Sally McGill commented that a Plan B is expected to be presented within the next 6 months, which will provide all the information needed to make informed decisions. <p>There were no further comments and the report was noted.</p>
723	<p>The Student Village Update SR/26/05 was introduced for discussion by the Chief Financial Officer and Deputy Chief Executive, who provided an update on progress and assurance around the Student Village to 31 January 2025.</p> <ul style="list-style-type: none"> • Work is progressing well on site. Drees and Sommer, the independent assessors are of the opinion that "overall the critical path and the construction works [are] on programme". • There are no major exceptions to date against the controls in the Risk Register. <p>[REDACTED]</p> <ul style="list-style-type: none"> • Feedback was sought from the advisors and other interested parties as part of a lessons learned exercise relating to financial close. The consistent recommendation for improvement for next time is the appointment of a project manager to pull together the outputs of the various workstreams. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Martin Jones thanked Colin Hughes for attending the SV Staffordshire Campus Living Board meetings and using the opportunity to ask relevant questions. Discussion ensued regarding the upcoming transition of the Chair to the Board of Governors, with Martin Pugh set to attend the Board meetings. Martin Pugh will join the next SV Staffordshire Campus Living Board meeting on 1st April in person. • Sally McGill informed the Committee about the development of a sample room and mentioned that the Board will have an opportunity to visit it in the Summer to observe the standard of accommodation and facilities for students firsthand. • Kevin Gould commended the comprehensive paper, noting that it provided an appropriate level of insight. Ian Jenkinson highlighted the insights in Appendix G and inquired whether the existing team can manage both their regular jobs and additional project work. Sally McGill acknowledged the need to backfill posts, and stated that lessons learned regarding additional project management resources have been addressed through the implementation of the TOM model. • Gemma Brierley inquired whether the University was seeking to achieve sustainability accreditation with the buildings through one of the various accreditation/certification schemes. Sally McGill responded that the University is not seeking external accreditation/certification, however, sustainability standards for new builds are much more stringent now, and have been incorporated into the village specifications. As an example, she stated that the large amount of PV panels included in the specifications in the village, will generate a significant amount of electricity, which will be exported. • Gemma Brierley asked if the University was considering the project from a biodiversity net gain perspective. Sally McGill responded that there was a statutory requirement for a 10% increase in biodiversity, and that the University had exceeded this with a 13% increase. <p>There were no further comments, and the Student Village Update was approved for onward referral to the Board.</p>

724	<p>The Sustainability Update SR/26/06 was introduced for discussion by the Chief Financial Officer and Deputy Chief Executive, who highlighted the following:</p> <ul style="list-style-type: none"> The University's overall score in the People and Planet league table 2024-25 reduced from 52% to 49%, which led to a drop of 19 places to 73rd position compared to 54th last year (in a tightly bunched table) and the achievement of a 2:2 award class compared to last year's 2:1. Overall, carbon emissions (scopes 1, 2 and 3) for 2023-24 were higher than 2022-23, but lower than 2021-22, which was the highest year since 2018-19. Owing to the decision to re-commission the Combined Heat and Power Plant in the Science Centre and the delays to the potential District Heat Network, the University will not achieve its target of carbon net zero for scopes 1 and 2. A reworked plan will be presented in June 2024-25. The due diligence which will be carried out on the DHN proposal will also include the creation of a 'counterfactual' case for not pursuing the DHN, ie preparing a cost-benefit analysis for alternative technologies. Work will now be undertaken to incorporate carbon intensity into future costing exercises, including business plans for investment, in order to give a better understanding of the impact of (non-construction) projects on the future carbon emissions of the University. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Discussion ensued around the University not achieving its carbon net zero targets for scopes 1 and 2 by 2030. The committee placed on record that they were disappointed that this was unlikely to be the case and that this would not be met. Sally McGill highlighted that based on previous lessons learned, there was a need to include carbon intensity in future business plans and that the impact of these changes needs to be reflected in future business models. Kevin Gould noted a reference in the paper to the lack of management systems and it was agreed that this would be brought back to the Committee. He requested a detailed analysis of the impact of the University not meeting its carbon net zero targets for scopes 1 and 2. It was agreed that the implications of not achieving these targets should be considered in terms of attracting the University's target markets, as well as the cost of achieving these targets. Members agreed that the sustainability update report was exemplary, and the transparency was commendable. Ian Jenkinson added that it could serve as a model for other organisations in the community. <p>There were no further comments, and the Sustainability Update was approved for onward referral to the Board.</p>
725	<p>The Building Conditions Survey Update SR/26/07 was introduced for discussion by the Chief Financial Officer and Deputy Chief Executive.</p> <ul style="list-style-type: none"> An update was provided to Sustainability and Resources Committee in November 2024 outlining the likely approach to be taken to what is a complex project. It has subsequently been discovered that the original proposed programme and phasing did not allow sufficient time to work with stakeholders and undertake a suitable tender process The project is now programmed to start on site in late December 2025 / early Jan 2026 and due to complete July 2026. MACE have been appointed as consultant advisors via the Crown Commercial Services framework to take the project to RIBA design stage three. Given the likely value of the final work (indicative cost currently £7.5m), the budget will be presented to the Board of Governors for approval in September 2025. A risk register is being developed by the Project Manager and will be presented as part of the final business case for approval. This project will need to be assessed against the District Heat Network programme of works, as it develops, as both are programmed for early Jan 2026. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Sally McGill advised the Committee that Catherine Fleming, who has previously project managed the District Heat Network project, has assumed the role of Head of Estates following Ray Merrin's departure. This transition has the offers a more integrated approach and enhances oversight. <p>There were no further comments and the report was noted.</p>
726	<p>The Digital Transformation Plan Update SR/26/08 was introduced for discussion by the Pro Vice Chancellor – Education and Research, who highlighted the following:</p> <ul style="list-style-type: none"> Past completed projects include Simmersive Extension, Esports Arena, Lecture Capture (Panopto), Virtual Learning Environment (VLE) Review and Renewal, VLE Microcredentials, SaaS Migration (HR), and Data Futures Underpinning Infrastructure. More recently, Phase 1 Enhanced UG/PG Recruitment, Digital Front Doors Phase 1 (inelegant solution), and Phase 1 of Enhanced Service Desk have been completed with solutions embedded as business as usual. All completed projects were delivered with benefits realisation and within budget. There are four live projects remaining all of which are on track and in budget. Summary of these projects is as follows: <ul style="list-style-type: none"> The second phase of the ESM project includes implementation in four service areas two of which have already been completed (HR&OD and Legal Services) on time and within budget, the implementation of the remaining two services (Financial Services and Student Connect) is on track.

	<ul style="list-style-type: none"> ○ Digital Front Doors phase one (inelegant solution) has been completed on time and without additional funding. It has delivered improvements to Staff, Student and External Front Doors, phase 2 (elegant solution) will now be steered by the Transformation Board. ○ Phase 2A (Marketing) of the Enhanced UG/PG Recruitment project: the business case was approved by UEB in September 2024. The project is in flight and on time and in budget. ○ Phase 2B (Admissions) of Enhanced UG/PG Recruitment project: the business case was approved by UEB on 20th January 2025. The project is in flight and on time and in budget <p>There were no comments and the report was noted.</p>
E3 FOR INFORMATION	
727	<p>Estates: Statutory Compliance/Maintenance Update SR/26/09 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, who outlined the following:</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • An average compliance score of 96% for the reporting period from 1st September 2024 to 31st December 2024 represents a 1% improvement over the previous period. This measures completed actions against remaining actions and work continues to ensure that this score increases. • Remedial actions identified are managed in line with the "Corrective Actions Procedure". Detailed updates on overdue planned maintenance and corrective actions are reported to the University Health Safety and Wellbeing Committee. • Buildings and Grounds, Mechanical, and Water Hygiene have no overdue actions, Electrical and Fire have action plans for all overdue actions. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Kevin Gould was pleased to note the Catalyst building had now completed the works regarding disability access. <p>There were no further comments and the report was noted.</p>
FINANCIALS (F)	
F2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)	
728	<p>The Student Recruitment Update for 2025-2026 Entry SR/26/10 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, who highlighted the following:</p> <ul style="list-style-type: none"> • The September 2024 full-time undergraduate student recruitment forecast outturn is showing an overall increase of 68 student FTE compared to budget (£0.2m increase in income, with in-year withdrawals and intermissions estimated as per the budget) • The postgraduate student recruitment forecast is showing an overall reduction of 263 student FTE, or £2.6m, including: <ul style="list-style-type: none"> ○ September 2024 full-time postgraduate student recruitment - a reduction of 169 student FTE (£3.0m reduction in income) compared to budget. ○ January 2025 full-time postgraduate student recruitment - a reduction of 82 student FTE (£1.1m reduction in income). ○ Continuing postgraduate students (who started in 2023/24) – reduction of 12 student FTE (£0.3m increase in income due to favourable mix of fees). <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> • Kevin Gould acknowledged the sector challenges noting that these had been widely anticipated and continued to present the university with challenges. However, the student number trajectory remained a significant concern for the Committee and the Board more generally. • Ian Blachford informed the Committee that the end-of-cycle report and the current in-year position were reviewed at the recent Strategy & Performance Committee. These would be discussed at the forthcoming Board of Governors meeting, together with an update on the academic portfolio developments. <p>There were no further comments and the Student Recruitment Update for 2025-2026 Entry was approved for onward referral to the Board of Governors.</p>
729	<p>The P6 Forecast outturn 2024/25 and Half-Yearly Management Accounts SR/26/11 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, who outlined the following:</p> <ul style="list-style-type: none"> • Income is forecast to decrease by 9.1%, as opposed to the budget of 5.9%, compared to the final results for 2023/24. Operating surplus before exceptional items is forecast at 3% compared to a budget of 5%.

	<ul style="list-style-type: none"> Despite lower cash generation in year, capital expenditure will be managed in order to achieve a forecast 104 liquidity days compared to the budget figure of 108 days. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Kevin Gould noted that the University was in surplus, which is a strong position amidst sector challenges and against other institutions. However, the financial position remained a significant concern for the Committee and the Board more generally. Sally McGill informed the Committee that some trends observed from previous years had not held true in this cycle. She added that forecast metrics are being analysed and adjusted according to different patterns of behaviour in undergraduates and graduates, to ensure we can be as agile as possible in monitoring and managing the university finances. Gemma Brierley asked about plans to maintain the 3% forecast, given the unpredictability of the sector. Sally McGill responded that it was important that the University continued to achieve a surplus, due to the bank covenants. A forthcoming meeting with UEB was to focus upon shielding the predicted 3% surplus and to see if this could be raised further. The current focus was on targeting non pay expenditure items. <p>There were no further comments and the P6 Forecast Outturn 24/25 and Half Yearly Management Accounts and P6 Management Accounts were approved for onward referral to the Board.</p>
730	<p>Sally McGill, Chief Financial Officer and Deputy Chief Executive introduced the Five Year Financial Plan (Base Plan, Stretch Plan and Stress Testing) SR/26/12 and presented various scenarios for the University.</p> <p>A summary of the report is outlined below:</p> <ul style="list-style-type: none"> The paper sets out the University's proposed approach to developing a new strategic financial plan for 2025-2029, responding to previous requests for more transparency in its development and for three scenarios to be presented. The University is required to prepare an annual strategic financial plan, consisting of a budget for the following year (in this case 2025-26) and indicative figures for the subsequent three years (2026-2029). The strategic financial plan will be formally approved by the Board of Governors at the November 2025 Board meeting, prior to being submitted to the OfS in early January 2026, accompanied by the signed and audited financial statements for 2024-25. A model has been developed which will allow the strategic financial plan to be built up in a more transparent way than in previous years, starting with the budget for 2025-26. The model will be presented at the meeting, which has been populated in the first instance for three scenarios: decline, flat and growth. There is still a lot of work to do on potential actions for both income generation and expenditure reduction, which will then allow the scenarios to be finessed. The target date for completing the first full draft of the strategic financial plan is the Committee meeting in June 2025. The approach of having three scenarios will continue as further work is completed. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Ian Blachford provided an overview of the macro student recruitment environment, noting the decline in the mature market and the pivot towards the 18-year-old market, and the reduced participation rate of 18 years olds, particularly from the poorer backgrounds. A number of actions were underway to revisit the current approach by the university in terms of international recruitment, schools and colleges, marketing together with those already underway including the student village and the branding which were hoped to have a halo effect. Raheel Nawaz updated the committee on the recent review of the academic portfolio and the identification of future developments. Martin Jones highlighted the loss of postgraduate market share and the need to revise the portfolio to offer clearer progression routes and align master's courses with undergraduate provisions. Kevin Gould highlighted the cyclical trends in subject areas and the necessity for flexibility, agility, and differentiation in achieving growth. Gemma Brierley stressed the importance of focusing on profitable portfolios and balancing weak and strong product lines. Sally McGill agreed stating that work was underway to look at courses and their ROI not just their income. Discussion ensued on investments in the University's estate, emphasising the importance of well-considered refurbishment works. Ian Jenkinson requested more details on the impact if other institutions failed. Ian Blachford responded that the if a regional university failed this may have some upside in terms of available students in the market place, however this did not just have to be a regional recruiter to have this impact, as we know on a course by course basis who are competitor set are, and any of those that failed could have an upside on the recruitment position of those courses. Colin Hughes expressed encouragement about the University's efforts to maximize options, including cost reduction, capital investment, and consolidation of the University's estate. He noted, that we were recognised for having managed fast and well and retained its surplus trajectory. <p>The paper was approved for onward referral to the Board of Governors.</p>
731	<p>Bad Debt Write-Off Update SR/26/13 was introduced for discussion by Chief Financial Officer and Deputy Chief Executive, who outlined the following:</p>

	<ul style="list-style-type: none"> This paper sets out details of debtor balances totalling £196,789.90 (which includes a total of £512.71 of debts under £100) to be written off within the accounts of the University, and a further £12,188.80 (which includes a total of £432.30 debts under £100) relating to University of Staffordshire Unitemps Limited – the University's employment agency. All of these balances have previously been passed to the University's debt collection agent STA, who have attempted to collect each individual debt but have advised us that the debt is no longer recoverable or not economical to pursue. In accordance with the current Financial Regulations the Chief Financial Officer can approve write offs if the balance is under £5,000, debts between £5,000 and £20,000 the Vice Chancellor can approve for write off and any write offs over £20,000 must be approved by the Board of Governors. In this time period, there are no debts requiring Board approval, and therefore the Committee is asked to note these write—offs for information only. <p>There were no comments and the report was noted.</p>
F3	FOR INFORMATION
732	<p>Treasury Management Report SR/26/14</p> <p>The paper provides a summary of the University's investment performance for the period August 2024 to January 2025. Interest receipts generated on the investments for the period were £885k against an original budget of £213k. The OfS continues to have a requirement to report if our liquidity is at risk of falling below 30 days anywhere within the next three months. Our liquidity days as of 31st January 2025 was 93 days, meaning there was nothing to report.</p> <p>There were no comments and the report was noted.</p>
733	<p>TRAC Return SR/26/15</p> <p>The report presents the results of the TRAC return for 2023-24, which was submitted in January 2025, and whose governance was overseen by Audit and Risk Committee. The results for 2023-24 are broadly similar to 2022-23. Later in the calendar year, the University will receive the benchmarking results which will allow comparison with a peer group.</p> <p>There were no comments and the report was noted.</p>
HUMAN RESOURCES/EMPLOYMENT (H)	
H2	FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)
734	<p>The Target Operating Model Update SR/26/16 was introduced for discussion by the Chief Operating Officer, who outlined the following:</p> <ul style="list-style-type: none"> The Target Operating Model consultation closed during November 2024, and feedback on the consultation period was provided to all staff and the recognised trade unions. Since that date, we have been completing the appointment process, for individuals to roles, for those who were not slotted as part of the proposal. In summary 39 individuals have left the University through voluntary redundancy and 35 individuals have been issued with notice of compulsory redundancy. Circa 64 roles have now been advertised to ensure the TOM is fully staffed to the approved level. In January 2025, we announced the new executive portfolios, in the light of the revised TOM structures. This was shared with the Board of Governors at this time. We now have moved to the transition stage into the new structures. This is supported by three phases of transition, each lasting circa 100 days. In each of these 100 day blocks, are actions for UEB to deliver, and for each school and service to deliver, so that all parts of the university are building stronger functions, in parallel. The attached document, 'Target Operating Model – Transition' outlines the three phase approach. This was explained to all staff at an in person and streamed roadshow event. <p>There were no comments and the report was noted.</p>
735	<p>The HR and Organisational Development Annual Report 2023-24 SR/26/17 was introduced for discussion by the Chief Operating Officer. The report, details the academic year 2023-2024, from an HROD perspective. The annual report spans the year in which we addressed the 'in year financial challenges' and began early developmental work on the Target Operating Model.</p> <p>The main headlines are as follows:</p> <ul style="list-style-type: none"> For the first time in the last six years, we have employed fewer staff, standing at 1677 headcount, and, 1307 FTE, as at July 2024. This takes account of the in year financial challenges reductions in staffing in Autumn 2023, but does not take account of the TOM implementation in Autumn 2024, due to the timing of this report. Overall, as at July 2024, 56% of the workforce were management and professional support staff and 44% were academic, research, technical and part time lecturing staff. This balance further changed early in the next academic year with the advent of the Target Operating Model.

	<ul style="list-style-type: none"> As at July 2024, 60% of staff are now employed by University of Staffordshire Services Ltd, and 40% by the University directly. With regard to demographic profile, the average age of the workforce now stands at 44.3 years (up 1 year on the previous academic year), the sex profile remains static at 42% men and 58% women, disabilities remain constant at 8% of the workforce and we continue to reduce the percentage of white staff as a percentage of the overall workforce (85%) Turnover for the academic year 2023-2024 increased from 12.1% to 17.4% for core university staff, impacted in part by the 'in year financial challenges' organisational change programme (221 staff versus 285 staff). The report outlines some of the significant organisational development and team and people development interventions undertaken during the 2023-2024 academic year. <p>There were no comments and the report was noted.</p>
736	<p>The Health, Safety & Wellbeing Annual Report 2023-2024 SR/26/18 was introduced for discussion by the Chief Operating Officer. The annual report summarises significant management activities over the reporting period, and details University-wide statistical information regarding health, safety, and wellbeing.</p> <p>The main points arising are:</p> <ul style="list-style-type: none"> Routine contact from enforcing authorities includes: <ul style="list-style-type: none"> In June 2024, the Health and Safety Executive, (HSE), contacted the Head of Health, Safety and Wellbeing to complete a routine enforcement visit associated with the use of pesticides under the Official Control (Plant Protection Products) Regulations 2020. In July 2024, Staffordshire Fire Service contacted the university to complete a routine inspection of the Minton accommodation block. The Fire Service Officer was impressed and satisfied with the visit and all the documentation provided. The visit and audit resulted in an outcome of 'satisfactory' which is actually the best outcome a business can receive, and reflects the assurance and low risk. Members of staff continue to be trained in additional health, safety and wellbeing volunteer roles across the University, and the number of people being trained in these roles has increased this year (657v541), however, as identified in a recent internal audit report, we need to build further on these numbers. In the last academic year, there have been 49 staff accidents (0 RIDDOR) v 64 accidents (2 RIDDOR (3.13%)) the previous year. In the last academic year, we had 55 student accidents (4 RIDDOR (7%)) v 50 accidents (2 RIDDOR (4%)) the previous year. The overall University sickness absence rate between August 2023 and July 2024 was 2.97% against a key performance indicator of 3%. The split of the overall sickness absence rate of 2.97% is comprised of 59% long-term absence and 41% short-term absence. <p>Members and attendees commented as follows:</p> <ul style="list-style-type: none"> Ian Jenkinson noted the high number of RIDDOR reportable incidents. Ian Blachford informed the Committee about the complex nature of the University campus, explaining that these reportable incidents cover a diverse range of issues. It was agreed to provide further context in the next report. Gemma Brierley suggested benchmarking these incidents against other institutions, and the Committee agreed on this approach, noting that some benchmarking data was in the report from USHA the sector health and safety body. <p>There were no further comments and the report was approved.</p>
737	<p>The Cost of Living Pay Award Update SR/26/19 was introduced for discussion by the Chief Operating Officer, who highlighted the following:</p> <ul style="list-style-type: none"> At the Extraordinary meeting of the Board of Governors held on 10th March 2025, the decision to proceed with the implementation and the backdating of the pay award for all staff was taken, subject to the outcome and final decision on the Phase Three Pension Reform proposals. At a national level, UNISON is balloting 76 institutions on a disaggregated basis for a mandate for industrial action on the level of the cost of living pay award. UCU plan to undertake a ballot on industrial action on an aggregated basis. It has been confirmed locally that the University will not be impacted by either of these ballots, as we had not formally 'opted in' to the collective process. <p>There were no comments and the report was noted.</p>
H3	FOR INFORMATION
738	<p>Review of Organisational Structures and Staff Capability SR/26/20</p> <ul style="list-style-type: none"> A review of the staffing arrangements within the Institute of Policing, which began in August 2024, concluded in November 2024. 3 Professional Services staff and 1 Lecturer were dismissed by reason of redundancy. One appeal

	<p>was received, and the subsequent appeal hearing upheld the outcome of dismissal. A further review of staffing levels will need to be undertaken in year due to the reduction in student numbers on the policing apprenticeships.</p> <ul style="list-style-type: none"> • The Target Operating Model has been covered in a separate paper. • With regard to staff churn, there were there were no external appointments made to senior roles (Grade 10 and above) in the reporting period. Seven individuals left the organisation since the last meeting as summarised in the report. <p>There were no comments and the report was noted.</p>
4	ADDITIONAL MATTERS
739	There were no additional matters .
740	<p>Items to be Referred to Audit and Risk Committee</p> <p>None</p>
741	<p>Items to be Referred to Board of Governors</p> <p>APPROVAL:</p> <ul style="list-style-type: none"> a) Minute 723 – Student Village Update SR/26/05 b) Minute 724 – Sustainability Update SR/26/06 c) Minute 728 – Student Recruitment Update for 2025 – 2026 SR/26/10 d) Minute 729 – P6 Forecast Outturn and Half-Yearly Management Accounts SR/26/11 e) Minute 729 – P6 Management Accounts SR/26/11_Appx C f) Minute 730 – Five Year Financial Plan (Base Plan, Stretch Plan and Stress Testing) SR/26/12 <p>INFORMATION:</p> <ul style="list-style-type: none"> a) Minute 735 - HR and Organisational Development Annual Report 2023-24 SR/26/17 b) Minute 736 – Health and Safety Annual Report 2023-24 SR/26/18
742	Next Meeting: Wednesday 11 June 2025 (The Catalyst CA 306)