MINUTES

SUSTAINABILITY AND RESOURCES COMMITTEE, SR-21

Date:	Tues 13 June 2023		Time:	1300
Location:	CA105/6, Catalyst building, Leek Rd			

Notes:

1. *This Agenda is divided into three headings: Estates; Financials; and Human Resources / Employment. Each of these headings has a section 2 (For Discussion and/or Approval) and a section 3 (For Information).*
2. *Items marked with an asterisk (starred items) are for information only or regarded as noncontentious. Starred items will not be discussed and will be assumed to have been noted or approved unless a request to unstar a named item is received from a Board member in advance, or at the commencement, of the meeting.*
3. *Items classified as Confidential, and their subsequent minutes, will be redacted before publication of the agenda and minutes on the University's public website.*

Members		
Kim Newell Chebator	External Member	A
Kevin Gould (Chair)	External Member	P
Saima Hussain	Professional Support Staff Governor	P
Colin Hughes	External Member	P
Professor Martin Jones	Vice Chancellor	A
Martin Pugh	External Member	P
Hayden Tsang	Student Governor	P
Ian Jenkinson	Co-opted Committee Member	P
Mike Herbert	Co-opted Committee Member	P
In attendance		
Ian Blachford	Chief Operating Officer and Clerk to the Board of Governors	IA
Professor Kevin Hetherington	Deputy Vice Chancellor	IA
Sally McGill	Chief Financial Officer & Deputy Chief Executive	IA
Professor Raheel Nawaz	Pro Vice Chancellor – Digital Transformation	IA

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

1 MEETING MANAGEMENT	
543	**Apologies for absence** were received from **Kim Newell Chebator** and **Martin Jones**
544	There were no new **declarations of interest**
545	**Minutes of the last meeting of the Committee**, 09 Nov 2022 SR/20/01 and the extraordinary meeting held on 02 May 2023 SR/20a/02 were agreed as a true and accurate record, noting that the attendance for the latter would need to record that Kevin Gould and Colin Hughes were not at the meeting and Hannah Blacburn had attended on behalf of Hayden Tsang.
546	**Matters arising:** • **Minute 526** – Ravinder Kaur had been invited to present at the Know Your Business session with the Board of Governors on 20 September 2023, and a separate meeting had been held with Martin Pugh as part of his onboarding.

	• **Minute 538** – Ian Blachford continued to work on the capacity planning report for Staffordshire University: London for the academic year 2024-2025 onwards. This information together with the financial information for London and any subsequent business case for investment would follow at the next meeting of the Committee.
547	*Overview of annual business 2022-23* SR/21/03

ESTATES AND INFRASTRUCTURE (E)

E2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)

| 548 | The **Estates overview** SR/21/04 was introduced by Pro Vice Chancellor, Digital Transformation, Raheel Nawaz for approval.

• The report provides an update on progress on the conversion of the former Cadman Library to office accommodation and seeks approval to an increase in the project budget due to construction inflation pressures.
• The Committee is also asked to note and approve the increase in the total project costs for the Centre of Health and Innovation due to delays on the Highways works.
• Also provided for noting are updates on the creation of a Simulation Suite in Ashley 2, alterations to the London Digital Institute, the new Student Village, Student Hub, Bridge Link and the proposed alternative short-term use of the Squires View site, the proposed connection to the Stoke District Heating Network and the disposal of an ex-sports field off Newcastle Road in Cotes Heath.
• In particular, although the Centre for Health and Innovation project at Blackheath Lane was substantially completed and handed over last year, it was not possible to finish construction of the new exit on to Blackheath Lane due to restrictions put on the contractor by the highways authority as to when the work could be carried out as a result of the close proximity of the adjacent school. During this period the Council also revised the specification of works to be carried out which combined with the delay has resulted in an increase in the construction budget of £38,158 over and above the previously approved budget of £5.779,001m to a new project budget of £5.817,160m. The Committee is therefore requested to note and approve the increase in the project budget of £38,158.
• In addition, the Committee was asked to note the progress on the conversion of the former Cadman Library to office accommodation and to approve the increase in capex budget due to construction inflation pressures, which was an additional £370,959.

Members and attendees commented as follows:

• Discussion ensued around the increase in project costs and Kevin Gould asked how these affected the contingency funds. Raheel Nawaz was asked to confirm the impact on the contingency levels of each project. Following the meeting it has been confirmed:
    ○ Cadman library/office space conversion - Due to the delayed start of this project (to ensure minimal impact on the student experience), the overall project cost had risen unavoidably by £371k, owing to current industry inflation levels. The original contingency (held for unforeseen events) of £250k had not been affected and would still be available if required, but would be offset against the budget increase if not fully used.
    ○ CHI - Due to restrictions from the Highways Authority on the timing of construction work (given the close proximity of a school to the site), it had not been possible to complete the new exit onto Blackheath Lane at the time of the completion of the CHI building. Revised specification of works from the Council, along with the construction cost rises due to the delay, had resulted in a £38k increase. A contingency of £190k had been used for unexpected costs including changes in specification of materials, and additional tech/AV costs.
• Sally McGill updated the Committee on the District Heating Network project and confirmed that funding has been secured and that weekly discussions are now taking place with SSE. An update will take place an appropriate Board of Governors meeting on further develeopments. The District Heat Network may offer an economical and sustainable solution to significant parts of the University's estate.

The increase in the capex budgets for the two projects was approved and the report was noted. |
| 549 | The **Sustainability Update** SR/21/05 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for approval.

• The update sets out the work which been done over the last six months around the Sustainability agenda. Much of the work has focussed on documenting work which was already in progress and documenting plans for future work. This work will all be used to enhance the University's Sustainability webpages to give a better reflection on progress to date.
• A first draft of an Environmental, Societal and Governance framework for the University was included in the papers to be approved by the Committee. It will also be discussed at the 'Know your business' session prior to the Board of Governors' meeting on 28 June 2023 and approved by the Board, subject to any amendments requested. |

	- A new University High Level Risk Register, HLRR 13, University fails to address non-financial risks including Climate change, environmental, societal and governance risks was also approved by Audit and Risk Committee on 7 June 2023.
	- A new Climate change risk management policy has been developed along with an annual assessment and response plan.
	- The new Environmental Sustainability Strategic Framework is a refreshed version of an earlier document – with significant amendments to bring it in line with current practice and the evolving view of how best to achieve the vision of environmental sustainability.
	- The Environmental sustainability annual report 2021-22 and 2022-23 contains progress to date 2021-22 and the operational priorities for 2023/24. This material will be used to create two external booklets – the Annual Review 2021-22, which will be published immediately, and the Annual Review 2022-23, which will be published in November 2023, once the results for 2022-23 (year ending 31 July 2023) have been confirmed.
	- The Carbon reduction plan scopes 1 and 2 previously shared with the Committee in November 2022, has been extensively rewritten, following recent developments. A low carbon geothermal source of hot water, supplied via the Stoke District Heat Network, has now become a viable solution. Expected to come on line from 2026, this would replace the gas-fired boilers located mainly on College Road and could represent a 91% reduction in carbon emissions compared to burning gas to heat water. With regard to the Carbon reduction plan Scope 3, reduction of scope 3 emissions remains one of the University's biggest challenges. This document is new, but reiterates the previously expressed challenges around measuring and reducing these emissions.
	- There has been a full review and amendment of policies to bring them into line with current practice. The policies are as follows:
	     o Climate Change Response and Risk Management policy
	     o Environmental Sustainability Policy
	     o Energy Management Policy
	     o Transport and Travel Policy
	     o Sustainable Procurement Policy
	     o Sustainable Consumption Food and Drink Policy
	     o Waste Management Policy
	     o Water Management Policy
	     o Biodiversity Policy
	     o Responsible investment policy
	
	Members and attendees commented as follows:
	
	- The Committee recognised that a significant amount of work had been undertaken by the CFO in bringing together a fair reflection of the University's current position and future approach to sustainability.
	- Discussion ensued around the specific cost savings relating to the energy management reduction and Sally McGill advised the committee that due to energy price increases this information will be available in a future report.
	- Mike Herbert said that the travel and transport figures were indicative of the poor public transport networks and cycling facilities within the vicinity, and this should be referenced in the report as it falls outside of the University's control but would play a significant role in the potential to achieve scope three emissions.
	- It was agreed that the Climate Change and Environmental Sustainability Strategic Framework will be reviewed on an annual basis by the Sustainability and Resources Committee
	- Colin Hughes commented that investing in sustainable organisations should also be a priority for the University directly and through pension fund investments. This was agreed and would be brought forward to a future committee meeting.
	- Ian Jenkinson praised the report's content and said that it provides a benchmark for other organisations within North Stafforshire. The committee requested that the wider team be commended for their contribution in embedding the framework throughout the University.
	
	The Committee approved the ESG Framework for onward approval by the Board of Governors together with the following policies:
	     o Climate Change Response and Risk Management policy
	     o Environmental Sustainability Policy
	     o Energy Management Policy
	     o Transport and Travel Policy
	     o Sustainable Procurement Policy
	     o Sustainable Consumption Food and Drink Policy
	     o Waste Management Policy
	     o Water Management Policy
	     o Biodiversity Policy
	     o Responsible investment Policy

550	The **Digital Transformation Strategy Update** SR/21/06 as introduced by Pro Vice Chancellor, Raheel Nawaz for discussion.

	• The update provides an overview of the Digital Transformation programme for the Committee, specifically the indicative roadmap for key strategic projects, update on ongoing projects, initial thoughts on Digital Services resourcing and structure to deliver the programme and an overview of governance arrangements. Members and attendees commented as follows: • Discussion ensued as to whether the process for approving the strategy are sufficiently agile in light of the various boards and approval levels required. It was explained that SCB would ensure that business cases approved by UEB/SLT were of sufficient rigour and then would monitor progress against timescale, budgets and benefits realisation. The DT Steering Group would oversee implementation of the projects within the Digital Transformation Plan. The SCB had previously been acknowledged as sound practice through the internal audit process. • Colin Hughes stressed that the capabilities of the overarching role of Programme Manager will be very important for a digital transformation. This was agreed by the PVC – Digital transformation. A conversation regarding this critical function would be followed up outside of the meeting. There were no further comments and the report was noted.
551	The **Business Case: Esports Facilities at Stoke on Trent** SR/21/07 paper was introduced by Deputy Vice Chancellor, Kevin Hetherington for approval. The Committee were asked to note the following points in summary: • Esports as a discipline is rapidly evolving where to succeed in the industry the right facilities and learning environment are required. The market for Esports in 2022 has been valued by one external study at £1.6 billion, and the same source predicted to rise to over £5.0 billion in 2030, creating the need for a large number of technically skilled graduates. With the industry expanding across the sector, this will cause a growth in applications to study an Esports degree year on year. • Staffordshire University was the first University to introduce an undergraduate course in Esports, which was launched in 2018 and achieved an exceptional first intake of 140 students. Many of Staffordshire University's competitor universities, for example Nottingham Trent, have now created similar Esports programmes and the market is becoming more competitive. • Given this is a new discipline, historical market data is limited and therefore the best indication of a growing pool of potential applicants into the future is the growth of the industry itself, as set out above, and the resulting requirements for specific skills by employers. • The School is currently in the final stages of revalidating the Esports degree. It is believed that this new course will ensure that we retain a strong position in the Esports market and remain competitive by better defining what is required to support a career within the industry. This does require, however, an expansion and refresh of the current Esports facilities at Stoke on Trent. • In summary, the course has 230 students studying within 2022/23, which will rise to 308 students in 2023/24, equivalent to circa £2.8m. In future years growth is predicted to be in the region of 12% per year. • Building on the University's position as first into the market, and given the close relationship between Esports, Games Development and Computing. Staffordshire University has the largest provision in Games Development in the UK, and 25% of employees in the UK games development industry are Staffordshire University graduates). Computing (a separate subject) is the largest department within the School of Digital, Technologies and Arts, which is itself the largest School within the University, • It is therefore imperative that we retain and grow our market share of Esports as this course is a vital part of a comprehensive digital undergraduate portfolio. The course also supports the University's predicted growth in undergraduate student numbers and aligns very closely to the pivot towards attracting the 18 year old aspirational demographic. • Alongside the expected numbers increase identified above, the introduction of the new 20/40 Esports course also places heavier demands on the use of practical spaces as the new. This proposed increase in dedicated facilities for Esports reflects the increasing demands of students to have more out-of-hours use of specialist rooms to develop their learning and complete assessments. • This proposal to refit space within the Beacon Building to create an enhanced Esports education facility. The existing Esports facilities are located in the Beacon building. The total cost of the proposed work is £2,272,127. Subject to approval, this will be added to the capital expenditure budget for 2023/24 and is within the cash available to the University. Members and attendees commented as follow: • Hayden Tsang noted that the introduction to the business case reflected growth in the esports sector, whereas the current position was that some companies were retrenching. It was noted that this was the case for some at this point, but overall the sector was expected to expand. • Ian Jenkinson asked whether it was realistic to deliver the £2.7m project within the proposed 3 month window. Kevin Hetherington said that it is possible because it predominantly involves procuring specialist high spec equipment, with only a small amount of estates work being undertaken. • Martin Pugh asked if the technology no longer required in SU:L could be repurposed for the Stoke on Trent campus. Kevin Hetherington advised that specialist kit from London would be repurposed to Stoke on Trent but

	this would be after the next academic year, as London had a final year of teach out. This had the effect however, of making this business case smaller.
	• Martin Pugh enquired about the longevity lifespan of the equipment. It was envisaged that the specialist computers will require renewing every 3 to 5 years and that this would be part of the annual review of digital equipment.
	• Kevin Gould requested that the business case should include clear information on what the area is currently worth to the university in terms of income stream, the cost of the investment and the payback period, so that decisions could be made in a more transparent fashion. It was agreed that this would be reflected in the summary of all future business cases.
	The business case was approved by the committee.

	E3 FOR INFORMATION
552	The *Estates: statutory compliance/maintenance report* SR/21/08 was introduced by Pro Vice Chancellor – Digital Transformation, Raheel Nawaz for information.
	• The report provides assurance on the University's statutory and mandatory compliance position with an overview of the compliance strategy and principles. A summary of our overall compliance position is also included within Appendix A.
	• The University's status with statutory compliance is that all the inspections are current, except for a small number of water inspections. Identified remedial actions that have been generated from the inspections have not left any high-risk actions outstanding with an overall risk level for the University being low.
	• In line with our methodology, we measure against the reporting of inspections and testing from our contractors. There are quarterly meetings with the contractors to discuss performance and provide feedback.
	• The Health, Safety and Wellbeing Committee will continue to be provided with the progress of remedial works.
	• Estates and Commercial Services have been out to tender for the automatic doors, roller shutters and lifts service provisions.
	• In line with the University's methodology, compliance is measured against statutory reporting requirements through two key performance indicators which consider the timeliness and the quality of report submissions. Currently 95.94% of the reports have been submitted, 97.40% of the compliance tasks undertaken but awaiting reports.
	There were no comments and the report was noted.
553	The *Internal Audit Report - UUK Code of Management of Student Housing* *(significant assurance with minor improvement opportunities)* SR/21/09 was introduced by Deputy Vice Chancellor – Digital Transformation, Raheel Nawaz for information. There were no comments and the report was noted.
554	The *Internal Audit Report - Strategic and Operational Planning: SITs Transformation Process* *(partial assurance)* SR/21/10 was introduced by Deputy Vice Chancellor – Digital Transformation, Raheel Nawaz for information. There were no comments and the report was noted.

	FINANCIALS (F)
	F2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)
555	The **Recruitment position 2023-24** SR/21/11 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for discussion.

Members and attendees commented as follows:

- Sally McGill updated the committee that the latest information suggests behavioural changes are taking place as students are either taking longer to make decisions or that there is a move away from accepting offers in this space in the sector. ███████████████████████████████████
- Ian Blachford highlighted that UCAS data shows that overall market acceptances are not evenly spread across tariff providers as higher tariff providers are recruiting more heavily at the expense of the medium and lower tariff providers. The University is actively considering how to position itself for the remainder of the cycle and this pattern reflects the identified need to increase the tariff of the university, which is underway. A further update would be provided at the Board meeting.
- With regard to post graduate recruitment, Sally McGill advised that an increase in home students and a small increase in overseas numbers is expected. Kevin Hetherington advised that although most post graduates are expected from overseas, recruitment is slower than last year due to additional checks taking place to assess the quality of students and the English language proficiency of applicants. Additionally a higher deposit is required this year in order to attract students with a serious interest in enrolling. There was also a backlog this year in processing compared to last year due to the impact of the January intake. This is being managed and its impact upon recruitment mitigated.

There were no further comments and the report was noted.

| 556 | The **Management accounts to 30th April 2023** SR/21/12 were introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for discussion.

Members and attendees commented as follows:

- Ian Jenkinson commented that the capex table figures are lower than budget and Sally McGill confirmed that the approved spend had been factored into those figures. At the next meeting of the committee there would be a forward view of the capex spend for the new academic year.

There were no further comments and the report was noted. |

| 557 | The **LGPS Pension Valuation Update** SR/21/13 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for discussion.

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Members and attendees commented as follows:

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The were no further comments and the report was noted. |

| 558 | The **Debtors KPI 2021 - 2022** SR/21/14 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for discussion.

- The University receives income from a number of sources. A challenge Financial Services face is the timely collection of debt generated from these income streams, with the biggest challenge being self-paying students, with this area being even more challenging due to the increase in international students on campus.
- Although, the year-end trade debtors appear low and consistent year on year, the University did not know how this compared to other institutions. Therefore, an exercise has been carried out to develop a debt KPI that can be applied |

	to other institutions using data held in the Financial Statements for these institutions. This paper provides details of how this KPI is calculated and the results for the 2021/22 financial year end. • For all cohorts, the University is below the average KPI percentage, for institutions with £100-£200m adjusted income the University is ranked 6th and for institutions with £100m-£150m adjusted income the University is ranked 1st. • Financial Services continues to look for innovative, effective and efficient ways to collect debt to lower the outstanding trade debtors at year and targets the risk areas accordingly. Over the last few years, there has been good progress in collecting debt from commercial, partnership and apprenticeship customers. Collecting debt from former students, who did not complete their studies, remains a challenge as the University does not have any leverage to make students pay their outstanding tuitions fees. The collection of tuitions fees from current students has been successful due to the current sanction policy, however, there is now a challenge in collecting debt from international students, as the number of these students on campus increases. The University currently has challenges with collecting tuition fees from students from India, Nigeria, Pakistan and Bangladesh. There were no further comments and the report was noted.
559	The **Student Village - preferred bidder letter** SR/21/15 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for approval. • The three bidding consortia for the new Student Village and Hub submitted their bids on Thursday 8 June 2023. Those bids will now be assessed against the evaluation criteria which were established early on in the process. In anticipation of the identification of the Preferred Bidder, a draft letter has been prepared which has been sent to all three consortia for comment. This step helps with setting expectations around the process to move from formal approval of the preferred bidder by the Board of Governors in September 2023 to financial close (and contract signature) in April 2024 (estimated). • The issuance of this letter as a draft also gives the Committee the opportunity to review the letter in order to discuss the process to move to financial close, to raise any concerns or comments at this stage and to approve the letter. Members and attendees commented as follows: • The thoroughness of the draft letter was commended by the Committee. The preferred bidder letter was approved by the committee.
560	The **Treasury management report** SR/21/16 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for approval. • This paper provides a summary of the University's investment performance for the period August 2022 to April 2023. Performance of money market holdings has improved throughout the period due to the Bank of England base rate increases. • The University's Treasury Management Policy has been reviewed and updated in the period with a number of minor changes. • The OfS has introduced 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 30th April 2023 was 173 days, meaning there was nothing to report. Members and attendees commented as follows: • Kevin Gould suggested the University consider using overnight deposit facilities to increase financial returns as another avenue. Sally McGill stated that she would consider this further. The report was approved.
561	The **Update to Credit Control Policy** SR/21/17 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for approval. The Credit Control Policy relating to the collection of debt from students, sponsors and commercial customers is reviewed on an annual basis in readiness for the new academic year and outlines the proposed changes to the policy for academic year 2023/24. The policy had been updated to specifically reflect the inclusion of the treatment with individuals with a Debt Relief Order. The Credit Control Policy was approved.
	F3 FOR INFORMATION

562	The ***TRAC Report 2021 - 2022*** SR/21/18 was introduced by Chief Financial Officer and Deputy Chief Executive for information. • The TRAC return is submitted annually to OfS. The latest TRAC return for the 2021/22 Financial Year was reviewed and approved by the University TRAC Steering Group on 10th January 2023 and was submitted to OfS on 24th January 2023. • The purpose of the TRAC return is to establish an approach to demonstrate the full economic costs of research and other publicly funded activities in higher education, in order to improve the accountability of public funds. The return also forms the basis for the calculation of the University's Estates and Indirect cost recovery rates, which are used for the University's research grant applications to Research Councils. • The TRAC return requires the analysis of the University's costs and income as stated in the statutory accounts, by activity categories: A. Publicly funded Teaching, B. Non-Publicly Funded Teaching, C. Research and D. Other Activities. • The TRAC return showed an overall static recovery of full economic costs of 93.7%, consistent with last year's results (93.5%). Publicly funded Teaching and Research recovery are broadly in-line with last year (93.3% and 29.1% respectively) with some significant fluctuations in non-Publicly funded Teaching (115.3% in 21/22, 153.3% in 20/21) and Other Activities (142.9% in 21/22, 92.7% in 20/21). • The TRAC Statement of Requirements was reviewed and approved by the University TRAC Steering Group on 10th January 2023. There were no comments and the report was noted.
563	The ***Internal Audit Report - Data Management – Student Loans Company*** *(significant assurance with minor improvement opportunities)* SR/21/19 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for information. There were no comments and the report was noted.
564	The ***Internal Audit Report - Key Financial Controls: Budgetary Control and Financial Forecasting*** SR/21/20 was introduced by Chief Financial Officer and Deputy Chief Executive, Sally McGill for information. There were no comments and the report was noted.

HUMAN RESOURCES/EMPLOYMENT (H)

H2 FOR DISCUSSION AND/OR APPROVAL (marked below accordingly)

565	The **Cost of Living Pay Award and Industrial Action Update** SR/21/21 was introduced by Chief Operating Officer, Ian Blachford for discussion. • Since the last meeting of the Board of Governors, UCU have now completed their national aggregated ballot, in order to gain a mandate to extend the period of industrial action related to pay (the cost of living pay award) and pensions (the USS scheme). UCU gained a 56.4% turn out of membership for the ballot with 85.6% of votes cast in favour of further full industrial action and 89.2% votes cast in favour of action short of a strike. • Following this, we received confirmation that the next industrial action would commence on Thursday 20 April 2023 and will be continuous action short of a strike consisting of UCU members working to contract; not undertaking any voluntary activities; not covering for absent colleagues; removing uploaded materials related to, and/or not sharing materials related to, lectures or classes that will be or have been cancelled as a result of strike action; not rescheduling lectures or classes cancelled due to strike action; and undertaking a marking and assessment boycott. Managers of the University were briefed regarding how such industrial action should be managed and our position on the non-acceptance of partial performance. To date, we have one member of staff who has declared partial performance, with an indication there is little appetite for such an approach. • UNISON have no mandate for industrial action at the University. There were no further comments and the report was noted.
566	The **National Consultation on Pay Bargaining** SR/21/22 was introduced by Chief Operating Office, Ian Blachford for discussion. • UCEA, representing universities and other higher education providers, undertook a consultation exercise earlier in the calendar year on the future of national pay negotiations. The report summarises the main outcomes of the consultation process, which have recently been shared by UCEA. Ninety-five HEIs responded to the consultation. The Committee has previously had a summary of the different approaches being consulted upon, contained at Appendix One for information.

	There were no further comments and the report was noted.	
	H3 FOR INFORMATION	
567	The **Review of organisational structures and staffing capabilities** SR/21/23 was introduced by Chief Operating Officer, Ian Blachford for information. There were no comments and the report was noted.	
	4 ADDITIONAL MATTERS	
568	Any **additional matters** None.	
569	Items to be referred to **Audit and Risk Committee** None.	

570	Items to be referred to **Board of Governors** BG129 on 28 June 2023.
	
	APPROVAL
	a) **Minute 549** - Sustainability Update including:
	  • **Appendix A** - ESG Framework
	  • **Appendix B** - Climate Change Response and Risk Management policy
	  • **Appendix C** - Environmental Sustainability Policy
	  • **Appendix F.6** - Transport and Travel Policy
	  • **Appendix F.8** - Sustainable Procurement Policy
	  • **Appendix F.10** - Sustainable Consumption Food and Drink Policy
	  • **Appendix F.13** - Waste Management Policy
	  • **Appendix F.15** - Energy Management Policy
	  • **Appendix F.17** - Water Management Policy
	  • **Appendix F.21** - Biodiversity Policy
	  • **Appendix F.26** - Responsible investment policy
	
	INFORMATION
	a) **Minute 550** - Digital Transformation Update
	b) **Minute 556** - Management Accounts 30th April 2023
	c) **Minute 565** - Cost of Living Pay Award and Industrial Action Update
	d) **Minute 566** - National Consultation on Pay Bargaining	

| 571 | **Next meeting:** 16 November 2023 (The Catalyst) |