



The Senate, 18 October 2023

President & Vice-Chancellor's Report - Main Report

EXECUTIVE SUMMARY

This Report provides summary information on current and forthcoming developments, both internal and external, for the information of Senate members. The President & Vice-Chancellor will introduce the Report at the meeting and members will have the opportunity to raise questions. This report is structured around the University Vision's four Pillars and their respective Priorities, after a section about the external environment. Where information relates to more than one Pillar or Priority it is included under the most relevant theme. The report now comprises two parts, the main report and a supplementary report with additional information and updates, available in the Reading Room.

1. EXTERNAL ENVIRONMENT

1.1 UK associates to EU research collaboration programme

- The government announced on 7 September that the UK will become an associate member of the EU's Horizon Europe research collaboration programme. This means UK researchers will be able to shape EU research programmes and lead consortia, as they could when the UK was part of the EU. The University has been lobbying for association since the UK left the EU and is encouraging researchers to apply to Horizon programmes, given the newfound certainty the UK will be an associate country until the programme finishes in 2027.

1.2 New junior Education Minister but 'crackdown' approach to free speech in universities remains

- As part of the government's mini-reshuffle at the end of August, David Johnston OBE MP was appointed a junior Minister in the Department for Education with responsibility for freedom of speech in education. Johnston replaced Claire Coutinho MP who was promoted to Energy Secretary. Johnston is expected to continue the approach to freedom of speech in universities, namely ensuring the Free Speech Act passed by the government is implemented in a way that reverses the 'cancel culture' the government believes has developed in higher education institutions. The University has a working group in place to guide the institution's approach to the Act, led by Vice-President for Education Prof Mary Vincent.

1.3 Increased funding for universities remains unlikely

- Labour leader Sir Keir Starmer MP has said the prospect of studying for a degree would have been unaffordable for him had he been applying in 2023 and declared that Labour was working on a "fairer" funding package for students, without disclosing further details. Starmer has previously said the current funding system "doesn't work" for

students or universities, though Labour is not understood to be considering plans to address the declining value of the £9,250 home undergraduate tuition fee universities receive, which has been eroded to c. £6,500 due to the impact of inflation, seeing resources for teaching and student support services diminished. Over summer, the Universities Minister Robert Halfon MP ruled out an increase in the tuition fee on the basis that it would exacerbate the cost of living pressures on students. The University continues to make the case to government and Labour that both the student and university sides of the higher education funding equation need a sustainable solution, since both are ultimately designed to benefit students and wider society.

1.4 Parliamentary Inquiry says universities regulator not trusted and lacks independence

- A House of Lords Industry and Regulators Committee Inquiry into the work of the Office for Students (OfS), the universities regulator for England, expresses strong criticism of the performance of the OfS in the face of what it describes as the “looming financial crisis” facing the sector. It concludes it is failing to meet the needs of students and is not trusted by many of the providers it regulates. It also raises concerns that the OfS lacks independence from the government and that its actions often appear driven by short-term political priorities and media headlines. The OfS [responded](#) that the report provides “further impetus for our work to refresh the way we engage with the sector we regulate” and committed to respond more fully in due course. Whilst Labour’s Shadow Education Secretary Bridget Phillipson told Universities UK Vice-Chancellors in a recent address that Labour would make changes to the OfS to ensure it is independent from government, a Labour government would still want the regulator to ensure the sector is delivering value for students and the taxpayer. The University was recently visited by representatives from the Office for Students, as part of its refreshed engagement with providers.

2. EDUCATION

2.1 DELIVERY OF THE PORTFOLIO

2.1.1 Undergraduate Admissions

- Undergraduate applications for both home and overseas cohorts remained up when compared with the 2022 admissions cycle and resulted in encouraging numbers of offer holders and accepts this year. UCAS reported the sector had seen a marginal decrease in undergraduate application submissions this year illustrating the initial progress made in improving University market position and a strong foundation to continue work in this area.
- As of early September, the undergraduate home position is expected to be over target having carefully negotiated the anticipated attainment drop this year during Confirmation & Clearing activity with additional recruitment in a number of areas with capacity to do so. The undergraduate overseas position remains below target as forecast throughout the summer, driven in part by a smaller cohort progressing from Study Group International College and is expected to recover for 2024.
- We have also seen increased diversity with a quarter of our undergraduate home intake from underrepresented backgrounds through our contextual admissions policy coupled

with a significant increase in the number of students progressing from our Access Service lead sustained engagement schemes.

2.1.2 Postgraduate Taught Admissions

- International postgraduate taught (PGT) applications, offers and accepts remained up throughout the admissions cycle with the home position ending up broadly similar when compared with 2022.
- We expect to finish the 2023 cycle below target for home PGT students as expected and above for international where we continue to positively diversify our cohort. The home position represents the same overall intake as in 2022 and is replicated across the sector as a result of the UK's economic position and the employment market.

2.1.3 Postgraduate Research Admissions

- As of early September, postgraduate research (PGR) home applications, offers and accepts are up when compared with 2022, whilst international applications have fallen slightly below last year's position. The overall intake for home and international cohorts is expected to follow a similar trend noting that PGR students can start their programme throughout the year and numbers are expected to increase in the coming months.

2.1.4 League Tables

- Guardian:

In the Guardian League table, as published on 9th September 2023, The University of Sheffield has risen from 30th place in the 2023 edition to 21st place in the 2024 edition. This equates to 14th place in the Russell Group up from joint 17th. The institution's position in the Guardian league table has fluctuated over the past 5 years but this is a large improvement over the low of 45th place in the 2020 edition.

The 2024 edition of the league table is overwhelmingly stable with no change in the top 5 institutions and only 4 swapping places in the top 10 and only 1 new entrant into the top 20 with York moving up to 19th place.

- QS World University Rankings:

The University of Sheffield has fallen out of the top 100 in the QS world rankings dropping from 96th to 104th place. This is in line with predictions presented in the June update.

Recent changes in QS methodology have had a negative impact on our performance as we have performed poorly in the new metrics.

UEB have agreed a set of recommendations on how we will work to positively influence our rankings position. This includes a series of actions around building our global academic reputation in a more systematic way, continuing the work we have started to enhance research excellence and ensuring that our sustainability activity is clearly reflected in the data used by league tables, many of whom now include it as a key strand of interest to students.

- Daily Mail:

In a new league table for the 2023/24 academic year the university of Sheffield has placed 11th overall and been named University of the year for student experience. The Mail cites strong NSS performance as well as the University's swift move back to in-person teaching

following the Covid-19 pandemic; its commitment to social inclusion; and its work to support the South Yorkshire region as the reasons they have made the award.

3. RESEARCH

3.1 RESEARCH EXCELLENCE

3.1.1 Research Awards

- See section 6, Finance, below.

3.1.2 Research IT

- We have delivered a considerable amount of value over recent months. The following new products and services have been delivered during 2023:
 - Our new High Performance Computer (HPC) cluster ‘Stanage’ is now available and being well used across our research community with high levels of demand. We have decommissioned one of older clusters as part of this work. We are also assessing other older clusters to assess their potential to be sent to our partners in Ukraine for them to use.
 - The new Sensitive Data Service (SDS) has recently passed the stage 1 ISO27001 audit which ensures that high levels of assurance around research in these sensitive areas has been externally verified. Preparation for stage 2 is underway. This has been an incredible effort to ensure that our most sensitive data is secured and well protected by technology and process.
 - Data Connect is University strategic research initiative that is supported by IT Services and the SDS above to improve researcher access to health and social care data enhancing research capability and driving innovation. This was made available in 2023 and the service is working with researchers to provide more access to data this academic year.
 - Our team of Research Software Engineering team works across IT services in conjunction with the Computer Science department and provides research groups across a range of subject areas support to create and improve research software and research computing workflows. This team and others in IT Services are supporting delivery of the University’s AI Strategy and we are also building up access to our existing and due to expand GPU (graphic processing unit) clusters to enable this work further.
 - Finally our Data Analytics Service (DAS) provides Data Analytics and Data Science support to research groups and projects. This service is well used and is expanding further this year to meet demand.

3.1.3 Research Excellence Framework 2028

- Research England, which leads on REF on behalf of the funding bodies for England, Scotland, Wales and NI, has undertaken a review and is consulting on the findings to shape the rules for the next national research assessment exercise. The most significant change proposed relates to the link between staff and research outputs; in previous exercises, all staff included were required to submit a number of research outputs for assessment. It is proposed to break the link between individuals and outputs, which has significant risks for Equality, Diversity and Inclusion and is likely to offer the opportunity to ‘play games’ in submissions.

- A more significant focus on research culture and environment is proposed (at the expense of the weighting in the overall outcome for research outputs). The aim is to incentivise the sector to improve research culture. There are concerns that it will be hard to quantify change and/or improvement which could make this hard to assess. We have taken advantage of the additional funding offered by Research England to trial interventions to enhance our research culture at UoS and are currently considering evaluation methods so that we can respond to this for REF.
- As part of our REF Lessons Learned exercise, we committed to develop an organisational impact strategy. A working party devised a definition, agreed with UEB, and this has been shared with staff together with a [public impact hub](#) to showcase impact from our research, education and knowledge exchange.

4. INNOVATION

4.1 ADVANCED MANUFACTURING GROUP

4.1.1 COMPASS

- The University's Advanced Manufacturing Research Centre (AMRC) has announced its largest-ever research project as part of the new South Yorkshire Investment Zone. The University's AMRC will establish a new R&D facility as part of the South Yorkshire Investment Zone, announced on 13 July by Chancellor Jeremy Hunt. COMPASS – [Composites at Speed and Scale](#) – is one of the North of England's largest research and innovation projects. Led by Boeing, the £80m research project will work on making aviation more sustainable by manufacturing lightweight structures for aeroplanes. The South Yorkshire Investment Zone is the first to be announced in the UK. It will build on the success of the innovation-led transformation around the Sheffield/Rotherham border and beyond, driving opportunities for more inward investment, skills and jobs for the region. The £29.5m ATI funding for COMPASS is the University of Sheffield AMRC's largest research grant to date.
- The visit by Chancellor Jeremy Hunt to Factory 2050 to launch the South Yorkshire Investment Zone and announce the Compass project led to national and regional media coverage, including an opinion-editorial piece by the VC in the Yorkshire Post.

4.1.2 Regional Innovation

- The University is partnering with a consortium of universities to deepen collaborations between Yorkshire local authorities and universities in order to address policy challenges that matter to local people and communities. Led by the University of Leeds, the consortium will develop a Local Policy Innovation Partnership (LPIP) and the University of Sheffield will lead on finding practical solutions to address the slow deployment of new green technologies in the region.

5. ONE UNIVERSITY

5.1 COLLABORATIVE AND SUPPORTIVE CULTURE

5.1.1 Mental Health Charter

- News that the University has been awarded the University Mental Health Charter Award from Student Minds – the UK's student mental health charity - was shared with staff, students and externally, demonstrating the University's excellent practice.

5.1.2 Senior Recruitment

- Vice-President and Head of the Faculty of Engineering:
Professor Ó Brádaigh commenced at the University on 1 September 2023 as Vice-President and Head of the Faculty of Engineering.
- Provost & Deputy Vice-Chancellor:
Following the previous recruitment campaign in early 2023 where no appointment was made, a second external recruitment campaign will be launched for this role on 26 September 2023 with the aim to have someone in post by summer 2024. Professor Gill Valentine's tenure in the role of Provost and Deputy Vice-Chancellor was extended to the end of 2023 therefore it is anticipated that there will be a gap from 1 January 2024 of approximately 7 months before the role is filled, due to the anticipated notice period of the successful candidate.
- Lead Faculty Vice-President:
To cover the gap mentioned above, a temporary role of a lead Faculty Vice-President has been created which will report directly to the President & Vice-Chancellor and will be responsible for line managing and overseeing the Faculty Vice-Presidents and the Vice-President AMG. Following an internal process, Professor John Derrick has been appointed to this position.
- Vice-President and Head of the Faculty of Social Sciences:
Professor Craig Watkins' tenure as Vice-President and Head of Faculty for Social Sciences is due to come to an end on 31 May 2024. We are therefore launching an external recruitment campaign that will also commence on 26 September 2023 with an appointment made in early 2024 to allow for the new Vice-President to start in early summer 2024.
- Interim Director of Estates and Facilities Management:
Following Keith Lilley's resignation, David Hemming has been appointed to the role of Director of EFM on an interim basis. David took up the post on 13 September. David has 30 years' experience across the Defence, Government, and Higher Education sectors.

6. FINANCE

6.1 RESEARCH

6.1.1 Research Awards

- The total value of new awards for the last 12 months to the end of August 2023 now stand at £173m. This is an increase of £31.7m (22.4%) on the £141.3m in August 2022.
- This reflects an increase in all funding categories apart from UK Health awards which has fallen by 1.4m to £0.7m and there are also no new EU framework awards within the last 12 months. The biggest rise is in RCUK awards by £10.6m to £73m. The increase in numbers and values of RCUK awards is partly because of Horizon Europe awards which would have been funded by the European Commission now being funded by UKRI. There are 21 UKRI awards with a combined value of £14.3m relating to Horizon Europe awards included in the August 2023 numbers.
- There has been an increase in the total number of awards opened. For the last 12 months to the end of August 2023, the number of new awards opened stood at 904 compared to

830 as at August 2022. The biggest increase in the numbers of awards is RCUK which has risen by 62 to 251, UK Government awards have also increased significantly by 38 to 247. The number of Charity awards has fallen by 6 to 187 whilst Industry awards have fallen by 4 to 77.

- The value of the Research Net Contribution is £45.2m for the 12 months to August 2023 compared to £35.4m for the 12 months to August 2022 an increase of £9.8m (27.7%)
- As of August 2023, research grants work in progress (research order book) which excludes capital projects, stands at £327.8m which is a decrease of £8.6m on the work in progress figure of £336.4m recorded in August 2022.
- Excluding Capital Projects, there was £65m of awards, not included in the above figures as of August 2023 where we had received notification of being successful compared to £68m in August 2022.
- In the 3 months since the last report, there have been 9 new awards for over £1m, the largest of these was for £2.5m awarded by DHSC to the Faculty of Medicine Dentistry and Health.

7. LEGAL AND REGULATORY MATTERS

7.1 REPORTABLE EVENTS

Since the previous report to Senate was circulated the OfS has been notified of the following reportable event:

- A reportable event at the University of Sheffield due to the impact of industrial action (marking and assessment boycott) on a small number of final year students who have not been able to graduate with classified degrees in the normal timescales they would have expected due to delays in marking their assessments.

7.2 Data Futures and statutory compliance

- The new HESA individualised student return (the sector's core student information statutory data return) is now live. We met the second interim deadline of 18 August over a week ahead of schedule and are now in a good position to deliver the next and final submission on 27 October from a new centralised platform. The deadline for this has been pushed back by two weeks following pressure from the sector, and difficulties at JISC in delivering the required quality checks. The internal project has been able to produce the vast majority of these quality checks which has allowed us to get a head start on this final piece of data validation work.



The Senate, 18 October 2023

President & Vice-Chancellor's Report – Supplementary Report

EXECUTIVE SUMMARY

This Report provides summary information on current and forthcoming developments, both internal and external, for the information of Senate members. The President & Vice-Chancellor will introduce the Report at the meeting and members will have the opportunity to raise questions. This report is structured around the University Vision's four Pillars and their respective Priorities, after a section about the external environment. Where information relates to more than one Pillar or Priority it is included under the most relevant theme. The report now comprises two parts, the main report and a supplementary report with additional information and updates, available in the Reading Room.

1. EXTERNAL ENVIRONMENT

No additional content for this section.

2. EDUCATION

2.1.1 Admissions cycle for entry in September 2023

- UCAS applications opened on 5 September and postgraduate applications have been accepted since 15 September. The Admissions Service continues to support applicants preparing to arrive at the end of September this year and will begin to process new applications for 2023 entry in earnest by the first week in October.

2.1.2 Student Recruitment and Marketing

- Campaigns:

A new PGT guide will be in circulation from 21 September and a new campaign to support PGR recruitment specifically focusing on science and engineering launches in November. The fourth phase of the city marketing campaign in collaboration with Sheffield Hallam and the City Council, which includes Netflix and cinema advertising, launches in October to raise awareness of Sheffield ahead of the 2024 application window.

- Open Days:

We welcomed 5493 prospective students on campus across our June and July pre-application open days, 27% up on comparable dates in 2022. We are receiving positive visitor feedback for a number of developments introduced this cycle, including student-led campus tours, relocation of Social Science activity to the Wave, continued roll-out of the new visual identity, and a consolidation of various city elements into a "Sheffield Experience hub" on the Students' Union concourse. Booking figures for our three

Autumn open days are all up on the same position from last year. Over Clearing, we ran a clearing open day, clearing campus tours and online accommodation session to support the operation.

- UG-PG Progression:

Following the publication of exam results and during graduation, the promotion of opportunities for PG study continued including specific appointments for current students to ask our PG team about PG study at Sheffield. A new campaign for current students will launch for the new academic year.

- Lead Generation:

During the 2022/23 academic year we delivered 785 interactions across 502 schools, an increase of 12% on 2021/22 with 359 interactions delivered to Access schools. Bookings for the 2023/24 academic year are already 24.4% ahead of the same point last year. The team attended 28 UCAS events, generating 5202 leads, an increase of 9.7% from 2021/22.

- Corporate Communications:

We prepared for students returning to campus by updating welcome information on the website and planning social media content. There has been particular emphasis on how students can be sustainable at university and “life as an international student”.

We worked to secure media work to tie in with clearing and A Level results day. Particular emphasis was placed on the University’s “responsible recruiter” ethos. Media coverage was secured in several national outlets including BBC, The Daily Mail, The i and Times Higher Education. Questions were answered and congratulations were also given on social media.

Graduation ceremonies were held for students who graduated this year throughout summer; popular honorary graduate Rebecca Lucy Taylor (Self Esteem) featured extensively in national outlets including BBC, The Independent and NME. The social media content of her speech was well received, receiving 186k views on X (formerly Twitter).

2.1.3 UFMG Summer School

- In July 2023, two University of Sheffield students attended the Universidade Federal de Minas Gerais (UFMG) Summer School on Brazilian Studies. UFMG provided generous scholarships for the summer school hosted on their campus in Belo Horizonte, Brazil. Global Engagement provided an additional contribution towards travel costs. As one student explained: ‘I want to thank you for the opportunity. We didn't know what to expect, but it was one of the best experiences of my life. We met people from all over the world, went to a football match, watched a samba performance, learnt how to dance the forro, ate lots of Brazilian food, and so much more. We also went to Rio. I hope the partnership between Sheffield and the UFMG continues so that other students can benefit from it.’

3. RESEARCH

3.1 RESEARCH EXCELLENCE

3.1.1 Research Collections

- The archive of Arthur Scargill, activist and former President of the National Union of Mineworkers (NUM) from 1982-2002, was acquired by the University of Sheffield Library Special Collections, Heritage and Archives in June 2023. The collection will be an invaluable research, teaching and learning resource, adding to historically significant political collections held by the University Library, including **The Blunkett Archives**, the **Winnington Papers** and the **British Union Collection**. Sections of the archive are expected to be made available from 2025.

3.1.2 Cultural Update

- Delivered by the University of Sheffield, the Off the Shelf festival - one of the UK's largest literary festivals - is returning to Sheffield in October bringing together a diverse programme of local, regional and international literary talent eg. Chris Packham, Rachel Reeves, Mary Beard and Tracey Borman. Many events include the University's academics and the festival contributes to the city's rich cultural depth and diversity.

4. INNOVATION

4.1 INNOVATION IMPACT

4.1.1 Success and Achievement

- Thought leadership pieces from Professor Koen Lamberts and Professor Mary Vincent in The Yorkshire Post and The Times regarding the value of university and investment zones.
- Following the results of the National Student Survey, in which the University of Sheffield came top in the Russell Group, we shared the news via social media and a press release.
- The University is set to produce more green hydrogen than any other UK research centre, and will support vital research to help decarbonise the aviation industry, positioning the University as a leader in this area.
- The University's commitment to supporting people who are fleeing war and persecution, was highlighted by a comment piece from the VC about the University of Sanctuary initiative, as well as news of 10 refugee scholarships now open for applications.
- Professor Mark Wilkinson, from the Division of Clinical Medicine, School of Medicine and Population Health, worked with an international team to administer stem cell therapy to a gorilla suffering from osteoarthritis in a world first. The news was covered by national and regional media outlets, including ITV News, Newsround, Yorkshire Post, BBC Look North and BBC Radio Sheffield.
- We announced the University's involvement in the construction of the largest ever European Solar Telescope, designed to provide unparalleled insight into the phenomena of space weather. This received widespread national and international media coverage.
- Professor John Goodenough, from the Department of Electronic and Electrical Engineering, is joining an expert advisory panel that is set to help the government boost the UK semiconductor sector.

- Research from Dr Zilla Gulyas, from the School of Biosciences, that found household food growers ate 6.3 portions of their recommended 5-a-day, which is 70 per cent higher than the UK national average gained significant national media coverage. The findings were showcased by the Evening Standard, The Sunday Post, and regional outlets Yorkshire Post, Sheffield Star, and BBC Radio Sheffield.
- We promoted game-changing robotics technology that can provide remote medical treatment to casualties in high risk emergency environments, developed by researchers from the Advanced Manufacturing Research Centre (AMRC), Sheffield Robotics and Department of Automatic Control and Systems Engineering. The story was featured on local and national outlets, including ITV News and The Telegraph.

4.2 SOUTH YORKSHIRE

4.2.1 Regional Innovation

- Doncaster and Bassetlaw Teaching Hospitals NHS Trust (DBTH) and the University of Sheffield's Insigneo Institute have entered into a formal partnership. Through this collaboration, both will work together to enhance learning, research, development and outreach opportunities, and, by combining efforts, aim to discover new possibilities in healthcare and medical research, benefiting both patients and the community.

4.2.2 Partnerships and Knowledge Exchange

- Ukraine Twinning project: Building back better:
In August 2023, the University hosted 15 Ukrainians as part of a collaborative project with its twin institution the National Technical University of Ukraine 'Igor Sikorsky Kyiv Polytechnic Institute (KPI), funded by Research England and UUKi. This project, titled 'Building back better: transforming the post-war entrepreneurial ecosystem in Ukraine', supports post-war reconstruction in Ukraine by working with local start-up founders to rebuild a vibrant, dynamic entrepreneurial ecosystem in the country, and builds upon the existing work KPI has done over the last decade with the Sikorsky Challenge Ukraine. During their visit the group attended workshops, visited University facilities and pitched to two real investors who provided constructive feedback on becoming market-ready. Research England has extended the project to December 2023 and remaining funding will be used to support the four most promising start-ups in entering the Ukrainian economic market.
- Digital Innovation Zone:
The Digital Innovation Zone (DIZ), previously located in The Diamond, is due to re-open in the Engineering Heartspace in the new academic year. Operated in conjunction with Siemens, the DIZ provides students with access to Siemens hardware and software to support learning as well as opportunities for partners and collaborators to work with University researchers to accelerate digitisation. Within the DIZ, 25 student advisors have been trained to provide advice on the various digital tools and demonstrators and this team is 60% female with students from nine different countries. The University of Sheffield is one of Siemens' top tier of innovation partners and last year it was the UK's largest provider of students into Siemens UK.

5. ONE UNIVERSITY

5.1 COLLABORATIVE AND SUPPORTIVE CULTURE

No additional content for this section.

5.2 PHILANTHROPY

5.2.1 Alumni Engagement and Volunteering

Financial Year	Volunteer hrs (target)		Total hrs to date	Campaign Target
	2022/2023	2023/2024		
Volunteer hrs**	13,997 (13,000)	2 (15,000)	65,899	107,900
Volunteer hrs (students) ***	36,621 (20,000)	(20,000)	127,021	170,400
	50,618 (33,000)	2 (35,000)	192,920	278,300

** Figures include hours contributed by Alumni and friends. 'Friends' are defined as non-alumni who are not University of Sheffield staff.

*** Total Data on student volunteer hours covers the period 01.08.18 – 30.06.23.

- CAR's Boardroom series of leadership workshops is currently underway. These are being delivered online by 13 globally leading alumni to 30 of this year's graduates from across the University.
- 13 alumni supported the student recruitment 'Discover STEM and Law' projects over the summer, networking with prospective students from local schools.
- Your University magazine was sent to 120,000 alumni, donors and friends across the world.
- Stageclip: During the Summer graduation ceremonies, we facilitated the opportunity for our graduating students to receive a personalised clip of them crossing the stage as they graduated. Engagement with this was impressive, out-performing our peers and greatly supporting brand awareness. Almost 7,000 downloads were viewed in 936 cities in 95 countries around the world.
- A new pilot of Northern City Connections will take place in November. This joint Faculty event will see alumni from Social Sciences and Arts and Humanities talk to students about careers in the Northern Region. The programme of Coach Café online networking events, funded under the Law Family Ambition programme has also been confirmed. Five events are scheduled for the new academic year.
- Students from across the University are being invited to a talk with two alumni who will share their experiences as members of the LGBTQ+ community. This is scheduled to take place in October.

6. FINANCE

6.1 RESEARCH

No additional content for this section.

7. LEGAL AND REGULATORY MATTERS

No additional content for this section.