

SHEFFIELD HALLAM UNIVERSITY

BG/4/18/M

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 24 July 2018

Present:

Lord Kerslake, Chair	Mr N MacDonald
Prof J Bale	Ms N Mowlana
Mr D Bradley	Ms M Munn
Mr D Bye	Dr S Timothy
Ms K Finlayson	Ms P Thompson
Sir Prof C Husbands	Prof P Wiles
Prof C Kinsella	Mr M Conway, University Secretary and Clerk to the Board

Apologies for absence from Dr P Jones, Mr C Kenny, Dr J Morrissy, Mr A Okud, Prof J Patnick and Mr K Taylor

In attendance: **For items**

Mr G Burke, Director of South Yorkshire Futures Programme	6.1
Mr R Calvert, Chief Operating Officer	
Ms D Harry, Chief Finance and Planning Officer	
Prof C Hughes, Provost	
Dr S Jackson, Director of HR and Organisational Development	
Prof A Metcalfe, PVC Faculty of Health and Wellbeing	
Ms E Scoffield, Director of Management Accounting	6.3
Prof S Wade, Acting Dean, Faculty of Arts, Computing, Engineering and Sciences	
Prof C Wigginton, PVC Faculty of Social Sciences and Humanities	
Ms T Goodwill, Governance Services, Minute Secretary	

Paper reference	Minute reference	
	BG/18/78	Chair's Opening Remarks
	78.1	The Chair: i) welcomed Nabeela Mowlana, Welfare and Community Officer, Students' Union to her first meeting as a member; ii) congratulated Professor Chris Wigginton on his appointment as Pro Vice-Chancellor, Social Sciences and Humanities (formerly Development and Society).
	78.2	The Vice-Chancellor reported that an interim appointment would fill the vacancy for a Pro Vice-Chancellor, Faculty of Science, Technology and Arts (formerly Arts, Computing, Engineering and Sciences) until a permanent appointment was made.
	BG/18/79	Declaration of Interests
	79.1	There were no declarations of interest.

BG/3/18/M	BG/18/80	Minutes of the meeting held on 13 June 2018
	80.1	The minutes and the confidential minutes were each <u>approved</u> as a correct record.
BG/3/18/action	BG/18/81	Matters Arising/Action Tracker
	81.1	The Board <u>noted</u> the action tracker
	81.2	Matters Arising: Minute 18/2 Governors' update and development - Unconscious Bias The January 2018 governors' update and development day had included a session on the nature and impact of unconscious bias in the context of people processes at the University. Governors suggested that to continue to raise awareness of unconscious bias the Board should receive a briefing on and complete psychometric tests. It was reported that the unconscious bias online modules for University staff would be made available to members of the Board for completion. Action: Clerk to the Board and Director of Human Resources and Organisational Development
	81.3	Matters Arising: Minute 18/72.2iid Going Concern and Financing the Campus Masterplan A report on the University's approach to going concern, based on the 2017/18 financial statements, would be made to the Board at its meeting in November 2018. The financing of the Campus Masterplan, which had a 20 year planning horizon, would provide additional assurance of long term sustainability. The options for, and implications of financing the Masterplan were being reviewed (minutes BG/18/85 and 87 refer). Action: Chief Finance and Planning Officer
	81.4	Matters Arising: Minute 18/72.5i The unit of learning In response to a question it was confirmed that a future presentation would update the Board on the ongoing work to move the unit of learning from the module to the course. Action: Provost and Head of Academic Quality and Standards
	BG/18/82	Other Urgent Business
	82.1	There was no other urgent business.
	BG/18/83	South Yorkshire Futures
	83.1	The Director of the South Yorkshire Futures Programme gave a presentation which outlined how the University, supported by the Department for Education, was using its convening and coordinating power to work with stakeholders to improve school

attainment and raise the aspirations of young people in South Yorkshire and, supporting improved progression into higher education and work, particularly for disadvantaged groups. The Board received the presentation.

83.2 Members of the Board discussed the University's strategic and structural approach to the Programme and its lead role in the joint enterprise which sought to build on the excellent work already being undertaken by its South Yorkshire local authority partners. Comments were made about the:

- i) University's supply of quality of teachers, their employability and destinations after graduating. The Programme aligned with the work on graduate employability outcomes which was led by the Provost (minute BG/18/84 refers);
- ii) University's collaborative work with local authority partners. The role of leadership in the University and in partner organisations was a key element for the successful delivery of the Programme;
- iii) University's strategic aspirations and the potential for the Programme to be extended beyond the local region;
- iv) expected outcomes of the Programme which were aspirational and long term. One outcome was a consistent, high quality offer for teachers in South Yorkshire characterised by enhanced initial teacher training and a focus on early career support;
- v) political, economic and social context for the Programme and the challenges and issues for the University as the first university to be operating such a programme;
- vi) Leading Locally and Engaging Globally pillar of the University Strategy. The alignment of the Programme's objectives with those of the Strategy to enable maximum strategic advantage for the University and the region was explained;
- vii) allocation of financial resources by the Department for Education and the University. It was reported that because the Programme was cross-University some of its resource needs were not additional as they were already integrated with and provided from the University's core business activities.

83.3 **The role of a civic university**

The University had hosted the UPP Foundation Civic University Commission evidence sessions and the feedback would inform the final report articulating how universities can best serve their civic role. The Board would discuss the University's civic role including the South Yorkshire Futures Programme in the context of the University Strategy in due course.

Action: Vice-Chancellor and the University Leadership Team

BG/4/18/6.2

BG/18/84

Graduate Employability Outcomes

84.1

The new Graduate Outcomes survey, a replacement for the Destination of Leavers from Higher Education (DLHE), would

survey students at four census points 15 months after their completion of study. The 2017/18 graduates would be the first cohort for the new survey which would be completed in autumn 2019. The Provost introduced the report and explained the significance:

- i) of the new survey, its key features and the work underway in connection with its implementation. This included the University's Gradvantage scheme which was part of the Employability Plan (minute BG/18/31 refers). The survey would be administered centrally by the Higher Education Statistics Agency (HESA). Higher education providers would be expected to maintain and submit comprehensive and accurate contact details for their graduates at the four census points each year;
- ii) and key features of the Department for Education's Longitudinal Educational Outcomes (LEO) dataset.

The Board received the report.

84.2

Members of the Board commented on the:

- i) pace of the University's incremental improvement to date. The management actions and approach to increase the future pace of improvements were outlined. The discussion covered the University's employability performance evidenced by the outcomes of surveys to date, comparison with the performance of other providers, the shift in emphasis from the supply of, to the demand for, graduates in jobs markets, the University's approach to working with employers and their graduate recruitment and the numbers participating in postgraduate taught study at the University. Governors shared their knowledge of employers' approaches to graduate recruitment and employment;
- ii) University's engagement with its students and alumni to ensure completion of the Graduate Outcomes survey and explain its significance for the University. This included the use of LinkedIn. It was commented that a centrally administered survey would provide a level playing field for the sector but a drop in response rates was expected. It was suggested that the University explore what initiatives it could offer or other tools it could employ to motivate engagement with and completion of the survey;
- iii) relationship of the Graduate Outcomes survey with the South Yorkshire Futures Programme discussed earlier by the Board and the Teaching Excellence Framework (TEF). One of the TEF supplementary metrics was employment rates three years after graduation;
- iv) the University's performance evidenced by LEO and how it compared with other providers. The Board would receive a report on the analysis of the LEO data which were presented in subject areas.

Action: Provost

- v) University's 3% increase in highly skilled employment recorded via DLHE. The University's approach to graduate

internships prior to the DLHE census date was explained.

84.3 The Board would receive a report on the National Student Survey outcomes for the University including the red, amber and green ratings in due course.

Action: Provost

BG/4/18/6.3
Confidential

BG/18/85

OFS Budget 2018/19 and Forecasts to 2022/23

85.1 The Director of Management Accounting joined the meeting. The Chief Finance and Planning Officer (CFPO) introduced the report and the Director of Management Accounting summarised the key points arising:

- i) the Board noted that the Office for Students (OfS) required the submission of a 5 year period of forecasts, covering the budget for 2018/19 and forecasts to 2022/23. These forecasts were a prudent estimate of the likely outcomes and did not represent the University's ambitions or its internal targets;
- ii) the Board's attention was drawn to the operating surplus before and after pension charges (appendix 5, Financial Reporting Standard 102), the reported deficits in the income and expenditure account, the performance indicators including cash generation, the risk buffer and the operating surplus and deficit before/after strategic investments;
- iii) the forecast for full-time undergraduate student income included a risk buffer for the demographic fall in the number of 17 and 18 year olds during the period;
- iv) the financing approach in the forecast repeated the partial refinancing approach which had been assumed in the previous year's forecast. It was noted that this was only one of a number of financing solutions under consideration, and therefore subject to change;
- v) the chief risk to the forecast was the unknown implications for the University, and the higher education sector, of the potential outcomes of the review of Post-18 Education and Funding which had been launched in early 2018 by the Prime Minister. The review was not scheduled to conclude until early 2019 and therefore no assumptions had been included in the University's forecasts.

The CFPO noted that, despite the reported deficits, the University's underlying financial position was strong due to its cash generation and operating surplus.

85.2 The Chair of the Finance and Employment Committee (FEC) reported to the Board that at its July 2018 meeting the Committee had reviewed and challenged the assumptions underpinning the proposed budget and forecasts prior to recommending them to the Board. FEC's feedback and the additional information requested had been incorporated in to the revised paper now submitted to the Board. The Chair of the Audit and Risk Committee reported to the Board that he had observed the robust challenge by the FEC and the University's responses to the

scrutiny which had been explained well.

85.3 The Chair of the FEC had reported to the Committee on the work of the Board's task and finish Group on the financing of phase 1 of the Campus Masterplan. The borrowing scenario and assumptions in the forecasts would be reviewed as the Group's work on the financing options progressed in 2018/19 (minute BG/18/87 refers).

85.4 The Board resolved to approve the:

- (i) revenue budget for 2018/19 (appendix 1) and noted the financial projections for 2019/20 to 2022/23 arising;
- (ii) capital budget for 2018/19 (appendix 2), totalling £70.2m (£47.0m net of capital grants and disposals); and noted that individual projects were subject to separate authorisation, as set out in the Financial Regulations;
- (iii) capital equipment budget for 2018/19 (appendix 2) totalling £7.1m (£5.2m net of capital grants); and noted that individual projects were subject to separate authorisation where applicable, as set out in the Financial Regulations;
- (iv) submission of the OfS forecast (appendix 4) and OfS forecast commentary (appendix 3) which would be submitted at the end of July 2018.

Action: Chief Finance and Planning Officer

85.5 An optional briefing session would be arranged for those Board members (not on FEC) who would like a deeper understanding of the Budget (2018/19) and Forecast (to 2022/23) presented at the meeting.

Action: Clerk to the Board and Chief Finance and Planning Officer

BG/4/18/6.4
Confidential

BG/18/86 **Students' Union Grant 2018/19**

86.1 The proposal for calculating the 2017/18 Students' Union grant and the grant allocation for 2018/19, which would be maintained at the amount allocated in 2017/18, had been approved by the Board in July 2017 (paper BG/4/17/7.5 refers). The Board resolved to approve the Students' Union grant for 2018/19.

BG/18/87 **Campus Masterplan Phase 1: Funding**

87.1 The remit of the Board's task and finish Group was to consider and recommend a funding proposal for the delivery of phase 1 of the Campus Masterplan to the Board of Governors. The Chair of the Group who is Chair of the Finance and Employment Committee (FEC) reported that in July 2018 the Group had met with the independent financial advisers and discussed the University's approach to phase 1 financing scenarios and options in the context of its operating and funding environment and, the existing loan arrangements with Barclays Bank. The advisers supported the University's approach to the scenarios being explored which were partial refinancing, which was the scenario

used in the financial forecasts (minute BG/18/85 refers), full refinancing, the use of the University's cash resource and a do nothing scenario. Potential funding options, which included a private placement, long term and short-term bank debt, would be subject to further work in terms of their risk, affordability, contract duration and timings associated with them, set up costs and transaction costs. The University would hold discussions in August 2018 with its existing lender Barclays about what might be permitted within the contractual arrangements of the existing loan facility and what options the Bank would be willing to consider and negotiate with the University. An Information Memorandum would be prepared as a basis for investigating other sources of finance. The borrowing scenarios and assumptions (minute BG/18/85 refers) would be reviewed as the Group's work progressed in 2018/19. The next Group meeting would be held in early Autumn 2018. The Board received the report.

87.2 A phased approach to the Campus Masterplan beyond phase 1 would allow the University flexibility in its strategic decision making in the context of the University Financial Plan. The Board and FEC would continue to receive progress reports.

Action: Chair of the Board's task and finish Group and Chief Finance and Planning Officer

BG/4/18/6.6
Confidential

BG/18/88

Estate Developments: Chair's action to increase AWRC Capital Funding

88.1

The Board received the report and noted that Chair's Action had been taken by the Chair of the Board of Governors to approve the increase in funding from the estate capital plan for the project to build the Advanced Wellbeing Research Centre (AWRC) as recommended by the Vice-Chancellor and the Chair of the Finance and Employment Committee (minute F/18/44 refers).

88.2

AWRC: generating revenue

At its meeting in February 2016 the Board had discussed the case for the development of the AWRC as a key strategic initiative for the University and the capital development funding and programme for the construction of the AWRC building. The University's responsibilities would be the procurement, construction, commissioning and operation of the AWRC and to create a revenue stream the AWRC would use partnerships with large and small enterprises. The generation of commercial income was key to the success and sustainability of the AWRC. (minute BG/16/13 and papers BG/1/16/7.4i and 7.4ii refer).

88.3

The Board received a progress report from the PVC Health and Wellbeing who is Chair of the AWRC Management and Business Development Board and discussed the University's approach to the business plan including the challenges of generating revenue to sustain the operation of the AWRC. The Finance and Employment Committee and the Board would receive:

- i) a progress report in autumn 2018 on the implementation of

- the business plan and generation of revenue;
- ii) a report on how the University's management of and approach to the project's funding needs and risks would inform its approach to future such projects where a large proportion of funding was primarily from public sector sources.

Action: PVC Health and Wellbeing and Chair of the AWRC Management and Business Development Board

BG/4/18/7.1

BG/18/89

Vice-Chancellor's report

89.1

The Board received the report which summarised the activity and developments in the higher education sector and at the University since the Vice-Chancellor's report to the Board in June 2018. The following were highlighted:

- i) mental health measures announced by the Universities Minister. The Board would receive a report on the University's mental health offering for students and staff at its meeting in November 2018;

Action: Chief Finance and Planning Officer as the University's mental health champion

- ii) the reasons why the University's proposal and bid for funding for the Government's Institute of Technology (IoT) was unsuccessful and how the University was taking this forward. News for the Sheffield City region and related to the IoT was the Department for Education's approval of the opening of a University Technical College in Doncaster in 2020;
- iii) the first Degree Apprenticeship National Conference which was hosted by the University in partnership with the University Vocational Awards Council. In connection with the letter making recommendations to the Minister for Apprenticeships, which was co-signed by the University, the recent developments creating risks for providers of Higher and Degree Apprenticeships were outlined;
- iv) the National Collaborative Outreach Programme (NCOP) and the University, which was lead institution for the South Yorkshire programme being delivered by the Higher Education Progression Partnership under the banner HEPPsy+. A briefing note on the performance indicators against the aims of the Programme would be posted on the governors' extranet. In response to a question the link between the NCOP and the South Yorkshire Futures Programme, discussed by the Board earlier, was explained;

Action: Vice-Chancellor

- v) the House of Lords' Economic Affairs Committee report on *Treating Students Fairly: The Economics of Post-School Evidence* and the developing narrative about further and higher education sectors. The report's recommendations included changes to the Government's accounting of student loans.

89.2 **Topic for discussion at the governors' strategy event in October 2018**

Given the developments in the HE sector, including Government policy and the review of Post-18 Education and Funding it was suggested that one of the strategic issues to be discussed by the Board at the 2018 governors' strategy event should be the University's mid-ranking position in league tables and, in the context of the University Strategy, the step changes to be implemented to improve the pace of incremental change in table position.

Action: Vice-Chancellor and the University Leadership Team

BG/18/90 **President of the Students' Union Report**

90.1 The Board received the report from the Welfare and Community Officer on the manifesto commitments of the Officers elected by the Students' Union for 2018/19. The summary of the Officers' ambitious and optimistic approach to the year with limited resources covered the student experience and making students feel part of the Sheffield Hallam community with a focus on education, wellbeing, activities and democracy.

BG/4/18/7.3
Confidential

BG/18/91 **Appointment of Internal Auditors**

91.1 The Board received the tabled report and noted:
 i) that Chair's action had been taken to approve the appointment of the University's internal audit service;
 ii) the appointment of KPMG as internal auditors for 2018/19 onwards for a minimum term of two years (i.e. for the internal audit for 2018/19 and 2019/20 financial years) with the option for two further 12 month extension periods depending on performance.

BG/18/92 **Chairs' Reports**

92.1 The Chair invited the Chairs of the committees of the Board to report on the business covered at their meetings. The Board received the reports in 92.2 to 92.4.

92.2 The Chair of the Finance and Employment Committee (FEC) reported that the:
 i) unconfirmed minutes of the meeting held in July 2018 and business from that meeting had been covered on the Board's agenda;
 ii) Committee had received a presentation on the proposed development of a Sheaf Street Tower on the site of the former Nelson Mandela building. The proposed development was not part of the Campus Masterplan. A Sheaf Street Tower Working Group would receive updates on the selection of a preferred developer against the evaluation criteria and the Group's membership would include the Chair of the Board, Chair of the FEC and Professor Julietta Patnick, governor and FEC member. The FEC and the Board would receive reports

from the Group in autumn 2018.

Action: Chair of the Sheaf Street Tower Working Group

92.3 The Chair of the Audit and Risk Committee (ARC) reported that the unconfirmed minutes of the ARC meeting held on 7 June 2018 meeting were on the Board's agenda. The Chair's report of that meeting had been made to the 13 June meeting of the Board.

92.4 Following the committee's annual reviews of effectiveness the annual reports for the year ended 31 July 2018 of the Nominations Committee, FEC, Academic Assurance Committee, Remuneration Committee and ARC would be received by the Board at its meetings in October and November 2018.

Action: Clerk to the Board and Chairs of the committees

BG/4/18/8.2
Confidential

BG/18/93

Appointments to the Board of Governors and its committees

93.1 **Re-appointment of an independent member:** The Board resolved to approve the re-appointment of Chris Kenny to the Board as an independent member for a further four years from 1 August 2018 until 31 July 2022.

93.2 **Finance and Employment Committee** The Board resolved to approve the re-appointment of :
i) Bob Kerslake as a member of the Committee for a further two years from 1 August 2018 until to 31 July 2020;
ii) Stephen Timothy as a member of the Committee for a further two years from 1 August 2018 until to 31 July 2020.

93.3 **Audit and Risk Committee (ARC) - retirement on 31 July 2018**

The Board received the report that Rick Plews, one of the two external co-opted members of the ARC reached the maximum period of office on the Committee on 31 July 2018 and would retire. Given the continuing work by the Nominations Committee following its July 2018 meeting a recommendation for the appointment of an external co-opted member of the ARC would be made to the Board in 2018/19.

Action: Clerk to the Board

93.4 **Audit and Risk Committee** The Board resolved to approve the:
i) re-appointment of Julie Morrissy as a member of the Committee for a further two years from 1 August 2018 until to 31 July 2020;
ii) re-appointment of Chris Kenny as a member of the Committee for a further two years from 1 August 2018 until to 31 July 2020;
iii) appointment of Karen Finlayson as a member of the Committee for two years from 1 August 2018 to 31 July 2020.

93.5 **Audit and Risk Committee - Update to the membership from 1 August 2018**

The Board received the report that from 1 August 2018 the Audit and Risk Committee's membership would increase by one from six to seven. The quorum would continue to be three.

93.6 **Nominations Committee - end of period of office on 31 July 2018**

The Board received the report that the period of office of Dr Toni Schwarz on the Nominations Committee, who was elected by and from the senior academic staff constituency of the University, would end on 31 July 2018. Following a call for nominations a recommendation for appointment would be made to the Board in 2018/19.

Action: Clerk to the Board

93.7 **Nominations Committee:** The Board resolved to approve the re-appointment of Bob Kerslake as Chair of the Committee for a further three years from 1 August 2018 until to 31 July 2021.

93.8 **Nominations Committee: Student Governor Member:** The Board received the report that Luke Renwick, President of the Students' Union, reached the end of his period office on the Nominations Committee in June 2018. A recommendation for the appointment of one of the two student governors to the Committee for one year to June 2019 would be made to the Board.

Action: Clerk to the Board

93.9 **Nominations Committee - Update to quorum from 1 August 2018**

The Board received the report that from 1 August 2018 the Nominations Committee's quorum would change from four of whom three must be external members, to four of whom two must be external members. The Committee's membership would continue to be eight members.

93.10 **Remuneration Committee** The Board resolved to approve the re-appointment of:

- i) Bob Kerslake as a member of the Committee for a further three years from 1 August 2018 until to 31 July 2021;
- ii) Neil MacDonald as a member of the Committee for a further two years from 1 August 2018 until to 31 July 2020.

93.11 **Four weeks' notice of appointments to the Board of Governors (Articles of Government 7.20)**

The Board received notice that given the continuing work by the Nominations Committee recommendations for the approval of appointments to the Board may be made to the October and

November 2018 meetings of the Board.

BG/4/18/8.3 BG/18/94 **The Committee of University Chairs' Higher Education Senior Staff Remuneration Code (published on 6/6/18)**

94.1 The Board received the report and resolved to adopt the Committee of University Chairs' Higher Education Senior Staff Remuneration Code.

94.2 The Chair of the Remuneration Committee outlined the further work in connection with each of the three elements of the Code which had been discussed by the Committee at its meeting on 24 July 2018:

Element I: a fair, appropriate and justifiable level of remuneration. A policy proposal was expected from the Office for Students (OfS);

Element II: procedural fairness. The Board had approved changes to the terms of reference, constitution and membership of the Remuneration Committee at its meeting in January 2018 (minute BG/18/23 refers) and the changes had been implemented immediately;

Element III: transparency and accountability. At its meeting in October 2018 the Remuneration Committee would discuss how this element of the Code should be implemented.

94.3 Governors commented on the criticism of the Code by higher education stakeholders following its publication in June 2018. It was suggested that the Remuneration Committee consider the criticism and the challenges arising from the Code for the University. The Audit and Risk Committee and the Board would receive a report on implementation of the Code from the Remuneration Committee in autumn 2018.

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

BG/4/18/8.4 BG/18/95 **Scheme of Delegation**

95.1 In accordance with principles of effective corporate governance the Board receives information about its responsibilities and operation. This documentation, as derived from the Instrument and Articles of Government, comprised the Board's terms of reference, the Statement of Primary Responsibilities, the Standing Orders of the Board and the Scheme of Delegation. It had been planned to review the Scheme after review of the Instrument and Articles in 2018/19 (minute BG/18/96 refers) however, changes in senior managers' responsibilities in early 2018 meant that the Scheme needed to be updated to reflect responsibilities and accountabilities.

95.2 The purpose of the Scheme's content was to give the Board confidence in the governance arrangements underpinning

decision making in the University and a clear sense of where accountability sits. Governors commented on the:

- i) comprehensive content of the Scheme which was helpful;
- ii) number of reports to the Vice-Chancellor and how it compared to other institutions;
- iii) status of the Scheme which, in part, was a live document which would be reviewed regularly to ensure it continued to document current authorities and responsibilities;
- iv) need for the reader to have clarity on which parts of the Scheme were live, which were presented in italics to distinguish them from the constitutional requirements. This explanation would be added to the footnote on page 1;
- v) detail about the committees and relationships with boards which would benefit from presentation in a structure chart;
- vi) constitution of some of the Board of Governors' committees which, in accordance with the Instrument and Articles of Government, did not include staff. It was suggested that the Board discuss the committees' constitutions as part of its consideration of the outcomes of the review of the Instrument and Articles of Government in 2019.

Action: Clerk to the Board

95.3 The Board resolved to approve the Scheme of Delegation subject to the addition of the information suggested in points 95.2(iv) and 95.2(v). The Scheme would be maintained by the University Secretary and Clerk to the Board and issued to the Board at regular intervals. While a stand-alone document the Scheme might be supplemented by an organisation chart and information of the professional services leadership structure.

BG/18/96 **Board effectiveness**

96.1 The Board received the report that a meeting of the Board Effectiveness Working Group (BEWG) would be arranged to progress the:

- i) review of the Instrument and Articles of Government in the context of guidance on the regulation and funding of higher education providers from the Office for Students (OfS) following the Higher Education and Research Act 2017. The review would be based on the University's experience of applying the Articles since 1992 and the objective was to remove ambiguity to ensure clarity of responsibilities and operation;
- ii) promotion of the external facing role of the Board through the use of governors as ambassadors.

96.2 The Board would receive progress reports and consider recommendations from the BEWG in 2018/19.

Action: Clerk to the Board and the BEWG

96.3 A recommendation on any changes to the Instrument and Articles of Government would be made to the OfS, which takes responsibility from the Privy Council in 2019, for approving

changes to the University's constitutional documents.

BG/4/18/8.6ii BG/4/18/8.6iii	BG/18/97	Minutes of the committees of the Board
	97.1	The Board <u>received</u> the unconfirmed minutes of the: <ul style="list-style-type: none"> i) Audit and Risk Committee meeting held on 7 June 2018; ii) Finance and Employment Committee meeting held on 10 July 2018 which were tabled.
	97.2	The unconfirmed minutes of the Academic Assurance Committee meeting held on 25 May 2018 would be received by the Board at its October 2018 meeting. <p>Action: Clerk to the Board</p>
BG/4/18/9.1	BG/18/98	Annual report 2017/18 of the Universities of Sheffield Military Education Committee
	98.1	The Board <u>received</u> and <u>accepted</u> the report.
BG/4/18/9.2	BG/18/99	Schedule of Meetings and Outline Forward Planning Programme
	99.1	The Board <u>received</u> the forward planning programme and <u>noted</u> that the: <ul style="list-style-type: none"> i) governors strategy event would be held on Thursday 4 and Friday 5 October 2018 at the Holiday Inn Royal Victoria, Victoria Station Road, Sheffield S1 2AU; ii) next business meeting of the Board would be held during the event; iii) schedule of Board and committee meetings would be sent to members of the Board. <p>Action: Clerk to the Board</p>
	BG/18/100	Demonstrating a commitment to equality, diversity and inclusion
	100.1	The Committee of University Chairs' Higher Education Code of Governance (December 2014) sets out seven primary elements of higher education governance and includes specific mention of governing bodies' roles in promoting equality and diversity throughout higher education institutions. The Code states that <i>'the governing body should demonstrate through its own actions and behaviour its commitment to equality and diversity in all aspects of its affairs.....'</i> In the Higher Education Statistics Agency (HESA) 2017/18 record equality information would be collected for the first time from members of a governing body and annually thereafter. The Chair reminded all members of the Board to return their completed monitoring forms to the Clerk to the Board. <p>Action: Clerk to the Board</p>