

BOARD OF GOVERNORS

Minutes of the meeting held on 28 November 2017

Present:

Lord Kerslake, Chair	Dr J Morrissy
Prof J Bale	Ms M Munn
Mr D Bradley	Prof J Patnick
Mr D Bye	Mr L Renwick
Ms K Finlayson	Mr D Silver
Prof C Husbands	Mr K Taylor
Mr C Kenny	Ms P Thompson
Prof C Kinsella	Dr S Timothy
Mr N MacDonald	Mr M Conway, University Secretary and Clerk to the Board

Apologies for absence from Dr P Jones and Prof P Wiles**In attendance:****For item**

Ms H Best, Interim Dean, Faculty of Health and Wellbeing	
Mr R Calvert, Chief Operating Officer	
Prof R Eccleston, PVC ACES	
Mr L Green, Head of Academic Quality and Standards	8.3i
Ms D Harry, Chief Finance and Planning Officer	
Prof C Hughes, PVC for Student Experience	
Dr S Jackson, Director of HR and Organisational Development	
Prof K Kerrigan, PVC Sheffield Business School	
Ms L Mason, Director of Strategic Planning	7.4
Mr P Roddis, Head of Health and Safety	9.2
Ms L Stevenson, Head of Rewards and Benefits	7.1
Mr M Swales, Director of Estates and Facilities	
Ms S Swales, Assistant Director of Human Resources	7.1
Mr S Taylor, Director of Financial Services	7.1
Ms T Goodwill, Governance Services, Minute Secretary	

Paper reference

Minute reference

BG/17/109

University Leadership Team (ULT)

109.1

The Vice-Chancellor reported that the line management arrangements and the accountability of the roles within the ULT were being reviewed by the Director of HR and Organisational Development. The Board would receive a report on the review outcomes and any recommendations arising in due course.

Action: Vice-Chancellor and Director of HR and Organisational Development

109.2

Members of the ULT joined the meeting. On behalf of the Board the Chair welcomed Professor Helen Best, Interim Dean, Faculty of HWB to the meeting.

BG/17/110

Declaration of Interests

110.1

There were no declarations of interest.

BG/5/17/M	BG/17/111	Minutes of the meeting held on 6 October 2017
	111.1	The minutes were <u>approved</u> as a correct record.
BG/5/17/action	BG/17/112	Matters Arising/Action Tracker
	112.1	The Board <u>noted</u> the action tracker.
	112.2	<p>Matters Arising: Minute 17/65.4 Event to launch the Equality objectives</p> <p>An event to promote the University's equality objectives to students, staff and to external stakeholders would be held in early 2018. Details would be sent to governors shortly.</p> <p>Action: PVC Academic Staffing and Equalities and Clerk to the Board</p>
	112.3	<p>Matters Arising: Minute 17/27 Visits to the faculties and a programme of talks for members of the Board</p> <p>Governors commented that as part of their continuing development and understanding of the work to deliver the University Strategy they would be interested to find out more about the work of academic staff. It was suggested that in addition to the planned programme of governors visits to faculties in which the work of the faculties would be showcased:</p> <ul style="list-style-type: none"> i) a planned, rolling programme of short talks by a Dean/academic lead, should be arranged with a talk and time for governors questions to be an item on each Board agenda; ii) the programme of talks by external speakers to the Board over dinner should continue. <p>Action: Clerk to the Board and ULT</p>
	BG/17/113	Other Urgent Business
	113.1	There was no other urgent business.
BG/6/17/6 Confidential	BG/17/114	Strategy Event: October 2017
	114.1	<p>The Board <u>received</u> the report which summarised the action points from its discussions at the strategy event held in October 2017. The timescales to be added to the actions would be reported to the Board.</p> <p>Action: Clerk to the Board and ULT</p>
	114.2	<p>The Board would be involved in shaping the programme of future events and feedback received following the 2017 event would inform the preparations for the 2018 one. Governors commented:</p> <ul style="list-style-type: none"> i) that the first day of future two day events should be a full day, not a half day;

- ii) on the proportion of time allocated to the Board's responsibilities including performance monitoring, strategic planning and accountability. Work at the two day events should be distinguished from that in business meetings and future event programmes should state the purpose of each of the sessions in the context of the Board's responsibilities.

The governors' strategy event in 2018 would be held on Thursday 4 and Friday 5 October 2018 at a venue in Sheffield. A draft 2018 programme would be brought forward by the Clerk to the Board for consideration by the Board Officers at its meeting in February 2018 and then the Board at its meeting in March 2018.

Action: Clerk to the Board and Chair of the Board

BG/6/17/7.1
+ presentation
Confidential

BG/17/115

Defined Contribution Pension Scheme

115.1

The Chair of the Finance and Employment Committee (FEC) reported that proposals for the introduction of an additional defined contribution pension scheme had been supported in principle by the Committee (minute FEC/17/75 refers). The Committee had requested that the report to the Board should contain financial modelling of the options for the scheme including the range of outcomes, exposure to risk and maximum costs. Members of the Board commented that a briefing on the proposals which was held prior to the meeting had been of value.

115.2

The Board received the report which detailed the rationale for the introduction of an additional defined contribution scheme whilst maintaining the existing defined benefit schemes which were the Teachers Pension Scheme (TPS), Universities Superannuation Scheme (USS) and the Local Government Pension Scheme (LGPS). The University was legally obliged to offer the LGPS and TPS to its employees. The proposals for a defined contribution scheme were made after consideration of the external pensions context.

115.3

The Board was invited to give its initial views on the options proposed for a defined contribution scheme which were a non-contributory scheme and a contributory scheme. The following points raised in the discussion would be subject to further consideration by the University:

- i) the moral obligation to offer a scheme, the design of the scheme, the costs and benefits of each of the options for the University and staff;
- ii) the assumptions made and the outcomes of the financial modelling (appendix 1) which were not predictions of what staff would choose. Some governors commented on which option they favoured given the financial modelling outcomes. Comments were also made about the proposed

level of contributions to be made by scheme members and the University and how they compared with contributions in other pension schemes. Some governors expressed their concerns arising from the options' costs and queried the University's legal obligations in relation to the existing defined benefit schemes;

- iii) consultations on defined contribution schemes and related developments at other universities;
- iv) the need to be clear in communications with staff that a defined contribution scheme was not a precursor to alternative employment arrangements;
- v) the pension schemes' arrangements which would allow staff to transfer from a defined contribution scheme to a defined benefit scheme;
- vi) auto-enrolment which would require the University to re-enrol all non-scheme members in the LGPS or TPS in 2019;
- vii) the University's advice to staff about pension scheme membership which should not be inducement.

115.4

At the conclusion of the discussion the Board:

- i) thanked the Head of Rewards and Benefits, Assistant Director of Human Resources and Director of Financial Services for the briefing;
- ii) supported the development of an additional defined contribution pension scheme by the University. Consultation with Trades Unions and staff would take place;
- iii) asked that a further report be made to the Board at its meeting in January 2018 on the proposals for an additional defined contribution pension scheme and which:
 - compared the University's proposed options for a defined contribution scheme with those at other universities;
 - clarified the University's legal obligations in connection with the existing defined benefits schemes.

Action: Director of Human Resources and Organisational Development

BG/6/17/7.2i
BG/6/17/7.2ii

BG/17/116

President of the Students' Union Report including Student Voice Report 2016-17

116.1

The Board received the report on the activities of the Sheffield Hallam Students' Union (SHSU). The President reported on:

- i) the increased and sustained engagement of students over the two week, rather than one week, welcome period;
- ii) the outcomes and benefits of the Volunteering Fair which was arranged and run in partnership with Voluntary Action Sheffield and held at Sheffield Town Hall. The Vice-Chancellor was thanked for

- attending the Fair;
- iii) the success of the Activities Fair and the increased student engagement in student societies and new societies;
- iv) his representation of the SHSU at a national level. The Chief Executive of the Office for Students had been invited to visit the SHSU in January 2018.

BG/6/17/7.3

BG/17/117

Interim response to the Sheffield Hallam Students' Union Student Voice report 2016-17

- 117.1 The Board noted the University's interim response to the SHSU Student Voice report. Under the new governance arrangements the report and the interim response had been discussed by the first meetings of the Academic Assurance Committee (AAC) of the Board of Governors and the Engage Committee in October 2017. The outcomes of the discussions at each of the meetings were summarised by members (minute AAC/17/06 and items 3-5 in the Engage Committee action record refer).
- 117.2 The President of the Students' Union reported that overall the SHSU was content with the University's interim response to the Student Voice report.
- 117.3 The Board discussed the University's interim response to the Student Voice report and the following points were made:
 - i) the President had been right to highlight the lack of progress of the 2017 Student Voice report to the Board at the October 2017 meeting. Since then process improvements to improve the timeliness of the publication, communication and promulgation of future reports had been put in place. There was a need to be clear about the indicators to be used to ensure the pace of progress of future reports in the new governance structure and the wider University;
 - ii) the arrangements for the communication and promulgation of Student Voice reports in other universities. The University and the Chair of the Board, who was co-Chair of the Engage Committee, were commended for the recognition given to the Student Voice report, raising its profile in the University and involving the AAC and the Board of Governors in the reporting process;
 - iii) the timing of the Student Voice reports, the election of incoming Presidents and the alignment of these processes with the completion of the National Student Survey and publication of its outcomes. The approach to the Student Voice reporting cycle including research, publication and implementation was outlined;
 - iv) the granular and high level content of the Student Voice report was welcome.

BG/6/17/7.4

BG/17/118

University Performance Report

118.1

The Board received the University performance report (UPR) for period 3 to the end of October 2017 which provided an oversight of the University's progress against plans, its performance against key performance indicators (KPIs) and compared to the higher education sector, its financial position and the risks being mitigated against. Governors commented that they liked the new UPR presentation which had been refined following discussion at the governors' 2017 strategy event.

118.2

In response to comments from governors the following were discussed:

- i) the University's approach to the programme of work to close the attainment gap between BME (black minority ethnic) and White students. The Board would receive a further report in due course.
Action: ULT and Director of Strategic Planning
- ii) the changes in the higher education sector funding environment giving rise to the CR6 entry in corporate risk register dashboard. The sensitivity of the planning scenarios in the University Financial Plan (UFP) to key drivers including changes in undergraduate student tuition fees would continue to be tested;
- iii) the income and expenditure summary including the reasons for the reported deficit for the year ended 31 July 2017 (minute BG/17/66 refers) and the adverse variances for research and knowledge transfer and other income;
- iv) the method of determining the red, amber and green categories in the faculty and departmental breakdown (page 2) and where to focus attention to improve. A note of the method would be included in the next UPR;
Action: ULT and Director of Strategic Planning
- v) the lower quartile position which would be reported in the tables (page 2) in the next UPR.
Action: Director of Strategic Planning

BG/6/17/8.1
Tabled

BG/17/119

Audit and Risk Committee Annual Report to the Board of Governors and the Accountable Officer 2016/17

119.1

The Chair of the Audit and Risk Committee (ARC) introduced the annual report and highlighted the Committee's opinions (paragraphs 9.1, 9.2 and 10) on the adequacy and effectiveness of the University's arrangements for the following:

- i) risk management, control and governance;
- ii) economy, efficiency and effectiveness (value for money);
- iii) management and quality assurance of data submitted to Higher Education Statistics Agency, the Student Loans Company, HEFCE and other bodies.

119.2 The Board received the ARC's annual report 2016/17 which would be submitted to HEFCE by the December 2017 deadline.

Action: Clerk to the Board

BG/6/17/8.2
appendix 2 is
Confidential

BG/17/120 **Draft Annual Report and Financial Statements for the year ended 31 July 2017**

120.1 The Chief Finance and Planning Officer introduced the draft annual report and financial statements (ARFS) which had been recommended to the Board for approval by the Finance and Employment Committee and Audit and Risk Committee (appendix 1). The financial statements had been prepared on the going concern basis (appendix 2). There were no outstanding audit points of principle to report (appendix 3).

120.2 The Board resolved to approve the consolidated financial statements for the year ended 31 July 2017, including the correspondence in appendices 4 and 5, for signature by the Chair of the Board and the Vice-Chancellor. The ARFS would be submitted to HEFCE by the December 2017 deadline.

Action: Chief Finance and Planning Officer

BG/6/17/8.3i

BG/17/121 **University Annual Quality Review and Action Plan: Assurance Statement**

121.1 The Head of Academic Quality and Standards introduced the report which had been discussed by the Academic Assurance Committee of the Board (AAC) at its meeting in October 2017. A member of the ACC summarised the outcomes of the discussion (minute AAC/17/04 refers) of the University's approach to the quality assurance and quality enhancement of its awards in 2016/17 and its action plan 2017/18, which set out the approach to the continuous improvement of the student academic experience. In its discussion of the Student Voice report (minutes BG/17/116 and 117 refer) the AAC had highlighted areas where it felt that the report could be the basis for providing additional value to the quality assurance process. From the report on the University's arrangements for annual quality review the Board should have sufficient confidence and assurance in the management of quality and standards to inform the University's response to HEFCE's Annual Provider Review of Higher Education Institutions by the December 2017 deadline.

121.2 In the Board's discussion of the activities and work of the University detailed in the annual quality review report and action plan, members of the AAC and the Board commented that they welcomed the comprehensive content of both. The University's work in progress to address the outcome of the annual review of research

degrees activity was summarised. The University's further education college partners in Greater Manchester which had been approved during the period of the report and the new planning approval process including due diligence to be applied to new collaborative partnerships were highlighted.

- 121.3 Based on the annual quality review report and action plan the Board resolved to approve that the Accountable Officer should give the necessary assurances to HEFCE, via Part 2 of the Annual Assurance return, by the deadline in December 2017 (minute BG/17/125 refers).

Action: Vice-Chancellor and Clerk to the Board

BG/6/17/8.3ii

121.4

Academic governance arrangements

The University Secretary introduced the report which provided an update on the University's arrangements for academic governance following the changes approved by the Board in April 2017 (minute BG/17/31 refers). Given the work of the Board Effectiveness Working Group to reform the University's Instrument and Articles of Government (minute BG/17/129 refers) the report proposed interim arrangements to ensure that the role and responsibilities of the Academic Board (AB) not covered by the four strategic Pillar Boards' terms of reference were fulfilled by an Academic Governance and Awards Committee (AGAC). In line with the responsibilities of the AB as set out in the Articles the AGAC would meet in May 2018 and, acting as the University's principal academic authority, it would receive reports from the Pillar Boards, committees and groups established under the governance arrangements. In proposing the interim AGAC arrangements the views of the AB membership expressed at the meeting in June 2017 (minute AB/1/17/3.4 refers) were acknowledged. Governors commented on the need for the University to ensure engagement with all levels of staff to increase involvement in and ownership of academic processes. It was reported that in order to ensure a balanced, representative membership of the AGAC with a constitution not biased towards a majority of management, the membership would include academic representatives nominated by faculties, student representatives nominated by the Sheffield Hallam Students' Union and members of the University Leadership Team. In addition to the nominated academic representation on the AGAC, all academic staff would be invited to each of the two meetings of the Academic Assembly planned for February and June 2018. Details of the AGAC and Academic Assembly including meeting dates and memberships would be communicated to staff.

Action: University Secretary

	121.5	The Board <u>resolved to approve</u> the proposed AGAC, its membership and the arrangements for its meeting in May 2018.
BG/6/17/8.4	BG/17/122	HEFCE Annual Accountability Return 2017 Financial Commentary
	122.1	At its meeting in November 2017 the Finance and Employment Committee recommended the financial commentary to the Board for approval (minute FEC/17/68 refers). The Board <u>resolved to approve</u> the financial commentary (appendix 1) for submission to HEFCE by the December 2017 deadline. Action: Chief Finance and Planning Officer
BG/6/17/8.5	BG/17/123	Annual Sustainability Assurance Report - December 2017 (ASSUR)
	123.1	The Board: i) <u>received</u> the report which was recommended to the Board for approval by the Finance and Employment Committee at its November 2017 meeting (minute FEC/17/69 refers); ii) <u>resolved to approve</u> the Annual Sustainability Assurance Report (ASSUR) for 2016/17 for signature by the Chair of the Board and submission to HEFCE by the December 2017 deadline. Action: Chief Finance and Planning Officer
BG/6/17/8.6	BG/17/124	Prevent Duty: Annual Report 2016/17
	124.1	The purpose of the annual report was to fulfil the requirements of HEFCE's Prevent duty monitoring framework by providing evidence of the University's continuing active and effective implementation of the Prevent duty and for the Board of Governors to consider the annual report and make declarations in that respect.
	124.2	In discussion comments were made about the: i) the University's freedom of speech code of practice and the approach to and management of events escalated to the highest level of approval; ii) staff training including feedback from staff following assessment of the implications of the duty for themselves, their teams and the services they deliver in the University; iii) student engagement, the diverse student population and the impact of the duty on students.
	124.3	The Board <u>resolved to approve</u> the declarations (annex 1) for signature by the Chair of the Board and submission to HEFCE by the December 2017 deadline. Action: University Secretary

BG/6/17/8.7	BG/17/125	Annual Assurance Return 2017
	125.1	The Board <u>resolved to approve</u> the Annual Assurance Return for <u>signature</u> by the Vice-Chancellor and submission to HEFCE by the December 2017 deadline.
		Action: Chief Finance and Planning Officer
BG/6/17/9.1i	BG/17/126	Vice-Chancellor's report: update on HE policy developments
	126.1	<p>The Board <u>received</u> the update on recent higher education policy developments and the implications of them for the University. The Vice-Chancellor highlighted:</p> <ul style="list-style-type: none"> i) that the Universities and Science Minister had confirmed in a speech to Parliament in October 2017 that tuition fees for 2018/19 would be frozen at £9,250; ii) that the University had not been selected following its expression of interest in the Teaching Excellence Framework (TEF) subject level pilots which would run alongside TEF Year 3. Governors expressed concerns about a new 'teaching intensity' supplementary metric which was being explored as part of the pilot, based on the volume of students, staff and contact hours in each subject; iii) the introduction of the Knowledge Exchange Framework (KEF) which would be led by Research England.
	126.2	<p>The Government's proposed framework for the regulation of higher education</p> <p>On 19 October 2017 the Department for Education published 'Securing success: risk-based regulation for teaching excellence, social mobility and informed choice in higher education'. This proposed a new framework for the regulation of higher education in England and the role and powers of the Office for Students (OfS), to take effect from 1 August 2019.</p>
	126.3	<p>The University Secretary gave a presentation which summarised the background to the consultation, highlighted the role of the governing body in the proposed new framework and outlined the key issues on which the University would respond to the consultation by the December 2017 deadline. The consultation was on:</p> <ul style="list-style-type: none"> i) the establishment of the OfS and its regulatory framework; ii) the registration conditions; iii) transition arrangements including timelines; iv) OfS registration fees; v) degree awarding powers and the University title; vi) designation of a body to perform assessment functions for HE in England; vii) designation of a body for English HE information;

viii) a separate, but important, consultation by the UK Standing Committee on quality assessment on the Quality Code.

The response to the consultation by sector bodies including the University Alliance and Universities UK was outlined.

- 126.4 The Board received the presentation and governors commented on the:
- i) status of the OfS which was a statutory body corporate and its board was responsible for exercising its functions, duties and powers;
 - ii) profound change in the overall governance of the higher education sector signalled by the consultation and the proposed framework. The framework was complex, the proposals were significant and the implementation of them, once the outcomes of the consultation were published, would shape and challenge the University.

BG/6/17/9.2

BG/17/127

Health and Safety Annual Management Review 2016/17

127.1 The Head of Health and Safety introduced the report which summarised and evaluated the principal developments in the University's health and safety policy, management and operations following the presentation of the 2016/17 annual health and safety report to the University's Health, Safety and Wellbeing Committee in October 2017. The summary report included supporting statistics as indicators of health and safety performance and, although levels of health and safety compliance were generally high, there was scope for further improvement, particularly in the way that risk was managed. The strategic objectives and programme of work for 2017/18 included a review of the risk profile (appendix 3). The Board received the report.

127.2 In response to questions from governors the Board discussed the following activities including the University's approach to staff training, the policy on drugs, alcohol and other substances, the effect on the statistics arising from changes to training provision and changes to reporting arrangements:

- i) the occurrence of incidents and the three year trends in the occurrence of incidents (dashboard appendix 1);
- ii) staff wellbeing and the development of the wellbeing agenda as part of the Hallam Deal to focus on stress, mental health and musculoskeletal issues;
- iii) fire marshal provision in teaching and professional services areas of work in the context of the risk profile which would be reviewed;
- iv) the low percentage of staff undertaking display screen equipment training in some areas.

BG/6/17/9.3

BG/17/128

Modern Slavery and Human Trafficking Statement

128.1

The Board resolved to approve the slavery and human trafficking statement of activities carried out in the financial year ended 31 July 2017 which was recommended by the November 2017 meeting of the Audit and Risk Committee. In accordance with the requirements of the Modern Slavery Act 2015 (Transparency in Supply Chains) Regulations 2015 the approved statement, signed by the Chair on behalf of the Board would be published no later than 31 January 2018 via a prominent link on the University's website homepage.

Action: Head of Strategic Procurement

BG/17/129

Board Effectiveness

129.1

The Clerk to the Board summarised the work in progress to reform the University's Instrument and Articles of Government in the context of guidance on the regulation and funding of higher education providers following the Higher Education and Research Act 2017 and the publication of the Department for Education consultation (minute BG/17/126 refers) on 'Securing success: risk-based regulation for teaching excellence, social mobility and informed choice in higher education':

i) proposed reforms to the University's documents were being reviewed with legal advisors and would be reviewed and progressed in 2018 at a meeting of the Board Effectiveness Working Group (BEWG).

Action: Clerk to the Board and the BEWG

ii) work to raise the profile of the Board and the development of the role of and support for governors as ambassadors for the University in their networking activities was ongoing (BEWG actions 5 and 19 in paper BG/4/17/9.2 refers). A progress report would be made to the Board in 2018.

Action: Clerk to the Board, Director of Communications and Head of Development and Alumni Relations.

The Board received the progress report.

129.2

Terms of reference: Academic Assurance Committee (AAC) and Finance and Employment Committee (FEC)

The terms of reference of the AAC and FEC would be revised as discussed at the:

- i) AAC meeting in October 2017 (minute AAC/17/03 refers);
- ii) joint meeting of the FEC and Audit and Risk Committee in November 2017 (minute

FEC+ARC/17/2J refers).

Each committee would report its revised terms of reference to the Board for approval.

Action: Clerk to the Board

BG/17/130

Chairs' Report

130.1

The Chair of the Board summarised the outcomes of his annual meetings held in 2017 with each member of the Board. The self evaluation document completed by each governor provided useful feedback. Common points made by governors included the Board's active involvement in and contribution to the development of the University Strategy, governors' contributions to meetings of the Board, the need to refine the content and presentation of the University Performance report (minute BG/17/118 refers) to enable the Board to monitor and review the University's performance against the University Strategy and its supporting strategies and plans. The Board received the report.

130.2

Students' Union Update of Grant - Performance Measures

The recommendation from the November 2017 meeting of the Finance and Employment Committee (minute FEC/17/79 refers) in connection with the Students' Union grant would be made to the Board at its meeting in January 2018.

Action: Chief Finance and Planning Officer

BG/6/17/10.3i

BG/17/131

Minutes of the Committees of the Board

BG/6/17/10.3 ii
tabled

131.1

The Board received the unconfirmed minutes of the:

BG/6/17/10.3iii
tabled

- i) Academic Assurance Committee meeting held on 20 October 2017;
- ii) Finance and Employment Committee (FEC) meeting held on 17 November 2017;
- iii) Audit and Risk Committee (ARC) meeting held on 17 November 2017.
- iv) joint meeting of the FEC and ARC on 17 November 2017.

BG/6/17/10.3iv
tabled

BG/6/17/10.4
Confidential

BG/17/132

Banking Arrangements

132.1

The Board RESOLVED:

- (1) that Svenska Handelsbanken AB (publ), 3 St Paul's Place, Sheffield Branch (the "Bank") continue to be appointed bankers of the University;
- (2) that an account or accounts are operated with the Bank, and that any two signatories be authorised to sign applications for further accounts with the Bank from time to time (such applications including, if

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applicable, applications for sterling/foreign currency current accounts; and/or notice deposit accounts);

- (3) that the Bank be and is hereby authorised:-
- (i) to honour and comply with all cheques, bills of exchange, promissory notes and orders to pay expressed to be drawn, signed, accepted, made or given by or on behalf of the University, drawn upon or addressed to or made payable at the Bank, whether the account or accounts of the University is or are in credit or debit or may thereby become overdrawn or otherwise;
 - (ii) to honour and comply with any order to withdraw any or all moneys on any deposit or other account or accounts of the University with the Bank and any instruction to deliver or dispose of any securities, documents or other property of the University from time to time in the possession of the Bank including in any such case any such order or instruction given by facsimile transmission; and
 - (iii) to accept and act upon any application or request for the issue to, and use by, the University of the Bank's Electronic Link and/or Nordic Link Services and the acceptance by the University of the conditions relating thereto provided that the same are signed by any two signatories.
- (4) that any cheque, bill of exchange, promissory note or other instrument shall be treated as duly endorsed by the University if the endorsement is signed for or on behalf of the University by any two signatories.
- (5) that any indemnity or counter-indemnity required by the Bank from the University in connection with the University's business be effective if signed for or on behalf of the University by any two signatories.
- (6) that the University give and enter into the authorisation and agreements concerning facsimile transmission set out in the University's terms and conditions with the Bank;
- (7) that the University give the Bank a list of the names and addresses of the persons authorised to sign under the University's mandate with the Bank and that the Bank be notified in writing signed by the Chief Finance and Planning Officer of the University of any changes that may from time to time take place in any such list and that the Bank shall be entitled to act on any such notice and until receipt of such notice the Bank may continue to treat the list last received as correct;
- (8) that the Bank be informed in writing by the Chief Finance and Planning Officer of the University should any proposed legislative changes affect the borrowing powers of the University and that the Bank be furnished with such documents as it may reasonably require in connection with the

- University's business; and
 (9) that this Resolution be communicated to the Bank and remain in force until receipt by the Bank of notice in writing signed by the Principal of the University and the Bank shall be entitled to act on any such notice whether the said Resolution shall have been duly rescinded or not.

The Resolution was signed by the Chair of the Board and the University Secretary and communicated to the Bank.

BG/6/17/11.1
 Confidential

BG/17/133

Estate Developments

133.1

The Board received the progress report which included a summary of estates major projects showing overall risk status (appendix 1), the progress and next steps on the development of the estates master plan (appendix 2) and the estate capital plan schedule (appendix 3).

133.2

Food Engineering - new building

The Board would receive a report at its meeting in January 2018 on the University's approach to mitigate the risks to the re-planned project to build a new building for food engineering.

Action: Director of Estates and Facilities

BG/17/134

2016/17 Annual Reports of the Board and each of its Committees

134.1

The Board noted that the annual reports would be posted on the governors extranet.

Action: Clerk to the Board

BG/6/17/11.3

BG/17/135

Vice-Chancellor's report: Faculty News

135.1

The Board received and accepted the report on the range of activities, achievements and developments in the faculties. Comments were made about:

- i) the use of the report's content by governors, who as part of their University ambassadorial role, may choose to share the news (minute BG/17/129.1ii refers);
- ii) the use of reward packages by other universities to recognise staff achievements in teaching excellence.

BG/6/17/11.4
 Confidential
 SHINE report

BG/17/136

The University's Subsidiary Company Reports and Financial Statements

136.1

The Board:

- i) received and accepted the reports and financial statements from each company which were received by the Finance and Employment Committee (FEC) and the Audit and Risk Committee at the

- Committees' joint meeting in November 2017;
ii) noted that on behalf of the Board the Gift Aid Agreement between the University and Sheffield Hallam University Enterprises Limited had been sealed under authority of the FEC.

BG/6/17/11.5	BG/17/137	Students' Union Financial Statements for year ended 31 July 2017
	137.1	The Board <u>received</u> and <u>accepted</u> the Students' Union financial statements for the year ended 31 July 2017.
BG/6/17/11.6	BG/17/138	Treasury Management Policy – Annual Report
	138.1	The Board <u>received</u> and <u>accepted</u> the annual report.
BG/6/17/12	BG/17/139	Schedule of Meetings and Outline Forward Planning Programme
	139.1	The Board <u>received</u> the forward planning programme and noted that an update and development day would be held prior to the Board meeting on Tuesday 30 January 2018.
	139.2	The forward programme of business for the Board meeting to be held on Tuesday 6 March 2018 would be updated with the following items: i) research, which would be a topic for strategic discussion; ii) a report from the President of the Students' Union on the Students' Union progress against its strategy.