

SHEFFIELD HALLAM UNIVERSITY

BG/2/19/M

## BOARD OF GOVERNORS

## Minutes of the meeting held on Tuesday 5 March 2019

**Present:**

Lord Kerslake, Chair	Mr N MacDonald
Prof J Bale	Prof J Patnick
Mr D Bradley	Mr A Okud
Mr D Bye	Mr K Taylor
Ms K Finlayson	Ms P Thompson
Prof Sir C Husbands	Dr S Timothy
Dr P Jones	Mr M Conway, University Secretary and Clerk to the Board
Mr C Kenny	

**Apologies for absence from** Prof C Kinsella, Dr J Morrissy, Ms N Mowlana, Ms M Munn and Prof P Wiles.

**In attendance****For item**

Mr R Calvert, Chief Operating Officer	
Prof R Eccleston, PVC Research and Global Engagement	
Ms D Harry, Chief Finance and Planning Officer	
Dr S Jackson, Director of HR and Organisational Development	
Prof K Kerrigan, PVC Enterprise and Dean of Sheffield Business School	
Ms C Marlow, Deputy Head of Governance Services (observer)	
Prof A Metcalfe, PVC Faculty of Health and Wellbeing	
Mr J Richardson, Director of Global Development and Partnerships	6.3
Ms L Stallard, Executive Assistant to the University Secretary and Chair of the Board of Governors (observer)	
Mr M Swales, Director of Estates and Facilities	
Prof C Wigginton, PVC Faculty of Social Sciences and Humanities	
Ms T Goodwill, Governance Services, Minute Secretary	

## Paper reference

## Minute reference

BG/19/18

**Chair's Opening Remarks**

18.1

The Chair welcomed Clair Marlow, Deputy Head of Governance Services and Lorraine Stallard, Executive Assistant to the University Secretary and Chair of the Board of Governors to the meeting.

18.2

**Clerk to the Board leaving the University in May 2019**

On behalf of the Board the Chair thanked Martin Conway, University Secretary and Clerk to the Board of Governors for his service to the University and the Board and its committees.

BG/19/19

**Declaration of Interests**

19.1

There were no declarations of interest.

BG/1/19/M BG/1/19/MC	BG/19/20	<b>Minutes of the meeting held on 29 January 2019</b>
	20.1	The minutes and the confidential minutes were each <u>approved</u> as a correct record.
BG/1/19/action	BG/19/21	<b>Matters Arising/Action Tracker</b>
	21.1	The Board <u>noted</u> the action tracker.
	BG/19/22	<b>Matters Arising 18/92.2ii Site of the former Nelson Mandela building</b>
	22.1	The Board received the report that a proposed project for a tower on the site of the former Nelson Mandela building would not be progressed (minute FEC/19/9 refers). The covenant relating to the timescale for the site's development was outlined.
	BG/19/23	<b>Matters Arising 19/4.2 Stakeholder Event</b>
	23.1	The Vice-Chancellor reported that the: <ul style="list-style-type: none"> <li>i) purpose of the 2017 event was to build a profile with sector and regional stakeholders around the launch of the University Strategy. The event had been well received and links, which continued, had been established. This included the engagement of the University's alumni through volunteering opportunities, attending alumni events or becoming donors to the Hallam Fund;</li> <li>ii) opportunities for other stakeholder events were being explored.</li> </ul>
	BG/19/24	<b>Matters Arising 19/8 Remuneration Committee</b>
	24.1	A minute confidential to the Board was recorded.
	BG/19/25	<b>Other Urgent Business</b>
	25.1	There was no other urgent business.
	BG/19/26	<b>University Strategy Implementation - more ambitious in our targets</b>
	26.1	At the conclusion of the October 2018 strategy event the Board had confirmed that the University Strategy, Transforming Lives remained the right one. The Vice-Chancellor reported that since then, as advised by the Board, the approach to targets in order to address the strategic and financial challenges facing the University had been more ambitious. Items 6.1 to 6.7 reported on a series of interrelated strategic developments and the measures being put in place to produce transformational and incremental step change in order to deliver teaching, research and corporate targets.

BG/2/19/6.1

BG/19/27

**Equality, Diversity and Inclusion (EDI)**

27.1

The University's equality objectives launched in February 2018 were ambitious in both their breadth and the scale of change needed in the University. The Director of Human Resources and Organisational Development (HROD) introduced the progress report and highlighted the range of EDI activities including the targets being worked towards to ensure that EDI becomes a fundamental part of the University's culture with effective monitoring of progress. Strong leadership was required to implement programmes of change and an EDI champions network was led by members of the University Leadership Team (ULT). The ULT EDI champions' videos would be used in the University's programme of communications to raise awareness of activities and promote events. The Board received the report.

27.2

The challenges faced by the University were long standing societal issues as well as institutional. The Board discussed the:

- i) Black, Asian and Minority Ethnic (BAME) student attainment gap. Governors queried whether it was possible to begin to address the gap before students entered higher education and whether this could be facilitated through the South Yorkshire Futures programme and the Civic University arrangements. It was reported that the patterns of disparity in attainment between student groups was different in schools compared to higher education. It was commented that because the BAME student populations in each university were different there was little value in comparison of the University's attainment gap with other higher education providers. It was reported that the University was looking at how attainment data were analysed and compared. The approach would be informed by a joint report on student attainment to be published by Universities UK and the National Union of Students. The report featured research by the University's Head of the Hallam Guild and Inclusion. Members asked whether there was any more that governors could contribute;
- ii) proportion of BAME staff employed at the University. It was reported that work was ongoing to understand the extent to which under-representation, compared with the local population, could be addressed by the University;
- iii) activities which enabled the University to become the 113<sup>th</sup> LGBT+ friendly employer in the UK in the Stonewall Workplace Equality Index.

27.3

The Board would receive:

- i) EDI progress reports. Governors requested that benchmarks against which the University's performance data could be compared should be included in future reports;
- ii) an EDI annual report covering the period ending 31 July 2019;
- iii) an invitation to the University's Equality, Diversity and Inclusion Conference.

**Action:** Director of HROD

BG/2/19/6.2

BG/19/28

**Hallam Model**

28.1 The Pro Vice-Chancellor Research and Global Engagement introduced the report on the Hallam Model project to establish a set of principles for taught course provision that articulates the distinctive applied learning which all the University's students experience irrespective of their subject choice or intended career pathway. The Model, which draws on a significant degree of existing practice, would be the overarching programme for the step change projects relating to Highly Skilled Employment and Student Experience and Teaching Quality and other relevant corporate projects. The Pro Vice-Chancellor Enterprise and Dean of Sheffield Business School reviewed the draft principles which were intended to articulate clearly what is distinctive about the Sheffield Hallam University student experience.

28.2 The Board welcomed the direction of travel proposed in the report. The University would reflect further on the articulation of the draft principles and the approach to their implementation. This would be informed by the Board's discussion which included comments and questions about:

- i) the model which some governors commented was excellent and ambitious but realistic with the right number of principles;
- ii) gap analysis. A consistent student experience was key to the delivery of the model. Initially the principles would apply to taught course provision and, in due course, be considered for postgraduate programmes;
- iii) the ambitious pace of implementation. The staff governors commented on the challenges for teaching staff of implementing highly skilled employment actions against the phase 1 timescales and, there was a need to address concerns raised by staff about resourcing placement activity;
- iv) the challenge of study and a placement for part-time students and whether placements should be paid or unpaid. It was reported that the approach to what is a placement was being considered;
- v) how principle 4 would be translated into practice. It was reported that this would involve an optional suite of modules which would not be a core part of students' academic progression;
- vi) how principle 5 would be translated into practice as it was considered to be too ambitious. It was reported that if it could be delivered then it would be transformational.
- vii) the need for clarity in the description of the principles in the University's marketing literature.

28.3 The Board would receive a progress report on the adoption and implementation of the Hallam Model principles in due course.

**Action:** Pro Vice-Chancellor Research and Global Engagement and the PVC Enterprise and Dean of Sheffield Business School.

BG/2/19/6.3

BG/19/29

**Strategic Partnership: La Trobe University**

29.1 Following the discussion at the Board of Governors' strategy event in October 2018 the University had continued its work to address a global future while remaining rooted in the Sheffield City Region. The Pro Vice-Chancellor Research and Global Engagement and Director of Global Development and Partnerships gave a presentation which described the work, including a visit by the Vice-Chancellor, to establish a partnership with La Trobe University in Australia. The partnership would offer international opportunities that transform lives with collaborative research, collaborative taught provision, student exchange, staff exchange and international profile raising. The Board received the report.

29.2 The Board discussed the:

- i) benefits of the partnership which would add to the distinctiveness of the University;
- ii) costs per annum of the partnership and the challenges of securing its success which would be assessed and evaluated in three years time;
- iii) approach to undergraduate student exchange and student assessment arrangements.

29.3 The Board would receive a report on the project plan for the partnership with La Trobe University and regular progress reports on its operation.

**Action:** Pro Vice-Chancellor Research and Global Engagement and Director of Global Development and Partnerships

BG/19/30

**Creating Knowledge Implementation Plan (CKIP): Research Operating Model**

30.1 The Board received a presentation from the Pro Vice-Chancellor Research and Global Engagement on the proposed new framework for research management which included four interdisciplinary research institutes (RIs). Delivery of the CKIP was challenging in the context of the social, political, constitutional and economic uncertainties in the University's regional, national and international operating environments. The RIs would build on areas of excellence, with clear objectives to build collaboration across the University, including faculties, to achieve research and knowledge exchange income and impact targets. The operation of the RIs would involve professional services support. Following consultation in the University, implementation of a new framework was planned for early summer 2019.

30.2 The Board welcomed the proposed approach to the CKIP and discussed:

- i) the development of the RIs to enable a proactive approach to regional and national agendas;
- ii) collaboration with small and medium sized enterprises. It was reported that this distinctive characteristic of the

- iii) University would be promoted and used in future narratives; the University's opportunities to shape the regional and national agendas including its response to Research England's consultation on the Knowledge Excellence Framework.

30.3 The Board would receive regular progress reports on the CKIP.

**Action:** Pro Vice-Chancellor Research and Global Engagement

BG/2/19/6.5  
Confidential

BG/19/31 **Advanced Wellbeing Research Centre (AWRC)**

31.1 The University received a capital grant from the Department of Health to build the AWRC. The construction, to be completed by September 2019, would include space for researchers, a clinical research floor, a lecture theatre and an incubation hub for small and medium sized enterprises.

31.2 The Pro Vice-Chancellor Faculty of Health and Wellbeing introduced the progress report on the business planning for the AWRC, explained the risks associated with it including the background to the original development and the reasons for a new direction in business planning. The University would need to invest significantly to establish the AWRC, get more research activity underway and attract longer term investment. Investing in a unit to undertake commercial research would provide opportunities for closer industry, university and civic engagement and was the most likely route to long-term success and sustainability of the AWRC. There was strategic fit with the University's ambition to be the world's leading applied university and with government policies to grow the research activity of the UK assisted through closer working relationships between business, industry and universities. The Board received the report.

31.3 The Board discussed the proposed direction of the business planning. The University would need to be agile in its approach to opportunities for business engagement including potential research and industry partners. Gaps in the market, competitors in the market and alternative funding sources should be explored.

31.4 The Board resolved to approve the new direction of the AWRC business planning which was subject to further work by the University and advised that given the significance of the financial and reputational risks the:

- i) University's further work should be closely monitored by the University Leadership Team to ensure the investment provided good value and the project ambitions could be realised;
- ii) Board should receive regular reports.

**Action:** Pro Vice-Chancellor Faculty of Health and Wellbeing

BG/2/19/6.6  
Confidential

BG/19/32 **Campus Masterplan Phase 1 Funding**

- 32.1 The Board received the report which summarised the work of the Board's Task and Finish Group on the financing arrangements for phase 1 of the Campus Masterplan. The Chief Finance and Planning Officer reported that the work had reached a satisfactory conclusion and the;
- i) signing of the facility agreements with the banks would take place in March 2019;
  - ii) Finance and Employment Committee (FEC) would routinely monitor both facilities going forward and deal specifically with the interest rate hedging and borrowing limits. The Board would be updated on progress, as appropriate.

**Action:** Chief Finance and Planning Officer and Chair of FEC

The Chief Finance and Planning Officer and Chair of FEC thanked the Group's members for their time and contribution to the work of the Group.

BG/19/33 **Academic Organisation Project (AOP)**

- 33.1 The Chief Operating Officer reported on the progress and timescales of the AOP workstreams that would look at different areas of academic operation. The outcomes of the project would inform the University's decisions about its academic staff structure and leadership. The Board received the report.

- 33.2 As requested by the Board:
- i) the number of Academic Assurance Committee meetings would be increased to four per year to enable its oversight of the AOP on behalf of the Board.

**Action:** Clerk to the Board

- ii) the following took place subsequent to the meeting:
  - a) the Board Officers received and discussed a briefing on the AOP in April 2019;
  - b) an update was sent to the Board in May 2019 on the outcomes of workstream 1 which included a review of academic responsibilities at University Leadership Team level. This included a new Deputy Vice-Chancellor (Academic) role to provide leadership for the overall academic strategy.

BG/2/19/6.8

BG/19/34 **Office for Students Conditions of Registration**

- 34.1 Under the Higher Education and Research Act 2017 it was the responsibility of the Board to ensure that the University continues to satisfy all of its conditions of registration with the Office for Students (OfS). The University Secretary introduced the report which outlined how the conditions of registration would be monitored. This included an assurance map and associated processes which were being developed to provide

appropriate and demonstrable assurance to the Board, the OfS and other regulators that the University was meeting its responsibilities in all areas of compliance commitments.

34.2

The Board:

- i) noted the development of the assurance map and associated processes and resolved to delegate oversight of this work to the Audit and Risk Committee (ARC).

**Action:** Chair of ARC and Clerk to the Board

- ii) would receive the University's Access and Participation Plan (APP) at its meeting in June 2019. The APP would be submitted to the OfS by the early July 2019 deadline.

**Action:** Director of Strategy, Planning and Insight

34.3

The ARC would receive the draft assurance map at its meeting in June 2019. The Board would receive progress reports from the ARC.

**Action:** Chair of ARC and Clerk to the Board

BG/2/19/7.1

BG/19/35

**University Performance Report: January 2019 (period 6)**

35.1

The Board received the University performance report (UPR) for period 6 to the end of January 2019 and reviewed the University's progress against plans, its performance against key performance indicators and compared to the higher education sector, its financial position and the risks being mitigated against. The Vice-Chancellor highlighted the University's performance against the 2018/19 budget, the level of non-pay savings, student applications and in-year withdrawals.

35.2

The University was developing a Civic University Agreement with partners and its objectives would be reflected in the content of future UPR.

BG/19/36

**Vice-Chancellor's report**

36.1

The Vice-Chancellor reported:

- i) on his visit to Australia and Hong Kong. The partnership with La Trobe University was discussed earlier in the meeting;
- ii) that the publication of the Augar Review of Post-18 Education and Funding was delayed;
- iii) on the University's Brexit planning which included a thorough analysis of the issues. Some extremely difficult unmitigated risks would remain;
- iv) that the University was lobbying Members of Parliament about the increase in employer contributions to the Teachers' Pension Scheme;
- v) that the University's response to the Teaching Excellence Framework review was submitted in March 2019 and he thanked governors for their feedback which informed the

- response;
- vi) that OfSTED would be conducting an inspection of the University's level 4 and 5 Degree Apprenticeship provision on 6 and 7 March 2019;
  - vii) on the contribution of the University to a joint report on BAME student attainment to be published by Universities UK and the National Union of Students. The report featured research by the University's Head of the Hallam Guild and Inclusion;
  - viii) that the University was the first in the country to set up an alternative business structure law firm with the formal opening of SHU Law in February 2019.

The Board received the report.

BG/2/19/7.3	BG/19/37	<p><b>Minutes of the Academic Board meeting</b></p> <p>37.1 The Board <u>received</u> the unconfirmed minutes of the Academic Board meeting held on 4 February 2019.</p>
BG/2/19/7.4	BG/19/38	<p><b>President of the Students' Union Report</b></p> <p>38.1 The Board <u>received</u> the report on the activities of the Sheffield Hallam Students' Union (SHSU) which made specific reference to student opportunities and engagement. The President:</p> <ul style="list-style-type: none"> <li>i) highlighted the forthcoming Augar Review of Post-18 Education and Funding and the work he was progressing with the National Union of Students and officers in other Students' Unions to ensure students were at the heart of the post-review decisions;</li> <li>ii) would brief governors following the meeting on the SHSU approach to support students making submissions to the Hallam Award.</li> </ul>
	BG/19/39	<p><b>Report from Staff governors</b></p> <p>39.1 The Board <u>received</u> the report from the staff governors who:</p> <ul style="list-style-type: none"> <li>i) highlighted the: <ul style="list-style-type: none"> <li>a) forthcoming Augar Review of Post-18 Education and Funding;</li> <li>b) highly skilled employment actions which had been discussed earlier in the meeting.</li> </ul> </li> <li>ii) reported that they had met with the Chief Operating Officer and the Vice-Chancellor and the briefing had been useful.</li> </ul>
	BG/19/40	<p><b>Chairs' Report</b></p> <p>40.1 The Board <u>received</u> the reports in 40.2 to 40.4.</p> <p>40.2 The Chair of the Finance and Employment Committee (FEC) reported that the unconfirmed minutes of the Committee's meeting held in February 2019 were on the agenda. The Committee had discussed reports on Academic Staffing and</p>

Progression and the Professional Services Operating Model. The report on Equality, Diversity and Inclusion was discussed by the Board earlier in the meeting.

40.3 **Olympic Legacy Park (OLP) project**

The Chief Finance and Planning Officer outlined the reasons why the University would not be purchasing land around the Advanced Wellbeing Research Centre (AWRC) on the OLP. As reported to the FEC the OLP project would be removed from the University's capital budget. The approach to business planning for the AWRC had been discussed earlier in the meeting.

40.4 The Chair of the Nominations Committee reported that at its meeting in February 2019 the Committee had discussed succession planning and the approach to the search for potential new governors to fill forthcoming vacancies on the Board in 2020 and 2021.

BG/2/19/8.2  
Confidential

BG/19/41 **Appointment to the Board**

41.1 The Board resolved to approve the re-appointment of Meg Munn to the Board as an independent member for a further four years from 1 August 2019 to 31 July 2023.

BG/2/19/8.3

BG/19/42 **Nominations Committee: update to terms of reference**

42.1 The Board resolved to approve the update to the Nominations Committee's terms of reference.

BG/2/19/8.4

BG/19/43 **Minutes of the Finance and Employment Committee**

43.1 The Board received the unconfirmed minutes of the Finance and Employment Committee meeting held on 20 February 2019 which were tabled.

BG/2/19/9.1

BG/19/44 **(+)SHU Trust: Annual Report**

44.1 The Board received and accepted the annual report.

BG/2/19/9.2

BG/19/45 **(+)Healthy Universities Annual Report 2017/18**

45.1 The Board received and accepted the summary Healthy Universities annual report.

BG/2/19/10

BG/19/46 **Schedule of Meetings and Outline Forward Planning Programme**

46.1 The Board received the forward planning programme and noted that the next Board meeting will be held on Tuesday 11 June 2019.