

SHEFFIELD HALLAM UNIVERSITY

BG/4/17/M

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 18 July 2017

Present: Lord Kerslake (Chair) Ms M Munn
 Mr D Bradley Prof J Patnick
 Mr D Bye Mr L Renwick
 Ms K Finlayson Ms P Thompson
 Prof C Husbands Dr S Timothy
 Dr P Jones Prof J Simons
 Dr S Jones Prof P Wiles
 Prof C Kinsella Mr M Conway (University Secretary + Clerk to the Board)
 Mr N MacDonald

Apologies for absence from Mr C Kenny, Dr J Morrissy and Mr D Silver

In attendance: Prof K Bryan, PVC Health and Wellbeing
 Mr R Calvert, Chief Operating Officer
 Prof R Eccleston, PVC Arts, Computing, Engineering and Sciences
 Mr L Green, Head of Academic Quality and Standards (item 7.6)
 Ms D Harry, Chief Finance and Planning Officer
 Prof C Hughes, PVC for Student Experience
 Prof J Leach, PVC Development and Society
 Ms L Mason, Director of Strategic Planning (item 7.2)
 Mr M Swales, Director of Estates and Facilities
 Ms E Wilson, PSOM Project Director (item 7.1)
 Ms T Goodwill, Governance Services (Minute Secretary)

Paper reference Minute reference

BG/4/17/1 BG/17/56 **Election of Deputy Chair of the Board of Governors**

56.1 The Board resolved to approve the role description for the Deputy Chair of the Board and the procedure for the annual election of an independent governor. Following a call for nominations the Board would be asked to elect a Deputy Chair at its meeting in October 2017 to fill the vacancy created by the retirement of Judy Simons from the Board in July 2017.

Action: Clerk to the Board and Chair of the Board

56.2 Governors noted that the current Chairs of the Board's committees were all male. In his report to the June 2017 meeting of the Board effectiveness working group (action 12 in paper BG/4/17/9.2 refers) the Chair had reported that progress to improve the diversity of Board membership was satisfactory but further improvement was required.

BG/17/57 **Chair's Opening Remarks**

57.1 On behalf of the Board the Chair welcomed Luke Renwick, President of the Students' Union to his first Board meeting as a member.

BG/17/58 **Declaration of Interests**

58.1 There were no declarations of interest.

- BG/3/17/M BG/17/59 **Minutes of the meeting held on 23 May 2017**
- 59.1 The minutes were approved as a correct record.
- BG/3/17/action BG/17/60 **Matters Arising/Action Tracker**
- 60.1 The Board noted the action tracker.
- BG/17/61 **Matters Arising: Minute 14/68 The Chancellor**
- 61.1 Members of the Board should consider the characteristics, experience and expertise which the University should be looking for in a Chancellor. The discussion outcomes would inform the succession planning for the identification of a new Chancellor. The Nominations Committee would receive a further report at its meeting in September 2017.
- Action:** Chair of the Board
- BG/17/62 **Matters Arising: Minute 17/11.4 Legal and Regulatory issues for charity trustees and fundraising - workshop held in June 2017**
- 62.1 The Deputy Chair of the Board reported that a workshop in June 2017 had provided governors with an understanding of the changing legal and good practice measures in the area of fundraising, as well as assurance in respect of governors' obligations as trustees.
- BG/17/63 **Other Urgent Business**
- 63.1 There was no other urgent business.
- BG/17/64 **Professional Services Operating Model (PSOM)**
- 64.1 The implementation of the PSOM across the University was one of the ten immediate priorities to enable the University's progress towards becoming the world's leading applied university.
- 64.2 The Board received the presentation which described the University's approach to the design of a single, integrated model for professional services so that its investment produced high-value and highly valued outputs. The approach had been informed by an analysis of the University's future needs and a high level gap analysis. The analysis had been informed by feedback from staff which supported the need for more streamlined governance and decision making arrangements, more responsive and proportionate processes, more focus on the service user, more pace and more autonomy to enable a more timely response to the service user by the University. Some of the processes underpinning the services offered to international students were described to illustrate some of the areas for improvement to enable a more coherent and consistent service overall. The implementation of the PSOM, which would contribute to making the University more distinctive and enhance its inherent quality, would require financial investment to enable progress towards the delivery of the University Strategy. The investments would be considered by the Board in its discussion of the developing University Financial Plan (minute BG/17/66 refers). In the context of the developing People Plan, strengthening the impact and coherence of professional

support services would be underpinned by the design of new career paths, increased opportunities for job rotation, enhanced professional development and capability building.

- 64.3 The Board discussed the University's approach to the PSOM and comments were made about:
- i) the contribution made by staff to the PSOM since May 2017. Staff from across a range of roles, including an academic advisory group and faculty leadership teams, had been consulted;
 - ii) the assumptions in the UFP about the level of efficiency to be delivered by the PSOM and how the University would engage and communicate with staff;
 - iii) the need to ensure that key processes increased customer value. Processes to gather data to measure and evidence the benefits realised as a consequence of the investment in and implementation of the PSOM, should be proportionate;
 - iv) the lessons learned from the Changing to Improve programme which was part of the implementation of the Corporate Plan in 2010/11 would inform the approach to the implementation of the PSOM.

- 64.4 Following further work the Building a Great University pillar board would be asked to approve the PSOM implementation plan and business case in September 2017. The next phase for the PSOM would then involve the detailed redesign of priority service areas. Governors commented that the next PSOM report should provide a deeper understanding of the service users, including students and staff, what the Strategy demanded and the tools the University would use to measure and implement the PSOM. The Board would receive a further report in autumn 2017.

Action: Chief Operating Officer, PSOM Project Director and University Leadership Team

BG/4/17/7.2 BG/17/65 **Equality objectives and implementation plan**

- 65.1 The report summarised the work to develop the University's equality objectives since the Board's discussion at its April 2017 meeting (minute BG/17/29 refers). The Director of Strategic Planning outlined the three primary areas of focus which were race diversity and equality, gender equality and a working and learning environment for all staff and students which was inclusive, accessible and open.

- 65.2 The Board discussed the equality objectives and comments were made about:
- i) the targets, which were considered to be stretching but achievable;
 - ii) how the University could promote equality, diversity and inclusion across its supply chain;
 - iii) the need for the Nominations Committee to set stretching targets to improve the diversity of Board membership (action 12 in paper BG/4/17/9.2 and minute BG/17/56.2 refer);
Action: Chair of the Nominations Committee and Clerk to the Board
 - iv) exemplar approaches to equality and diversity in other organisations, including universities, should continue to be explored and best practice should be adopted;

- v) the experience and expertise of Sheffield Hallam University staff in relation to equality and diversity matters, including their research. This expertise should be utilised fully to enable progress towards achievement of the objectives;
- vi) the concept of #WeareHallam, its value to the University in its achievement of the objectives and the need for a programme of communication to engage students and staff;
- vii) the programme of equality and diversity training for staff which would include training for the Board and the University Leadership Team. The Equality Challenge Unit handbook for governors of English higher education institutions which was issued with the report was commended to Board members;
- viii) the University's commitment to equality and diversity including the responsibilities of managers in delivering change and the measurement of progress.

65.3 The Board resolved to approve the refreshed equality objectives for publication and dissemination across the University.

65.4 The next steps were:

- i) a full work plan to address the equality objectives would be received by the Board in autumn 2017.
- ii) a communication to staff in autumn 2017 about the implementation of the equality objectives;
- iii) the Equality and Diversity Committee (EDC) would monitor progress towards the delivery of the objectives;

Action: PVC Academic Staffing and Equalities

- iv) that the Board would have oversight of the work of the EDC via regular reports from it which were a standing item on the agendas of the Audit and Risk Committee.

Action: Clerk to the Board, Chair of the Audit and Risk Committee and Chair of the Equality and Diversity Committee

- v) in addition to (iv), an annual report on equality and diversity would be made to the Board.

Action: PVC Academic Staffing and Equalities

BG/4/17/7.3
Confidential

BG/17/66

University Financial plan

66.1 The University Financial Plan (UFP) was one of a suite of plans which supported the implementation and delivery of the University Strategy which had been approved by the Board of Governors at its meeting in February 2017.

66.2 The Board received the progress report on the developing UFP including the scenarios (appendix 1) being explored in the long term financial model, the assumptions (appendix 3) underlying the scenarios and a summary (appendix 2) of potential financial benefits of revenue investments. The scenarios were based on the budget and financial forecasts for the next three years extrapolated through a combination of assumptions. The scenarios were presented from year 1 (actual

2015/16) to year 10 (2026/27) and included a do nothing option. Scenario 4 was the basis for the proposed 2017/18 budget and financial forecasts (minute BG/17/67 refers). Scenario 6 was aspirational and reflected progress towards becoming a UK top 50 University.

- 66.3 The Board discussed the developing scenarios in the context of a turbulent economic environment. The discussion covered the:
- i) proposed revenue investments (appendix 2) in 2017/18 and 2018/19 which would result in a short term accounting deficit in these years. Due to its financial performance over the past few years the University had sufficient cash balances and income and expenditure reserves to fund the deficits in the short term. The forecast accounting deficits would not cause a breach of bank covenants under either the existing covenants or the proposed update (minute BG/17/79 refers);
 - ii) the internal governance arrangements including the development of a business case with an exit strategy for each of the revenue investments, one of which was the PSOM (minute BG/17/64 refers);
 - iii) benefits of the proposed revenue investments, some of which would result in direct savings and others would avoid income decline;
 - iv) the PSOM and the need for the University to engage and communicate with staff about the changes that would be required;
 - v) delivery of the UFP beyond year two. This was dependent on the benefits of the revenue investments being realised to provide a sustainable financial foundation for whichever scenario, including an estate capital plan, was implemented;
 - vi) work in progress to explore financing options for borrowing. Decisions about options would be made once the costs, timing and prioritisation of the estate masterplan were confirmed (minute BG/17/51.4 refers);
 - vii) borrowing assumptions underpinning scenario 4 compared against scenario 5;
 - viii) implications for income levels from a decline in the 18 year old demographic and increased competition in student markets;
 - ix) the sensitivity testing of each of the scenarios being explored and the key drivers. The drivers included protecting the University's income, making the University more distinctive and enhancing its inherent quality, the agility of the University in competitive student markets, employability, improving outcomes in the National Student Survey and the University's position in league tables;
 - x) University Leadership Team which was committed to implement the changes to make progress towards the delivery of the University Strategy.

- 66.4 At the conclusion of the discussion the Board confirmed its support for the University's approach to the developing financial plan. Further detailed work was required on the UFP to inform decisions about strategic priorities. The Finance and Employment Committee and the Board would receive further reports in autumn 2017.

Action: Chief Finance and Planning Officer

BG/4/17/7.4
Confidential

BG/17/67

Budget 2017/18 and HEFCE Forecast

- 67.1 The Board received the report which contained the 2017/18 revenue budget and forecasts for 2017/18, 2018/19 and 2019/20 that would be submitted to HEFCE by the July 2017 deadline following approval by the Board of Governors. The Chief Finance and Planning Officer tabled revised appendices 1 and 4 which had minor corrections made to them following the July 2017 meeting of the Finance and Employment Committee. Given the financial planning scenarios being considered by the University (minute BG/17/66 refers) the forecasts were interim and would be reviewed and updated as the University made decisions on its financial plan including the capital plan and financing options.
- 67.2 The Board resolved to:
- i) approve the Revenue Budget for 2017/18 (revised appendix 1) and to note the financial projections for 2018/19 and 2019/20 arising and budget commentary (appendix 3);
 - ii) approve the capital equipment budget for 2017/18 (appendix 2) and noted that individual projects were subject to separate authorisation, as set out in the Financial Regulations;
 - iii) note the indicative estates plan, including long term estates maintenance and faculty and directorate emerging issues (appendix 2), noting that work to ascertain the capital programme was ongoing and an updated capital plan would be brought to a future meeting; and
 - iv) approve the submission of the HEFCE forecast (revised appendix 4) and HEFCE forecast commentary (appendix 5).

BG/4/17/7.5
Confidential

BG/17/68

Students' Union Grant 2017/18

- 68.1 The Chief Finance and Planning Officer introduced the report which proposed the basis of the Students' Union grant for 2017/18 and future years recommended by the Finance and Employment Committee following its discussions in June and July 2017 (minutes FEC/17/27 and 36 refer). In order to give the Students' Union time to implement its strategy to 2020, the Finance and Employment Committee recommended the basis of the 2017/18 grant and future years to the Board of Governors.
- 68.2 The Board discussed the Students' Union's commercial activities and performance in the context of a turbulent economic environment. Comments were made about the:
- i) limitations of the Hallam Union building and the discussions which were ongoing in the context of the University's estate masterplan;
 - ii) opportunities to generate income and develop commercial activities;
 - iii) new questions in the 2017 National Student Survey;
 - iv) mutually supportive relationship between the University and the Students' Union including examples of collaborative work.
- 68.3 The Board resolved to approve:
- i) that the grant for 2017/18 be maintained at £2,458,407;
 - ii) that the grant for 2018/19 be maintained at £2,458,407;
 - iii) in principle, the model for the grant from 2019/20 (see vi);
 - iv) that the NSS targets are agreed following publication of the results in

2017. By 2019/20, the target would be to be at least equivalent to the sector average; and

- v) the basis of grant to be reviewed if any of the underlying assumptions, principles and policies change materially, as outlined in paragraph 32iv of the report;
- vi) basis of the grant in 2019/20 to be reviewed by the Finance and Employment Committee prior to recommendations being made to the Board of Governors.

BG/4/17/7.6 BG/17/69 **University annual quality review and action plan**

69.1 The Board received the report which contained two evidence-based annual quality review action plans. The 2016 plan showed progress on the completion of actions. The 2017 draft plan was based on academic provision and quality and standards activity between May 2016 and April 2017. The Head of Academic Quality and Standards explained the work to design course based assessment. The rationale for making changes to improve assessment overall and the benefits for the student experience were summarised. The revenue investment for the implementation of the PSOM (minute BG/17/64 refers) would contribute to improvements in assessment. Governors commented:

- i) that in their roundtable discussions with students in May 2017 comments had been made that students' attendance should be monitored. It was suggested that high levels of attendance equated with course/teacher quality. It was reported that some of the actions in the draft 2017 action plan were interrelated with attendance including work to address retention and the BME attainment gap;
- ii) on the ambitious scale of the assessment changes, the time to make the transition and the need to ensure a coherent student experience.

69.2 The new annual requirements for the Board of Governors to give its assurance to HEFCE on the University's approach to continuous improvement of the student academic experience, and the reliability of degree standards were implemented in 2016/17. From 2017/18 the work of the Academic Assurance Committee of the Board of Governors would enable the Board to fulfill these requirements and provide genuinely independent challenge to the University. Governors commented that from the report to the Board in November 2017 they would want to deepen their understanding of:

- i) engagement in the University with arrangements for academic quality and standards and to have a sense of the academic quality that the University aspired to;
- ii) the academic governance arrangements for quality and standards which included the four strategic pillar boards.

Action: PVC for Student Experience and Head of Academic Quality and Standards.

69.3 At the conclusion of the discussion the Board noted the assurance provided by the University's approach to academic quality and standards.

BG/4/17/7.7 Confidential	BG/17/70	University Performance Report: data to end April 2017 (period 9)
	70.1	<p>The Board <u>received</u> the report on the overall position of the University which was mainly unchanged since the January 2017 report. The period 9 report was the last report against the 2015 University Strategy and key performance indicators (KPI). At the governors strategy event in October 2017 the Board would receive a report on KPIs which would allow progress in the delivery of the University Strategy, approved by the Board in February 2017, to be assessed.</p> <p>Action: Vice-Chancellor and Director of Strategic Planning</p>
BG/4/17/8.1i BG/4/17/8.1ii	BG/17/71	Vice-Chancellor's report
	71.1	<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 the:</p> <ul style="list-style-type: none"> i) year two outcomes of the Teaching Excellence Framework in which the University received a Silver award; ii) Longitudinal Employment Outcomes and related to them a report by the Social Mobility Commission (paragraph 27) on progress made on widening access and social mobility. It was suggested that this should be a topic for discussion by the Board over dinner. A guest speaker would be invited. <p>Action: Chair of the Board and Clerk to the Board</p>
	71.2	<p>The Board <u>noted</u> the news from the faculties about some of their key developments and achievements over the past six months. Governors commented that:</p> <ul style="list-style-type: none"> i) it was a useful digest; ii) future faculty news reports should be shorter and include directorates' news too; <p>Action: University Leadership Team and Director of Strategic Planning</p> <ul style="list-style-type: none"> iii) news about activities that the University should be known for should be recorded succinctly in a 'key messages' briefing which Board members could use as ambassadors for the University. <p>Action: University Secretary and Clerk to the Board</p>
	BG/17/72	Chairs' Reports
	72.1	<p>The Chair of the Board invited the Chairs of the committees of the Board to report on the business covered at their meetings. The Board received the reports in 72.2 to 72.5.</p>
	72.2	<p>The fire in June 2017 at the Grenfell Tower in West London was believed to have been accelerated by the building's exterior cladding. The University had since tested and assessed the fire retardant standards of cladding used in its estate projects including work with its insurers and HEFCE and this was reported to the July 2017 meeting of the Finance and Employment Committee (minute FEC/17/38.1 refers). The Board</p>

received the report that the:

- i) University's estate was not at risk;
- ii) University did not own residential student accommodation and the residential buildings which had cladding were not at risk;
- iii) Finance and Employment Committee (FEC) would receive a further report at its meeting in September 2017.

Action: Director of Estates and Facilities

72.3 **Chef Hallam Central: Ceiling Collapse**

The Director of Estates and Facilities reported that in the early hours of 10 July 2017 the suspended ceiling in Chef Hallam Central on level 6 of the Owen building had collapsed. The dining areas on floor 6, including Hallam View, were closed pending an investigation. The Health, Safety and Wellbeing Committee would receive a report at its meeting in July 2017. Further reports would be made to the FEC and the Board in the autumn 2017 estate developments reports.

Action: Director of Estates and Facilities

72.4 **Olympic Legacy Park: Next Steps**

The Chair of the FEC summarised the University's proposed next steps in connection with the Olympic Legacy Park with reference to the tabled minutes of the July 2017 FEC meeting. A minute confidential to the Board was recorded. The Board resolved to approve the next steps recommended by FEC in confidential minute FEC/17/37. A further report for consideration would be made to the FEC at its meeting in September 2017 and a report would be made to the Board in October 2017.

Action: Chief Finance and Planning Officer

72.5 The Chair of the Audit and Risk Committee reported on the business of the meeting held on 29 June 2017. The Committee had:

- i) received the first standing report on equality and diversity (minute BG/17/31.2v refers);
- ii) received an update on the governor's workshop to discuss the legal and regulatory issues for charity trustees and fund-raising (minute BG/17/62 refers);
- iii) agreed that progress reports on the implementation of the General Data Protection Regulation would be a standing item on the Committee's agendas (minute BG/17/62 refers);
- iv) held a workshop to discuss the proposed reviews in the internal audit programme. The reviews had been mapped against the ten immediate priorities in the University Strategy implementation plan to ensure that the programme addressed areas which would inform the achievement of the priorities;
- v) discussed course risk with the Pro Vice-Chancellor for Student Experience and the Director of Admissions and UK Recruitment;
- vi) received KPMG's audit of risk management. Following the internal governance changes the management of corporate risk would be a standing item on every agenda of the four strategic pillar boards. The University Leadership Team would identify risks and ensure that they were allocated to the relevant pillar boards;

vii) received Grant Thornton's plan for conducting the audit of the financial statements for the year ended 31 July 2017.

BG/4/17/8.3 BG/17/73 **President of the Students' Union Report**

73.1 The Board received the President's report which included:
i) an overview of 2016/17 and the progress that the Sheffield Hallam Students' Union (SHSU) was making with specific reference to the impact its work was having, the future including its priority projects in the context of its strategy to 2020 and the grant from the University (minute BG/17/68 refers) which would be linked to its performance;
ii) a report on how the engagement of students with societies in the SHSU compared with engagement in other students' unions.

73.2 The President reported that the:
i) Best Bar None awards won by SHSU in the National Union of Students' national award scheme were in the categories of most improved, Bronze to Gold and Gold accreditation;
ii) 2016/17 Student Voice report would be made to the Board in autumn 2017.

Action: President of the Students' Union and PVC for Student Experience

BG/4/17/8.4 BG/17/74 **Student Disciplinary Regulations**

74.1 The Board resolved to approve the revised regulations subject to paragraph 15 being amended to ensure that students were not discouraged from raising concerns anonymously where there were good reasons to do so.

BG/4/17/8.5 BG/17/75 **Financial Regulations**

75.1 The Board resolved to approve the updated financial regulations.

75.2 A report on matters reserved for the Board would be received by the Audit and Risk Committee at its meeting in September 2017.

Action: Clerk to the Board of Governors

BG/4/17/8.6 BG/17/76 **Risk Appetite**

76.1 The item was deferred. The Board would discuss the University's risk appetite in October 2017.

Action: Chief Finance and Planning Officer

76.2 The Chair of the Audit and Risk Committee reported that subsequent to the Committee's June 2017 meeting it had been decided that the University's risk appetite would be reviewed annually by the Committee and not every six months as discussed at the meeting (minute A/17/24.3 refers).

BG/4/17/8.7 Confidential	BG/17/77	Subsidiary Companies
	77.1	The Board <u>resolved to ratify</u> the Chair's action taken to safeguard the University's assets.
BG/4/17/8.8	BG/17/78	Oversight of activities - compendium report
	78.1	The Board <u>received</u> and <u>accepted</u> the progress report on the work of the University's sexual harassment, sexual violence and hate crime working group.
BG/4/17/8.9 Confidential	BG/17/79	Banking Arrangements
	79.1	<p>The University's agreement with Barclays Bank required the approval of the Board of Governors for the variations relating to the financial covenants arising from the transition in 2016 from the UK Generally Accepted Accounting Principles to the new Statement of Recommended Practice including Financial Reporting Standard 102. The Board <u>resolved to</u>:</p> <ul style="list-style-type: none"> i) <u>approve</u> the proposed amendments in the Bank's letter to the University (appendix 1); ii) <u>approve</u> the proposed Board resolution for inclusion in the confidential minutes of the meeting (appendix 2); iii) <u>authorise</u> Lord Kerslake (Chair of the Board of Governors) and Professor Chris Husbands (Vice-Chancellor) to sign the Letter of Variation on behalf of the University, indicating acceptance of terms and conditions.
BG/4/17/9.1 Confidential Tabled	BG/17/80	Appointments to the Board of Governors and its committees
	80.1	<p>The Board <u>received</u> the report that each of the following members would reach the end of their maximum period of office on the Board on 31 July 2017 and would retire:</p> <ul style="list-style-type: none"> i) Judy Simons, co-opted independent member with experience in the provision of education; ii) Dr Steve C Jones, academic staff member, Senior Lecturer, Sheffield Institute of Education, Faculty of Development and Society.
	80.2	<p>End of periods of office at 31 July 2017</p> <p>The Board <u>noted</u> that with Judy Simons' retirement from the governing body her periods of office for the following would also end on 31 July 2017:</p> <ul style="list-style-type: none"> i) the Audit and Risk Committee; ii) the Nominations Committee; iii) the Deputy Chair of the Board which included ex officio membership of the Remuneration Committee. The Board would elect a Deputy Chair at its meeting in October 2017; iv) the Chair of the Board's nominee on the Honorary Awards Committee; v) the Pro Chancellor.

80.3 **Appointment of a co-opted independent member with experience in the provision of education**

The Board resolved to approve the appointment of Professor Jeff Bale to the Board as an independent co-opted member for four years from 1 August 2017 until 31 July 2021, subject to a mutual review of Jeff's role and contribution as a governor, with the Chair, after the first two years.

80.4 **Nominations Committee: work in progress**

The Board received the report that following its meeting in June 2017 the Nominations Committee's work to recruit and select potential candidates to fill vacancies for external members on the Board continued. The Chair of the Committee reported that the brief for the expertise sought in potential Board members included arts and culture.

80.5 **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 would be made to the October and November 2017 meetings of the Board.

80.6 **One member of the University's academic staff elected to the Board by and from a University-wide academic staff constituency**

The Board resolved to approve the appointment of Kevin Taylor, Engineering Lecturer and Course Leader in the Faculty of Arts, Computing, Engineering and Sciences to the Board for four years from 1 August 2017 until 31 July 2021 subject to a mutual review of Kevin's role and contribution as a governor, with the Chair, after the first two years.

80.7 The University Secretary and Clerk to the Board reported that the election for one member of academic staff was conducted fairly and properly. On-line ballot services had been used for the first time in order to facilitate greater engagement with the electorate, improve the voting process and reduce the administrative burden of a paper system. The 19.7% turnout was a significant improvement on previous elections. Further process improvements included a planned programme of communications to the electorate about forthcoming Board and committee vacancies which would include input from the serving elected staff members. Promotion of the forthcoming calls for nominations and elections would also contribute to raising the profile of the Board in the University (the Board effectiveness action plan in BG/4/17/9.2 refers).

80.8 **Finance and Employment Committee** The Board resolved to approve the:

- i) re-appointment of Neil MacDonald as Chair of the Committee for a further two years from 1 August 2017 until 31 July 2019;
- ii) re-appointment of David Bradley to the Committee for a further two years from 1 August 2017 until 31 July 2019;
- iii) re-appointment of Meg Munn to the Committee for a further two years from 1 August 2017 until 31 July 2019;
- iv) appointment of Julietta Patnick to the Committee for two years from 1 August 2017 until 31 July 2019.

- 80.9 **Updates to the number of members of the Finance and Employment Committee:** The Board received the report that the Clerk to the Board (minute BG/14/67 refers) had updated the membership numbers of the Finance and Employment and from 1 August 2017 its:
- membership would change from six to seven members;
 - quorum would remain at three.
- 80.10 **Audit and Risk Committee** The Board resolved to approve the:
- i) re-appointment of Chris Kinsella as Chair of the Committee for further two years from 1 August 2017 until 31 July 2019;
 - ii) appointment of Penny Thompson to the Committee for two years from 1 August 2017 until 31 July 2019.
- 80.11 **Nominations Committee:** The Board resolved to approve the:
- i) re-appointment of Neil MacDonald to the Committee for a further two years from 1 August 2017 until 31 July 2019;
 - ii) re-appointment of Meg Munn to the Committee for a further two years from 1 August 2017 until 31 July 2019;
 - iii) appointment of Penny Thompson to the Committee for two years from 1 August 2017 until 31 July 2019.
- 80.12 **Nominations Committee: Student Governor Member:** The Board:
- i) received the report that Emily Wilkes, President of the Students' Union, reached the end of her period office on the Nominations Committee in June 2017;
 - ii) resolved to approve the appointment of Luke Renwick, President of the Students' Union, to the Nominations Committee from July 2017 until June 2018.
- 80.13 **Nominations Committee: Vacancy for a member of Academic Staff:**
The constitution of the Nominations Committee included one of the two academic staff who had been co-opted to the Board (minute BG/17/80.6 refers). The Board received the report that Peter Jones reached the end of his two year period of office on the Committee on 31 July 2017. A recommendation for the appointment of one of the two members of academic staff to the Committee for two years from 1 August 2017 would be made to the October 2017 meeting of the Board.
- Action:** Clerk to the Board
- 80.14 **Remuneration Committee** The Board resolved to approve the re-appointment of Chris Kinsella to the Committee for two years from 1 August 2017 until 31 July 2019.
- 80.15 **Academic Assurance Committee:** The Board resolved to approve the appointment of Jeff Bale to the Committee from 1 August 2017.
- 80.16 **Honorary Awards Committee - nominees of the Chair of the Board of Governors:** The Board received the report that:
- i) Julie Morrissy would continue as a member of the Honorary Awards Committee for a further three years from 1 August 2017 until 31 July 2020;
 - ii) Paul Wiles would be a member of the Honorary Awards Committee for three years from 1 August 2017 until 31 July 2020.

	80.17	Universities of Sheffield Military Education Committee: The Board: i) <u>resolved to approve</u> the re-appointment of Neil MacDonald as the governing body representative on the Committee for a further three years from 1 August 2017 until 31 July 2020; ii) <u>received</u> the report that Davey Silver, Students' Union Education Officer and member of the Board would be a member of the Committee from 1 July 2017 until 30 June 2018.
	80.18	The University's Equality and Diversity Committee: The Board <u>resolved to approve</u> the appointment of Meg Munn to the Committee for two years from 1 August 2017 until 31 July 2019.
BG/4/17/9.2	BG/17/81	Board Effectiveness
	81.1	The Board <u>received</u> the report from the Board effectiveness working group (BEWG) that the implementation of the action plan following the 2016 Board effectiveness review was broadly complete.
	81.2	The BEWG would continue to meet in 2017/18 to progress the reform of the Instrument and Articles of Government. The Board would receive a progress report at its meeting in November 2017. Action: Chair of the Board and Clerk to the Board
BG/4/17/9.3	BG/17/82	Remuneration Committee: report of May 2017 meeting
	82.1	The Board <u>noted</u> the decisions taken by the Remuneration Committee at its meeting in May 2017. It was reported that following further work the Committee would determine the measures of performance and contribution to inform future pay awards for the senior roles covered by the Committee's terms of reference.
	82.2	Remuneration Committee: report of July 2017 meeting The Board would receive a report on the July 2017 meeting of the Remuneration Committee at its meeting in October 2017. Action: Chair of the Committee and Clerk to the Board
BG/4/17/9.4i BG/4/17/9.4ii BG/4/17/9.4iii	BG/17/83	Minutes of the committees of the Board
	83.1	The Board <u>received</u> the: i) unconfirmed minutes of the Audit and Risk Committee meeting held on 29 June 2017 which were tabled; ii) confirmed minutes of the Finance and Employment Committee meeting held on 8 June 2017; iii) unconfirmed minutes of the Finance and Employment Committee meeting held on 4 July 2017 which were tabled.
BG/4/17/9.5	BG/17/84	Academic Board (AB)
	84.1	The Board <u>received</u> the unconfirmed minutes of the AB meeting held on 9 June 2017.

84.2 **Academic Governance arrangements from 1 August 2017**

Further to the Board effectiveness action plan in paper BG/4/17/9.2, the Board was invited to discuss any of the matters recorded in the AB minutes and, from 2017/18 the minutes of the Academic Assurance Committee (AAC). The Board would receive reports from the Chair of the AAC.

Action: Chair AAC and Clerk to the Board

BG/4/17/10 BG/17/85 **Schedule of Meetings and Outline Forward Planning Programme**

85.1 The Board received the forward planning programme which was updated with strategic topics for discussion following the Board Officers meeting in June 2017.

85.2 **Board and committee meetings to be scheduled from January 2018**

Further to the Board effectiveness action plan in paper BG/4/17/9.2 feedback from governors would inform the format and scheduling of Board and committee meetings.

Action: Chair of the Board and Clerk to the Board

BG/17/86 **Retirement from the Board: governor with experience in the provision of higher education**

86.1 Judy Simons would reach the end of her maximum period of office on 31 July 2017 and must retire as a member of the Board. On behalf of the Board the Chair thanked Judy for her contribution to the work of the Board and its committees since 1 August 2009.

86.2 **Retirement from the Board: academic member of staff**

Steve Jones would reach the end of his maximum period of office on 31 July 2017 and must retire as a member of the Board. On behalf of the Board the Chair thanked Steve for his contribution to the work of the Board and its committees since 1 August 2009.

BG/17/87 **Director of Human Resources leaving the University**

87.1 On behalf of the Board the Chair thanked Phill Dixon, Director of Human Resources for his service to the University and the Board and its committees.