

SHEFFIELD HALLAM UNIVERSITY

BG/1/17/M

BOARD OF GOVERNORS

Minutes of the meeting held on Tuesday 7 February 2017

Present:

Lord Kerslake (Chair)	Dr J Morrissy
Mr D Bradley	Ms M Munn
Mr D Bye	Mr P Neild
Prof C Husbands	Prof J Simons
Dr P Jones	Dr S Timothy
Dr S Jones	Prof P Wiles
Mr C Kenny	Ms L Mason (Interim Clerk to the Board)
Prof C Kinsella	
Mr N MacDonald	

In attendance: Prof K Bryan, PVC Health and Wellbeing
 Mr R Calvert, Chief Operating Officer
 Mr P Dixon, Director of Human Resources
 Prof R Eccleston, PVC Arts, Computing, Engineering and Sciences
 Prof P Harrison, PVC Research and Innovation
 Ms D Harry, Chief Finance and Planning Officer
 Prof C Hughes, PVC for Student Experience
 Mr J Johnston, Head of Development + Alumni Relations (item 7.2)
 Prof J Leach, PVC Development and Society
 Ms N Rawlins, Director of Admissions + UK Student Recruitment (item 8.4)
 Mr M Swales, Director of Estates and Facilities
 Ms T Goodwill, Governance Services (Minute Secretary)

Apologies for absence from Prof J Patnick and Ms E Wilkes

Paper reference	Minute reference	
	BG/17/1	Declaration of Interests
	1.1	There were no declarations of interest.
	BG/17/2	The Office of Pro Chancellor
	2.1	The key responsibilities of a Pro Chancellor included being an ambassador for the University, promoting its activities in the wider community and building relationships on behalf of the University, and representing the University at events as necessary (BG/6/16/3.2 refers). The Board <u>resolved to appoint</u> each of the following to be a Pro Chancellor:
		i) Neil MacDonald from 7 February 2017 until 31 July 2021;
		ii) Judy Simons from 7 February 2017 until 31 July 2017.

BG/6/16/M	BG/17/3	Minutes of the meeting held on 29 November 2016
	3.1	The minutes were <u>approved</u> as a correct record.
BG/6/16/action	BG/17/4	Matters Arising/Action Tracker
	4.1	The Board <u>noted</u> the action tracker.
	BG/17/5	Matters Arising: Minute 15/6 Programme of development opportunities for governors
	5.1	Governors suggested that a visit to the University's learning centres be included in the programme of development opportunities for governors.
		Action: Interim Clerk to the Board and Director of Library and Student Support
	BG/17/6	Matters Arising: Minute 16/133 Link Governor - The University and Sheffield Hallam Students' Union
	6.1	The Link Governor would work closely with the Students' Union generally and the sabbatical officers in particular. The Board <u>resolved to appoint</u> Bob Kerlake to be the Link Governor from 7 February 2017 until 31 July 2018.
	BG/17/7	Matters Arising: Minute 16/140.5 University Annual Quality Review and Action Plan: Assurance Statement
	7.1	The following two actions had been omitted from the action tracker but they would be brought forward for the Board to: <ul style="list-style-type: none"> i) receive a report on the new governance arrangements for quality assurance at its meeting in April 2017; ii) be further engaged in and have oversight of the assurance process in the year to 31 July 2017.
		Action: PVC for Student Experience and the Chief Operating Officer
	BG/17/8	Matters Arising: Minute 16/147.2 Advanced Wellbeing Research Centre (AWRC)
	8.1	The funding for the AWRC had been approved by the Secretary of State for Health and the University would receive the funding agreement shortly.
	BG/17/9	Other Urgent Business
	9.1	There was no other urgent business.
BG/1/17/7.1 Confidential	BG/17/10	University Strategy
	10.1	The Board <u>received</u> a presentation from the Vice-Chancellor called Transforming Lives - the University Strategy refreshed. Government policy was making the higher education market more dynamic, competitive and challenging for providers. The work to refresh the

Strategy had reflected on the University's present position including its performance across a range of metrics and, as there was no trajectory for overall sustained improvement, there was a need for the University to make ambitious strategic choices when looking ahead to where it wanted to be and what it wanted to be. The University's history, values and place gave it distinctiveness and the Strategy set a vision for the University to be the world's leading applied university. The cultural challenge in realising the vision was quality, to be consistently excellent by embedding the current good practice in some parts of the University across all parts of the University. The implementation plan set out what the University aimed to achieve over the next three years. In the immediate term the University Leadership Team was committed to deliver a priority programme of ten actions across the University over the next 6-12 months. The four pillars of the Strategy through which the University would transform lives were shaping students' futures, creating knowledge that provided practical solutions to real world challenges, strengthening local leadership and global engagement and, building a great university.

- 10.2 Governors commented that the ambition in the Strategy was challenging but exciting. The summary headlines of the University's approach to improvement and the issue to the Board of the implementation plan for review with the Strategy were welcomed. The two documents represented and reflected what had been discussed by the Board at the governors' strategy event in October 2016.
- 10.3 The Board discussed the challenges facing the University in the implementation and delivery of the Strategy including:
- i) the purpose of and rationale for the Hallam Guild which would have academic and professional services staff members and create a culture and community of excellence;
 - ii) the approach to research excellence including the role of leadership which would have to be proactive and empowered to take action. Owing to the uncertainty in the local, national and global operating environment and the experience of driving forward current research projects, the University's ability to respond at pace to the dynamic changing environment would be key;
 - iii) the University's approach to selective and carefully targeted investments including research investments. It was reported that work was ongoing to identify potential areas of growth in the activities of the University;
 - iv) the University's approach to being a beacon for the Sheffield City region and how the relationship would work including the alignment of the University's and region's priorities. Governors commented on the University's ambition for excellence which would contribute to improvements in the educational health of the region including work in schools to engage pupils at an early age and encourage them to enter higher education;
 - v) the new governance model which would consolidate much of the University's current committee structure into four boards, each aligned to one of the four pillars of the Strategy. The model was designed to deliver the strategic implementation projects, streamline decision making, support strong leadership and remove unnecessary bureaucracy and delay in decision making;

- vi) the assignment of responsibility for the delivery of the Strategy to individuals by each of the four new boards. The empowerment of individuals to authorise action would require individuals to have clarity about individual responsibility;
- vii) the approach to communications with staff about the business of the pillar boards. This would be crucial as staff who were not members of the boards were also key to the implementation of change to deliver the Strategy. Communications with staff would be supported with improvements to the front page of the staff intranet and members of the four boards would engage and network with staff in the University;
- viii) the development of a new Hallam Deal with staff including the constraints on the University to redefine the Deal, the University's investment in staff and what it should expect in return and equality and diversity. Governors highlighted the description of the work already in progress and commented that building a great university involved academic and professional services staff;
- ix) the Strategy's vision to be the world's leading applied university. Further to the discussion at the November 2016 Board meeting some governors again expressed their reservations about stating the vision in these terms;
- x) the area of the higher education sector in which the University might want to position itself;
- xi) the extent of the cultural change required to ensure the delivery of the Strategy in particular the need for excellent teaching performance in some parts of the University to be consistently excellent teaching performance across all of the University's portfolio;
- xii) the next steps and timing of consideration of the underpinning estates plan including the digital estate plan by the Finance and Employment Committee. The work ongoing to develop the estate plan was outlined;
- xiii) the development of a financial plan to enable the University Strategy. Governors advised that the University should maintain a focus on the financial challenges facing the University to ensure a financially sustainable future to underpin the achievement of the strategic implementation projects.

10.4

At the conclusion of the discussion it was reported that the main areas of work which the University would now take forward were:

- i) a clear set of measures and key performance indicators (KPI) which would be developed to provide a clear picture of success and allow progress in the delivery of the University Strategy to be measured. The Board would receive a report on the KPIs at its meeting in April 2017;
Action: Vice-Chancellor and Director of Strategic Planning
- ii) the development of the detailed actions under each priority area which would be taken forward under the new governance structure and through the annual planning process. It was suggested that the Board receive a further report which articulated how the University was positioned for the changes which would flow from the priority programme of ten actions.
Action: Vice-Chancellor

10.5

The Board resolved to approve the University Strategy.

BG/1/17/7.2

BG/17/11

Development and Alumni Relations Plan

- 11.1 Since a report to the Board in May 2016 on the Fundraising Strategy the University had established an infrastructure to support renewed engagement with alumni and the launch of fundraising activities including the Hallam fund campaign (appendix 1). The Board received the report which, in line with the University Strategy and emerging opportunities to enhance student experience and graduate outcomes, included a new five year Development and Alumni Relations Plan (appendix 2). The Plan had been signed off by the University Leadership Team in November 2016 and arrangements were in place to approach potential donors including alumni in the 2017 Hallam fund campaign. The report explained the University's approach to fundraising, highlighted the governance arrangements including the Board's obligations and guidance from the Information Commissioner's Office and the Institute of Fundraising.
- 11.2 Governors commented:
- i) that fundraising was taking place across a broad range of people and although the number of donors was relatively small the ambitions in the Plan felt right;
 - ii) on the aims of the Plan to grow income including the targets for incremental growth which would incur costs to deliver. The University's approach to setting the targets and timescales including benchmarking outcomes were outlined;
 - iii) on the need for donations to be managed in accordance with the governance arrangements and for the Board to be confident in the arrangements;
 - iv) that given the changes to government funding for higher education, donor income and opportunities to generate income from other areas of University business would be crucial to the delivery of the University Strategy;
 - v) on University events which were a crucial part of the approach to fundraising as they provided opportunities to meet, engage and build affinity with alumni, locally and nationally.
- 11.3 The Board resolved to approve the approach outlined in the Plan (appendix 2).
- 11.4 The Board would receive progress reports on fundraising and a workshop would be held in spring 2017 on the forthcoming legislative changes and governors' obligations as trustees.
- Action:** Head of Development and Alumni Relations and interim Clerk to the Board
- 11.5 Members of the Board were invited to visit the call centre in March to observe the operation of the 2017 Hallam fund campaign and meet the University's students who were the Fundraising and Engagement Ambassadors.
- Action:** Head of Development and Alumni Relations, Director of Communications and interim Clerk to the Board.

- BG/1/17/8.6 BG/17/12 **SHU Trust: Annual Report**
- 12.1 In accordance with the Articles of Association of SHU Trust, the University, as the sole member of the Trust, annually received a written report on the Trust's activities (appendix 2), and the accounts for the previous financial year (appendix 1). In response to comments from governors about the Trust's responsibility for accounting for the donation according to the donor's wishes the approach to the disbursement of the donation was outlined. The Board received and accepted the annual report.
- BG/17/13 **Vice-Chancellor's report**
- 13.1 The Board received the following reports:
- i) a copy of the University's formal submission to the Teaching Excellence Framework (TEF) in January 2017 had been posted on the governors' extranet for the Board's information. An assessment of all universities' submissions would be carried out by the TEF panel between February and April 2017;
 - ii) the report stage and third reading of the Higher Education and Research Bill in the House of Lords were planned for March 2017.
- BG/17/14 **Chairs' Reports**
- 14.1 The Chair of the Audit and Risk Committee reported that at its meeting on 14 February 2017 the Committee would:
- i) review the performance of the external auditor in the first year of the contact;
 - ii) receive a briefing from the internal and external auditors on audit matters and sector issues;
 - iii) discuss the internal audit programme which would need to be aligned with the University Strategy.
- The Board received the report.
- BG/1/17/8.3 BG/17/15 **President of the Students' Union Report**
- 15.1 The Board received the report which summarised:
- i) the progress that the Sheffield Hallam Students' Union (SHSU) was making in relation to its student opportunities and engagement;
 - ii) the purpose of the Universities UK taskforce which would examine violence against women, harassment and hate crime in response to a government priority to eradicate violence and harassment against women across all parts of society. The University's working group included representatives from the SHSU and the group would develop an institutional level action plan. In response to comments from governors about data for the number of incidents currently reported, a further report would be made to the Board in the next President's report.
Action: President of the Students' Union and the Chair of the University's working group
 - iii) how the engagement of students with societies in the SHSU compared with engagement in students' unions at other

institutions. Governors asked what the reasons were for the differences in student engagement in societies. It was suggested that the set of comparator institutions be revised to provide a meaningful comparison of the level of engagement at SHSU with other institutions. A further report would be made to the Board in the next President's report.

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

15.2 Invitations would be sent to the Board for the Sheffield Hallam Students' Union Awards 2017 which would be held on 5 May 2017.

Action: President of the Students' Union and Interim Clerk to the Board

BG/1/17/8.4
Confidential

BG/17/16

Student Recruitment for 2016/17 and 2017/18

16.1 The Director of Admissions and UK Student Recruitment introduced the report and highlighted:

- i) the higher education sector outcomes from the 2016 undergraduate recruitment cycle using UCAS end of cycle data;
- ii) the 2017 full-time undergraduate University recruitment headlines at the January 2017 UCAS application deadline;
- iii) the enrolment picture for 2016/17 for all courses commencing before 30 November;
- iv) international student recruitment in 2016;
- v) international student recruitment headlines to date for 2017.

The Board received the report.

16.2 Governors commented on the University's student recruitment performance and the:

- i) turbulent and changing nature of student recruitment markets including demographic change;
- ii) approach and performance of competitors in student markets;
- iii) impact on students' decisions to enter higher education arising from government changes to student funding and the University's approach to mitigate the impact of policy changes. It was reported that opportunities were taken to access and lobby key policy makers. The approach of the Faculty of Health and Wellbeing to attract, recruit, retain and support nursing and midwifery students in the face of increasing competition and changes to funding support were explained;
- iv) financial impact, in the medium term, of the University's approach to recruitment. It was reported that the review of the University's financial plan was ongoing in the context of the delivery of the University Strategy.

BG/1/17/8.5

BG/17/17

Annual Report on Student Disciplinary Regulations 2015-16

17.1 The Board received and accepted the annual report.

<p>BG/1/17/8.7 Part 2 Confidential</p>	<p>BG/17/18</p>	<p>Oversight of activities - compendium report</p>
	<p>18.1</p>	<p>The Board <u>received</u> and <u>accepted</u> the summary reports on the:</p> <ul style="list-style-type: none"> i) annual environmental sustainability report 2015/16; ii) University's compliance with consumer protection law and the guidance of the Competition and Markets Authority; iii) estate major projects showing overall risk status (appendix 1) and the estate capital plan schedule (appendix 2).
	<p>18.2</p>	<p>Estate Developments: Charles Street data centre</p> <p>Owing to the University's significant concerns about the integrity of the basement of the Charles Street building following water ingress in 2016 a cautious and prudent approach to the relocation of the data centre from Hallamshire Business Park (HBP) to the basement continued. The Chief Operating Officer and Acting Chief Information Officer were considering the next steps in connection with the relocation, the long term data strategy and the risks arising from retaining the data centre at HBP.</p>
<p>BG/1/17/9.1</p>	<p>BG/17/19</p>	<p>Board Effectiveness Review</p>
	<p>19.1</p>	<p>Since the October 2016 Board meeting the Board effectiveness working group (BEWG) had produced an action plan including timescales for further work arising from the 2016 review of Board effectiveness. The Board <u>received</u> the action plan and <u>noted</u> the work completed to date to address the review recommendations. Group members commented that since October 2016 they had seen changes in culture and behaviours which were welcomed.</p>
	<p>19.2</p>	<p>Governors:</p> <ul style="list-style-type: none"> i) requested that a calendar of University events/occasions be issued to the Board immediately (recommendation 14); Action: Interim Clerk to the Board and Director of Communications and Stakeholder Relations ii) requested a report on equality and diversity (recommendation 11). The Board would receive a report at its meeting in April 2017; Action: Director of Strategic Planning and Business Improvement Services iii) welcomed the changes implemented on the February 2017 agenda and in the forward programme of business which would ensure time for the discussion of strategic matters by the Board. The changes included a reduction in the number of papers circulated to the Board and the use of a compendium report containing summary progress reports (recommendations 6, 15, 17 and 18).
	<p>19.3</p>	<p>The Board <u>noted</u> that the Audit Committee was renamed the Audit and Risk Committee from 1 February 2017 (recommendation 16).</p>
	<p>19.4</p>	<p>The Board <u>resolved to approve</u> the:</p> <ul style="list-style-type: none"> i) final report of the BEWG following the 2016 review of Board effectiveness; ii) continuation of the BEWG until November 2017 to take forward the

specific actions relating to the review of the Instrument and Articles of Government and to review progress against the action plan. The Group would provide further reports on progress to the Board in July and November 2017.

Action: Chair of the Board and Clerk to the Board

BG/1/17/9.2 Confidential	BG/17/20	Appointment of a Clerk to the Board
	20.1	The Board <u>resolved to approve</u> the appointment of Martin Conway as University Secretary and Clerk to the Board with effect from 8 May 2017.
BG/1/17/10	BG/17/21	Minutes of the Academic Board
	21.1	The Board <u>received</u> the confirmed minutes of the Academic Board meeting held on 18 October 2016.
BG/1/17/11	BG/17/22	Schedule of Meetings and Outline Forward Planning Programme
	22.1	The Board <u>received</u> the forward planning programme and <u>noted</u> : i) the topics of strategic significance to be discussed by the Board at future meetings; ii) that the next Board meeting would be held from 4.00pm until 7.00pm on Tuesday 4 April 2017.