

SHEFFIELD HALLAM UNIVERSITY

BG/1/18/M

## BOARD OF GOVERNORS

## Minutes of the meeting held on Tuesday 30 January 2018

## Present:

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

## Apologies for absence from Ms P Thompson and Dr S Timothy

## In attendance:

## For item

Ms H Best, Interim Dean, Faculty of Health and Wellbeing	
Mr R Calvert, Chief Operating Officer	
Prof R Eccleston, PVC Research and Global Engagement	
Ms D Harry, Chief Finance and Planning Officer	
Prof C Hughes, PVC for Student Experience	
Dr S Jackson, Director of HR and Organisational Development	
Mr D Ladbury, Director of Estates	6.1 and 6.2
Prof J Leach, PVC Development and Society	
Ms L Mason, Director of Strategic Planning	6.3
Ms A Onyemah, Head of Equality and Diversity	6.3
Ms L Ottery, Assistant Registrar (Assessment, Awards and Regulations)	7.7
Ms N Rawlins, Director of Admissions and UK Recruitment	6.5i and 6.5ii
Ms L Stevenson, Head of Rewards and Benefits	6.4
Mr M Swales, Director of Estates and Facilities	6.4
Ms S Swales, Assistant Director of Human Resources	
Mr S Taylor, Director of Financial Services	6.4
Ms T Goodwill, Governance Services, Minute Secretary	

Paper reference

Minute reference

BG/18/1

**University Leadership Team (ULT)**

1.1

The Vice-Chancellor reported that some changes to the ULT would be introduced from 1 February 2018 to ensure a resilient and clear leadership structure reflecting the University's challenges and priorities to deliver the University Strategy. The changes to the roles of the Chief Operating Officer, Pro Vice-Chancellor for Student Experience, Pro Vice-Chancellor Research, Chief Finance and Planning Officer and Pro Vice-Chancellor Deans were summarised and would be communicated in the University shortly. The redesignation of some of the roles, which did not have any financial consequences, was explained.

1.2

Members of the ULT joined the meeting.

BG/18/2 **Governors' update and development day on 30 January 2018**

2.1 The programme for the governors' update and development day had been well received. The four sessions had covered the nature and impact of unconscious bias in the context of people processes, how the University supports the mental health of students and staff, governors' roles in staff and student appeals and risk including how the University manages it. Governors commented that in future:

- i) individual sessions should have a relatively short presentation allowing a greater proportion of time for discussion;
- ii) there should be a brief introduction to the day which set the sessions within the context of governors' roles and responsibilities.

**Action:** Clerk to the Board

BG/18/3 **Meeting book for the January 2018 Board meeting**

3.1 Governors welcomed the issue of the agenda and papers for the meeting in a bound meeting book which would also be issued for meetings of the Board's committees. Improvements to the process of circulation would be progressed with the University Leadership Team.

**Action:** Clerk to the Board

BG/18/4 **Declaration of Interests**

4.1 There were no declarations of interest.

BG/6/17/M BG/18/5 **Minutes of the meeting held on 28 November 2017**

5.1 The minutes were approved as a correct record.

BG/6/17/action BG/18/6 **Matters Arising/Action Tracker**

6.1 The Board noted the action tracker including the supplement which summarised the progress and timescales of the actions arising from the discussion at the October 2017 strategy event.

BG/18/7 **Other Urgent Business**

7.1 There was no other urgent business.

BG/1/18/6.1  
Confidential

BG/18/8

### **Estate Masterplan**

- 8.1 Following approval by the Board in 2017 the University launched its new University Strategy, Transforming Lives, which set a clear vision to become the world's leading applied university. The Director of Estates and Facilities introduced the report on the proposed estate masterplan which was one of the ten priorities of the University Strategy. The proposed development of the estate over the next 15-20 years would enhance and improve the estate infrastructure and provide high-quality, modern spaces built for collaborative and flexible teaching and learning.
- 8.2 The Director of Estates gave a presentation on the timescales, design, organisation, sequence and phasing of proposed individual but interrelated projects to deliver the masterplan including:
- i) new buildings, the demolition of some existing buildings and the refurbishment of others;
  - ii) changes to the layout of some areas of the estate;
  - iii) public realm works and work with stakeholders in the City;
  - iv) space in buildings and the flexibility of its use to ensure future estate efficiency. Governors commented that some previous changes to buildings' space use had not been successful and that staff should be involved in the creation of teaching, research and working spaces;
  - v) the arrangements for the temporary location of staff and resources for students during the phases of the masterplan.
- 8.3 The Board discussed the proposed long term vision for the estate and comments were made about:
- i) the commercial opportunities arising from proposed changes to the layout of the estate around the gateway to the City from the train station;
  - ii) the implementation of a communications plan which would be critical to ensure that the University's rationale for changes to its estate and its layout including the orientation and position of new buildings and the demolition of existing buildings was understood by stakeholders, including external stakeholders, staff and students, in the context of making the estate fit for purpose;
  - iii) communications with students and how the University would manage and minimise the disruption to the student experience as demolition and building projects were implemented. With reference to the award of the annual grant by the University to the Students' Union (minute BG/18/18 refers) the potential effect of the projects on the delivery of the student experience which would feed into future National Student Survey outcomes was highlighted;
  - iv) sports facilities at City Campus, which were mentioned in the report from the President of the Students' Union (BG/1/18/7.4 refers), and would be taken forward in the context of the University's sports strategy;
  - v) how the changes to the estate, including the use of space and technology, would support agile working in the context of the implementation of the professional services operating model

- and delivering teaching, research and the student experience. Governors highlighted the potential for hidden costs to arise from the implementation of agile working and which should not be overlooked;
- vi) risks including the implications for the University Financial Plan (UFP) arising from demographic change, the competition in student markets, the removal of the cap on tuition fees, forecast income levels and future income generation requirements to finance the masterplan. Given the challenging external environment a phased approach to the proposed 15-20 year masterplan would allow the University flexibility in its strategic decision making in the context of the UFP. It was reported that the overall investment required for phase 1 (paragraph 24) included planned long term maintenance and was in keeping with the financial forecasts submitted to HEFCE in July 2017 (BG/17/67 refers). Costs and external financing opportunities would continue to be modelled as the information informing the phase 1 business case was developed in the context of the UFP. The need to ensure that capital receipts were maximised in the sale of any land/buildings was highlighted;
  - vii) the external stakeholders which included those running businesses adjacent to the University's estate, those in residential properties in a conservation area and the Sheffield City Council and its City masterplan. Consultation with internal and external stakeholders had informed the development of the University's masterplan which would be reviewed annually as part of the University's business planning process to ensure it continued to reflect changes in the external environment, the student experience and academic, research and professional services developments.

8.4 At the conclusion of the discussion it was commented that the need to balance the projects in phase 1, which the University would be committed to in the short term subject to the Board's approval of a business case, with the commitments including future financial requirements to fulfill the other phases of the 15-20 year masterplan, would be subject to further review and reflection by the University before any recommendations or commitments were made in connection with phase 2. In the medium term there would be investment in the estate on both the City and Collegiate campuses to enable the continuing delivery of the student experience as changes were implemented to deliver the long term vision for the estate. The Board resolved to approve the:

- i) vision for the estate;
- ii) guiding principles;
- iii) masterplan;
- iv) first phase including the project sequencing subject to the Board's approval of a business case including benefits analysis for the phase 1 investment required in the estate. A report on the phase 1 capital funding requirements would be made to the Board at its meeting in March 2018.

**Action:** Director of Estates and Facilities

BG/1/18/6.2 Confidential	BG/18/9	<p><b>Aspect Court: Acquisition of a lease</b></p> <p>9.1 The Director of Estates and Facilities outlined the University's use of Aspect Court and the annual lease and revenue costs for the acquisition of levels 5 and 6 in the building in the context of the proposed estate masterplan discussed by the Board (minute BG/18/8 refers). The Board <u>noted</u> Chair's action taken to acquire the lease for levels 5 and 6 in Aspect Court.</p>
BG/1/18/6.3	BG/18/10	<p><b>Equality Objectives: update on progress</b></p> <p>10.1 The item was chaired by the Deputy Chair of the Board who is a member of the University's Equality and Diversity Committee (EDC). The Board also had oversight of the work of the EDC via regular reports from the Audit and Risk Committee.</p> <p>10.2 The Board <u>received</u> the progress report on the implementation of the equality objectives' ambitious targets to bring about a step change in race diversity, continue to eradicate gender disparity and ensure an inclusive, accessible and open working and learning environment. In the discussion comments were made about:</p> <ul style="list-style-type: none"> <li>i) the length of time set to achieve the organisation target (appendix 1) for staff completion rates for unconscious bias training. It was reported that the step change approach to the training would be complemented with other training with a view to reducing the timescale;</li> <li>ii) the difference in the progress of BME candidates compared to white candidates in the recruitment and selection processes for staff job vacancies in the University. The good practice in the Students' Union to anonymise applications prior to shortlisting and interview was highlighted. A communication plan to underpin the commitment to change was a critical part of the University's approach to address the difference;</li> <li>iii) the need for student related metrics and targets in the context of the LGBT+ Allies network;</li> <li>iv) supplier chain metrics for equality and diversity and the approach to and expectations of those expressing an interest in supplying goods and services to the University;</li> <li>v) external benchmarks (appendix 1). Silver with Athena SWAN and race equality with the Equality Challenge Unit had been set as targets to be achieved by 2020 and would provide frameworks through which the University could monitor and benchmark its progress. In response to questions details of the Charter Marks which the University participates in would be noted in the next report to the Board.</li> </ul> <p style="text-align: center;"><b>Action:</b> PVC Academic Staffing and Equalities</p> <p>10.3 The proposed revision to the staff diversity target (paragraph 10) was explained in the context of the number of staff at the University. The Board <u>resolved to approve</u> the revised timescales for the delivery of the BME staff diversity target.</p> <p>10.4 In conclusion it was commented that:</p> <ul style="list-style-type: none"> <li>i) the progress made to engage with equality and diversity matters</li> </ul>

- in the University through review and challenge of the processes and systems used in the past should not be overlooked;
- ii) the discussion had demonstrated the University's engagement with equality and diversity and its commitment to deliver change;
  - iii) overall, the University's approach to setting targets was objective and justifiable but, whilst there was a commitment to deliver cultural change and ambitious targets had been set, it was not clear what the University was doing to introduce and drive change and achieve the targets. The need to ensure that the University's approach to delivering the targets was transformational was acknowledged.

The Board would receive a further report on the implementation of the equality objectives.

**Action:** PVC Academic Staffing and Equalities

10.5 The remainder of the meeting was chaired by the Chair.

BG/1/18/6.4  
Confidential

BG/18/11

**Defined Contribution Pension Scheme**

11.1 The report summarised the proposed defined contribution (DC) pension scheme following discussion by the Finance and Employment Committee (FEC/6/17/75 refers) and the Board (BG/18/115 refers). In response to queries raised by governors in the previous discussions the report compared the University's proposed options for a DC scheme with those at other universities and clarified the University's legal obligations in connection with the existing defined benefits schemes.

11.2 The Board discussed the recommendations for the new DC scheme including the contribution structure, provider options and the assumptions made which had informed the financial modelling (appendix). In addition:

- i) reference was made to registered pension schemes and lump sum death in service benefits paid by employers. It was suggested that the Board receive a report on the options for the provision of death in service benefit.

**Action:** Director of Human Resources and Organisational Development

- ii) it was reported that industrial action by the University and College Union would commence in February 2018 following proposed changes to the Universities Superannuation Scheme.

11.3 The Board resolved to approve the additional defined contribution pension scheme as detailed in the paper.

BG/1/18/6.5i  
BG/1/18/6.5ii  
Confidential

BG/18/12

**Student Recruitment**

12.1 The Board received the reports and following a presentation by the Director of Admissions and UK Recruitment discussed the:

- i) strategic challenges in student recruitment across the UK, international and higher and degree apprenticeship markets including factors affecting full-time undergraduate recruitment

- and the decline in part-time recruitment;
- ii) University's student recruitment position for 2017/18 and 2018/19 in the context of the challenges, the performance of others in the higher education sector and policy affecting higher education.

12.2

Looking ahead there would be further reflection on the implications of the factors affecting student recruitment for the future size and shape of the University. In response to comments the iterative approach to student number planning and the following, in the context of the University's portfolio and key priorities, were explained:

- i) the concerns arising from the areas in paragraph 18 (paper BG/1/18/6.5i refers);
- ii) the focus on offer conversions;
- iii) the University's department/faculty open days for prospective students;
- iv) extended degrees;
- v) nursing including the number of applications, the effects of funding policy and comparisons with the performance of competitors;
- vi) higher degree apprenticeships, the University's partners and areas of growth;
- vii) the demographic dip in South Yorkshire compared to other regions. It was considered that there was a need for the Sheffield City Region (SCR) to develop its profile in ways similar to those adopted by cities in which the University's competitors were based. The approach of the University in its narrative to potential students to promote the SCR as a destination for higher education should be considered. It was suggested that consideration be given to promoting the University to potential students using established connections with current students, alumni and schools. In response to questions the number of students who live at home whilst studying at the University would be confirmed with the Board.

**Action:** Director of Admissions and UK Recruitment

BG/1/18/7.1

BG/1/18/13

**Vice-Chancellor's report: Policy Update**

13.1

The Board received the update on recent higher education policy developments. Comments were made about the:

- i) new guidance to universities from the Advertising Standards Authority following its ruling that six universities were in breach of the UK Committees of Advertising Practice code;
- ii) Government's consultation on accelerated degrees which would end in February 2018. There was a need to ensure that a two year degree was not perceived to be of a lower quality compared to a three year degree;
- iii) long term approach with South Yorkshire Futures which was a University led social mobility partnership focused on improving educational attainment and raising aspiration particularly in disadvantaged areas. The Board would receive a report on South Yorkshire Futures at its meeting in June 2018.

**Action:** Chief Operating Officer

13.2 The Board congratulated the Vice-Chancellor on his re-appointment as the Chair of the Teaching Excellence Framework and Student Outcomes Framework until August 2021.

BG/18/14 **Delivering the University Strategy in the Faculty of Health and Wellbeing (HWB)**

14.1 The Board received a presentation from the Interim Dean of the Faculty of HWB and, in the context of the four pillars of the University Strategy, discussed the Faculty's delivery of the Strategy.

BG/1/18/7.7 BG/18/15 **Annual Report on Student Disciplinary Regulations 2016/17**

15.1 The Board received the annual report.

BG/18/16 **Chairs' Reports**

16.1 The Chairs did not have any reports to add to those made at the meeting.

BG/1/18/7.4 BG/18/17 **President of the Students' Union Report**

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

- i) on the visit to the SHSU in January 2018 by the Chief Executive of the Office for Students during which she had met students and members of the Trustee Board;
- ii) that he had been appointed a member of the Office for Students (OfS) panel and the panel, which would advise the OfS Board, had met in January 2018. The Board congratulated the President on his appointment;
- iii) on the leadership events including women in leadership which had been held;
- iv) that at its meeting in March 2018 the Board would receive a report on the Students' Union progress against its strategy.

**Action:** President of the Students' Union

BG/1/18/7.5 BG/18/18 **Students' Union Update of Grant - Performance Measures**

18.1 Following a recommendation by the Finance and Employment Committee at its meeting in November 2017 (minute FEC/17/79 refers) the Board resolved to approve the National Student Survey targets to inform the Students' Union grant for the years 2019/20 onwards.

BG/1/18/7.8 BG/18/19 **SHU Trust: Annual Report**

19.1 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. In response to comments from governors it was confirmed that some of the donation had been

used to further the University's charitable objectives in accordance with the conditions of the Deed of Gift between the Trust and the donor. The Board received and accepted the annual report.

BG/18/20 **Annual Efficiency Return to HEFCE**

20.1 The Board received the report that the Accountable Officer had approved the return which had been submitted to HEFCE by the January 2018 deadline and that the return would be received by the Audit and Risk Committee at its meeting in March 2018.

**Action:** Chief Finance and Planning Officer

BG/1/18/7.9 BG/18/21 **Environmental Sustainability in the University Annual Report 2016/17**

21.1 The Board received and accepted the summary annual report.

BG/1/18/8.1 BG/18/22 **Remuneration Committee: report of July 2017 meeting**  
Confidential

22.1 The Board noted that the report of the Remuneration Committee July 2017 would be posted on the governors extranet.

**Action:** Clerk to the Board

BG/1/18/8.2 BG/18/23 **Interim reform of the Remuneration Committee**

23.1 The Board resolved to approve the changes to the constitution and membership of the Remuneration Committee with effect from 30 January 2018.

23.2 At their meeting in February 2018 the Board Officers would review the Higher Education Remuneration Code which had been published for consultation by the Committee of University Chairs (CUC) after wide consultation with CUC members and HE stakeholders. A report on the implementation of the Code at the University would be made to the Board of Governors following publication of the consultation outcomes.

**Action:** Clerk to the Board and Board Officers

BG/18/24 **Board Effectiveness**

24.1 The Clerk to the Board reported that a meeting of the Board Effectiveness Working Group (BEWG) would be arranged to review and progress the reform of the University's Instrument and Articles of Government. Proposed reforms had been reviewed with legal advisors and model constitutional documents were being discussed with other universities. The BEWG would progress reform of the University's documents 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 outcomes of the Department for Education's consultation (minute BG/17/126 refers) on 'Securing success: risk-based regulation for

teaching excellence, social mobility and informed choice in higher education'.

**Action:** Clerk to the Board and the BEWG

BG/1/18/9

BG/18/25

**Schedule of Meetings and Outline Forward Planning Programme**

25.1

The Board received the forward planning programme and noted that the next Board meeting will be held from 4.00pm until 7.00pm on Tuesday 6 March 2018.

25.2

**Governors' visits to a faculty: showcase events**

It was reported that Governors' visits to a faculty in which the work of the faculty would be showcased would take place on the same dates as meetings of the Board. The date of the next showcase event would be confirmed with governors.

**Action:** Clerk to the Board