

SHEFFIELD HALLAM UNIVERSITY

BG/2/18/M

## BOARD OF GOVERNORS

## Minutes of the meeting held on Tuesday 6 March 2018

**Present:**

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

**Apologies for absence from** Dr J Morrissy and Ms P Thompson**In attendance:****For items**

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, Provost	
Dr S Jackson, Director of HR and Organisational Development	
Prof K Kerrigan, PVC Sheffield Business School	
Ms L Mason, Director of Strategic Planning	6.3 and 7.2
Mr C Moss, Director of Education and Employer Partnerships	6.1
Ms A Onyemah, Head of Equality and Diversity	6.3
Prof J Leach, PVC Development and Society	
Mr T Russell, Head of Strategic Planning and Intelligence	6.1
Ms L Stevenson, Head of Rewards and Benefits	6.3
Mr M Swales, Director of Estates and Facilities	
Prof S Wade, Acting Dean ACES	
Ms C Ward, Head of Operations and Development (Student Experience)	6.1
Dr R Wright, Senior Lecturer, Faculty of Development and Society	6.3
Ms T Goodwill, Governance Services, Minute Secretary	

Paper reference

Minute reference

BG/18/26

**Chair's Opening remarks**

26.1

On behalf of the Board the Chair;

- i) welcomed Professor Sally Wade, Acting Dean, Faculty of Arts, Computing, Engineering and Sciences to the meeting;
- ii) congratulated Professor Roger Eccleston on his appointment as Pro Vice-Chancellor for Research.

BG/18/27

**Declaration of Interests**

27.1

There were no declarations of interest.

BG/1/18/M	BG/18/28	<b>Minutes of the meeting held on 30 January 2018</b>
	28.1	The minutes were <u>approved</u> as a correct record.
BG/1/18/action	BG/18/29	<b>Matters Arising/Action Tracker</b>
	29.1	The Board <u>noted</u> the action tracker.
	BG/18/30	<b>Other Urgent Business</b>
	30.1	There was no other urgent business.
	BG/18/31	<b>Student Experience, Teaching and Learning: Update on delivering our Employability Plan</b>
	31.1	<p>The Board <u>received</u> a presentation which summarised the University's approach to graduate employability and;</p> <ul style="list-style-type: none"><li>i) how employability was measured including the significance of the Longitudinal Education Outcomes and Destination of Leavers from Higher Education (DLHE) surveys whose metrics fed into the Teaching Excellence Framework. The forthcoming Graduate Outcomes survey would survey graduates 15 months after completing their studies, rather than 6 months after as the current DLHE arrangements;</li><li>ii) the evidence of Sheffield Hallam graduate employability derived from the published metrics. Key performance indicators used to monitor the delivery of the refreshed Employability Plan in the context of the University Strategy were highlighted.</li></ul>
	31.2	<p>The Board discussed the University's approach to graduate employability and comments were made about:</p> <ul style="list-style-type: none"><li>i) the challenges arising from the surveys, including their timings and metrics, which were drivers for the Employability Plan and key performance indicators;</li><li>ii) the beneficial effects of placements on students following their return to the University;</li><li>iii) traditional sandwich placements and curricula innovations made to meet employers' placement needs;</li><li>iv) the contribution of small and medium sized enterprises in the Sheffield City Region to Sheffield Hallam graduate employability;</li><li>v) the integration of students' employability skills and graduate attributes in the curricula and the extent to which they were transferable in the job market or were specific, for example to</li></ul>

prepare students for employment in market sectors such as health. Challenges for employability included predicted changes to the size of job markets arising from developments in artificial intelligence and robotics.

31.3 The Board would receive a report on DLHE at its meeting in July 2018.

**Action:** Provost

BG/2/18/6.3iii  
Confidential

BG/18/32

**Equality and Diversity: Gender pay gap**

32.1 The Board received the University's 2017 Gender Pay Gap (GPG) report which had been finalised for publication following review and discussion by the Finance and Employment Committee in February 2018 (minute FEC/18/12 refers). Members of the Board commented on:

- i) how the University's GPG report's outcomes compared with gender pay gaps reported in other sectors and with the 2017 outcomes already published by some other universities;
- ii) the conclusions drawn from each of the seven specific calculations in the University's 2017 GPG report and the extent to which the narrative content was clear or would benefit from governors' suggested edits prior to publication;
- iii) the University's work over the next three years to address disparity and close the gender pay gap. This work was summarised in the concluding section of the GPG report and included the bonus gap, supporting women to progress in their careers and investigating the barriers to part-time working. It was commented that the pay gap for each of the four quartile pay bands would be helpful content in future years' reports.

32.2 The Board resolved to endorse the 2017 GPG report subject to governors' suggested edits being made prior to publication. Subsequent to the meeting the report was published on 28 March 2018 in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

32.3 **Equality and Diversity: The Equality Act 2010 and the Human Rights Act 1998**

The Board received a presentation which reviewed the University's responsibilities under duties in the Equality Act 2010 and the Human Rights Act 1998. The use of equality and human rights law in the

context of the Prevent duty was highlighted. The presentation concluded with a note of the University's next steps which were to:

- i) develop an equality and human rights analysis framework and toolkit for the University to facilitate due regard;
- ii) embed due regard in decision-making processes.

The Board would receive a progress report on the framework and toolkit in autumn 2018.

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

BG/2/18/6.3ii      32.4

**Equality and Diversity: The University's equality objectives delivery plan**

At its meeting in January 2018 (minute BG/18/10 refers) the Board had requested a further report on the equality objectives delivery plan with timescales for implementation to enable the delivery of the University's strategic ambitions. It was reported that since the January meeting an event to promote the University's equality objectives to students, staff and external stakeholders had been held and that the Head of Marketing was attending meetings of the Equality and Diversity Committee (EDC) to enable the continuing promotion of the objectives. The Board received the report and confirmed that it was reassured by the actions and associated timescales in the equality objectives delivery plan.

32.5

**The Board's oversight of the work of the EDC**

The responsibility for the oversight of the work of the EDC would transfer to the Board from the Audit and Risk Committee now that it was business as usual (minutes BG/17/31.2 and A/18/7 refer). The Board's oversight would be via regular reports, including an annual report, from the EDC which would be a standing item on the Board's agenda.

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

BG/2/18/6.4      BG/18/33  
Confidential

**Campus Plan Phase 1 - Outline business case**

33.1

Following the Board's discussion (BG/18/8 refers) of the implementation of the estate project sequencing of phase 1 of the proposed campus plan the Finance and Employment Committee (FEC) had discussed the outline, high level business case including risks, dependencies and benefits analysis.

33.2

The Board received the phase 1 outline business

case including the recommendation of FEC to allocate spend from existing cash resources, to December 2018, to further develop the design and financing of phase 1 delivery. Further to the discussion at the FEC meeting in February 2018 (minute FEC/18/7 refers) it was reported that a phased approach to the campus plan would allow the University flexibility in its strategic decision making in the context of the University Finance Plan but, the uncertainties in the external environment would challenge planning, project timescales and decision making. The uncertainties included demographic change, the competition in student markets, the removal of the cap on tuition fees and a review, launched by the Prime Minister, of Post-18 Education and Funding. The review was scheduled to conclude in early 2019. In response to comments from members of the Board it was confirmed that there was value in proceeding with phase 1 initially as a stand alone phase. The University's current borrowing arrangements and work to assess the type of funding options available, which the proposed task and finish Group would consider, were outlined.

33.3

The Board resolved to approve the:

- i) allocation of phase 1 funding as stated in the business case;
- ii) terms of reference for the Board's task and finish group to progress the funding options. The group would report directly to the Board of Governors, but would also provide regular reports to the FEC. A report from the Chair of the FEC/Chief Finance and Planning Officer on the work of the group would be provided at each meeting of the Board of Governors.

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

33.4

### **Campus Plan Phase 2 and beyond**

Higher education policy developments continued to reframe the University's operating context. The assessment of affordability of the campus plan and decisions about whether to proceed with the remaining phases of it would be informed by further financial modelling and review by the University. A report on the options for phase 2 of the plan and beyond, would be made to the FEC and the Board in due course.

**Action:** Chief Finance and Planning Officer and Director of Estates and Facilities.

BG/18/34

**Students' Union Strategy**

34.1

The Board received a presentation on the progress made against the Students' Union strategy which described:

- i) how vibrant student communities were being created. In response to questions the Students' Union's work to develop its web platform and social media channels were outlined;
- ii) life changing opportunities offered to and taken up by students. These included volunteering and leadership development opportunities;
- iii) opportunities for a strong democratic voice to be expressed. These included conferences, with BAME and Women in Leadership as topics, and, the Sheffield Hallam Students' Union Student Voice report 2015/16. The report had been used by the Higher Education Funding Council of England as an example of best practice across the higher education sector;
- iv) the Student Advice and Wellbeing service. In response to questions about the increase in new clients accessing the service, the Students' Union's marketing of the service to students, the diverse range of issues dealt with by the service and its relationship with the University's wellbeing service were outlined;
- v) forthcoming activities which were being planned.

BG/18/35

**Faculty Update: Delivering the University Strategy in the Sheffield Business School (SBS)**

35.1

The Board received a presentation on the delivery of the University Strategy, Transforming Lives, in the SBS. Governors commented on:

- i) the research, which was impressive, and the approach to its promotion which had been covered in a visit to SBS;
- ii) accreditation of SBS programmes in a global market and attracting international students to study with the SBS;
- iii) the challenges and opportunities to build relationships with small businesses including social enterprises and those with cooperative business models. The approach to the Small Business Charter accreditation which SBS had received in recognition of its outstanding support to small businesses and student entrepreneurship, was outlined.

BG/2/18/7.2	BG/18/36	<b>University Performance Report: January 2018 (period 6)</b>
	36.1	<p>The Board <u>received</u> the new format University performance report which provided oversight of progress against plans, performance against key performance indicators and compared to the higher education sector, the financial position and the risks being mitigated against. In response to comments the following were reported:</p> <ul style="list-style-type: none"> <li>i) the University's exposure to risk from the current status of the Health Innovation Park project. Subject to the project's progress its risk profile would be reported in the corporate risk dashboard in due course. In connection with the content of the dashboard more generally, higher education policy developments and uncertainties in the external environment continued to reframe the University's operating context;</li> <li>ii) the University's approach to conversion in international student markets;</li> <li>iii) the percentage reduction in PGCE applications which was a sector issue. The Board would receive a report on student recruitment at its meeting in June 2018. <b>Action:</b> Director of Admissions and UK Student Recruitment</li> </ul>
BG/2/18/7.3	BG/18/37	<b>Vice-Chancellor's report: update on HE policy developments</b>
	37.1	<p>The Board <u>received</u> the update on recent higher education policy developments which continued to reframe the University's operating context and included the:</p> <ul style="list-style-type: none"> <li>i) review, launched by the Prime Minister, of Post-18 Education and Funding;</li> <li>ii) timeline for the transitional period of the regulatory framework for higher education providers. This included the formal opening of the Office for Students (OfS) on 1 April 2018 at which date the HEFCE and Office for Fair Access would cease to exist. The OfS regulatory framework would come into force in August 2019;</li> <li>iii) 2016/17 statistics which underlined the University's significant contribution to widening participation;</li> </ul>
	BG/18/38	<b>Chairs' Report</b>
	38.1	The Chairs did not have any reports to add to those made at the meeting.

BG/2/18/8.2  
Confidential

BG/18/39

**The Chancellor**

39.1

The Board received the tabled report. .

39.2

**Appointment of Helena Ann Kennedy, Baroness Kennedy of The Shaws, QC, FRSA, HonFRSE**

The Board:

- i) resolved to appoint Helena Ann Kennedy, Baroness Kennedy of The Shaws, QC, FRSA, HonFRSE, as Chancellor of the University, with effect from July 2018, noting that the appointment date would be specified and confirmed once the succession and ceremonial arrangements had been agreed with Professor the Lord Winston;
- ii) noted that Baroness Kennedy of The Shaws would be appointed for an initial term of four years, and may be appointed to a further term (or terms) at the discretion of the Board of Governors;
- iii) noted that as the Chancellor holds an honorary role, appointed by the governing body, it follows that the office holder may be removed from their office for good cause by the Board of Governors, following investigation and due consideration.

39.3

**Retirement of Professor the Lord Winston**

The Board noted the outstanding contribution that the current Chancellor Professor the Lord Winston has made to the University since his appointment in 2001, and that the University would ensure that this was formally acknowledged prior to his retirement.

39.4

**Succession and ceremonial arrangements**

The Board would receive a progress report on the succession and ceremonial arrangements including the:

- i) appointment date for Baroness Kennedy of The Shaws;
- ii) retirement date for Professor The Lord Winston.

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

BG/2/18/8.3

BG/18/40

**Finance and Employment Committee (FEC):  
Revised Terms of Reference from 6 March 2018**

40.1

The Board resolved to approve the addition to the FEC's terms of reference which referenced the Committee's responsibility for the approval of elements of the financial statements.



BG/2/18/8.4 Confidential	BG/18/41	<b>Minutes of the Finance and Employment Committee (FEC)</b>
	41.1	<p>The Board <u>received</u> the unconfirmed minutes and unconfirmed confidential minutes of the FEC meeting held on 21 February 2018 which were tabled. The minutes included progress reports on the:</p> <ul style="list-style-type: none"> <li>i) Health Innovation Park (minute FEC/18/9 refers);</li> <li>ii) alternative business structure to support legal education including the incorporation of SHU Law Limited a private company limited by guarantee (minutes BG/17/32.2 and FEC/18/15 refer).</li> </ul>
BG/2/18/8.5	BG/18/42	<b>Strategy Event October 2018: outline programme</b>
	42.1	<p>The Board <u>received</u> the programme for the governors' 2018 strategy event which was tabled. The Chair invited comments from governors on the content of the draft programme. The availability of a suggested external speaker to attend the event would be explored.</p> <p><b>Action:</b> Clerk to the Board and the Board Officers</p>
BG/2/18/9.1	BG/18/43	<b>Vice-Chancellor's report: Faculty News</b>
	43.1	The Board <u>received</u> and <u>accepted</u> the report.
BG/2/18/9.2	BG/18/44	<b>Oversight of Activities: compendium report</b>
	44.1	The Board <u>received</u> and <u>accepted</u> the summary Healthy Universities annual report 2016/17.
BG/2/18/9.3	BG/18/45	<b>HEFCE Annual Assessment of Institutional Risk</b>
	45.1	The Board <u>received</u> and <u>accepted</u> the letter from HEFCE.
BG/2/18/10	BG/18/46	<b>Schedule of Meetings and Outline Forward Planning Programme</b>
	46.1	<p>The Board <u>received</u> the forward planning programme and <u>noted</u> that the next Board meeting would be held on Wednesday 13 June 2018. The Board would receive an update on the Office for Students (OfS) registration process. The OfS regulatory framework would come into force in August 2019.</p> <p><b>Action:</b> Clerk to the Board</p>

46.2

**Events to be arranged for the Board**

Arrangements for the following would be made:

- i) visits to a faculty in which the work of the faculty would be showcased;
- ii) roundtable discussions for governors with:
  - a) students;
  - b) academic staff;
  - c) professional services staff.

Dates and outline details would be confirmed with governors in due course.

**Action:** Clerk to the Board

BG/2/18/8.6  
Confidential

BG/18/47

**Remuneration Committee**

47.1

Members of the University Leadership Team left the meeting with the exception of the Director of Human Resources and Organisational Development. The Chair of the Remuneration Committee tabled a confidential report and a minute confidential to the Board was recorded.

47.2

**Higher Education Remuneration Code**

At its meeting in July 2018 the Board would receive a report on the implementation of the Higher Education Remuneration Code which would be published by the Committee of University Chairs (CUC) shortly.

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