



The
University
Of
Sheffield.

Induction and development of members of Council

Introduction

In order to develop an understanding of the complex environment in which the University operates, all members should participate as appropriate in training and development events provided by the University or other bodies. New members of Council are expected to participate in the induction arrangements made by the University.

This document describes the induction materials, meetings and events available to new members of Council, but is also relevant to existing members. To minimise the risk of information overload, we have structured the document in terms of a timeline, and also indicated which items are strongly recommended and which are suggested. We recognise that the needs of individual members will differ, and we are happy to work with members to provide an induction programme tailored to their requirements. An initial meeting with the Secretary to Council and Head of Governance is recommended, in order to discuss an appropriate programme and the support to be provided.

1. Upon appointment

1.1 Letter of appointment

New members receive a letter of appointment notifying the period of appointment, dates of Council meetings and provides the following documents/urls:

- Role and responsibilities of members of Council (document)
- Induction and development of members of Council (document)
- Committee of University Chairs' Higher Education Code of Governance (document)
- Details of AdvanceHE's Governor Development Programme (document)
- Register of Interests (including 'fit and proper person declaration' for the Office for Students (OfS)) (form to complete)
- Skills Matrix (form to complete)
- Council Who's Who (form to complete)

1.2 Strongly recommended

- (a) Meeting with the Pro-Chancellors and Treasurer
- (b) Meeting with President & Vice-Chancellor
- (c) Meeting with the Provost & Deputy Vice-Chancellor
- (d) Meeting with the University Secretary

- (e) Further reading (all available via the University's Governance web pages <http://www.shef.ac.uk/govern/council/induct>):
- (i) Governance of the University
 - Council Regulation setting out the powers and functions of Council; Council Scheme of Delegation
 - Council membership and Council Who's Who
 - University Strategic Plan
 - Annual Report and Financial Statements
 - (ii) External publications
 - Office for Students Regulatory Framework
 - Office for Students terms and conditions of funding for higher education institutions

1.3 Suggested

- (a) Further reading (available via the University's Governance web pages <http://www.shef.ac.uk/govern/council/induct>):
- (i) Governance of HEIs
 - Michael Shattock, *Managing Good Governance in Higher Education* (Open University Press 2006) (available from University Library)
 - (ii) Governance of the University
 - University Charter, Statutes and Regulations of Council
 - University committee structure
 - Committee memberships and terms of reference
 - Minutes of recent meetings of Council
 - (iii) About the University
 - University facts and figures
 - Undergraduate and postgraduate prospectuses

2. 3-6 months following initial appointment

2.1 Strongly recommended

- (a) Meeting with Chief Financial Officer
- (b) Meetings with the Vice-President for Education, Vice-President for Innovation and Vice-President for Research.
- (c) Attendance at AdvanceHE's Governor Development Programme events. Note that AdvanceHE runs additional events specifically designed for student and staff governors.

2.2 Suggested

- (a) Meetings with one or two Vice-Presidents & Heads of Faculty (combined if wished with a visit to the Faculty/meeting of a Faculty Executive Board)
- (b) Further reading (all available via the University's Governance web pages <http://www.shef.ac.uk/govern/council/induct>):
 - (i) Governance of the University
 - University strategies (Learning, Teaching & Assessment; Research & Innovation; Estates; Finance; HR)
 - Information on financial control and governance
 - Information on risk management
 - (ii) External publications (all available via the University's Governance web pages <http://www.shef.ac.uk/govern/council/induct>):
 - AdvanceHE governance web pages (a website designed specifically for governors of HEIs, with links to a range of resources, including the Getting to Grips series of guides covering: Audit; Finance; Human Resources; Estates & Infrastructure; Risk; Academic Standards; Quality & the Student Experience, Research & Knowledge Transfer; Internationalisation).
 - Governing bodies, equality and diversity: a handbook for governors of HEIs

3. Ongoing

3.1 Regular updates

- (a) All members of Council will routinely receive:
 - President & Vice-Chancellor's messages to staff and blog (by email)
 - University Executive Board (UEB) minutes (email notification including url)
 - Overview, the University's monthly online staff newsletter (email notification)
 - Periodic Council updates on matters of importance/interest (by email)
 - Council members' contact details (updated annually)
- (b) Members of Council may also wish to join the University's daily media monitoring bulletin and receive media releases (by email); request form downloadable from <http://www.shef.ac.uk/govern/council>

3.2 Departmental visits

We aim to use a variety of venues for Council's business meetings, to give members the opportunity to visit different parts of the University and meet relevant members of staff. Where appropriate, a tour of the building or facility will be provided immediately before the Council meeting.

We are happy to arrange for individual members of Council to visit departments and/or meet with heads of professional services or academic departments, research centres etc. Please contact governance-admin@sheffield.ac.uk.

3.3 Post-Council suppers

Several of Council's business meetings each year will be followed by informal topic-based discussion over supper, often including an external speaker.

3.4 Council away day

A Council away day takes place annually in June. This event provides an opportunity for extended update and debate on key strategic issues and is attended by members of UEB as well as Council.

3.5 Annual evaluation

A questionnaire circulated annually in July seeks members' comments on the operation of Council during the previous academic year, and also asks members to provide an assessment of their role as a governor and the extent to which their skills and experience are being appropriately used. Members are also invited to specify any further induction or developments needs they may have.

3.6 Other University committees

We are happy to arrange for individual members of Council to attend, as observers and with the agreement of the Chair, a meeting of a committee of Senate or Council, or of a Faculty Executive Board. Please contact governance-admin@sheffield.ac.uk.

Similarly, members are encouraged to serve as representatives of Council on other University committees, such as those covering Audit, Finance, Human Resources, Equality & Diversity and Learning & Teaching. The Council Nominations Committee meets annually to consider appointments and members are welcome to express interest in a particular area at any time, including through the annual evaluation exercise (see 3.5 above).

3.7 AdvanceHE's Governor Development Programme

Members of Council are recommended to attend relevant events provided by AdvanceHE through its Governor Development Programme. Fees and expenses will be met by the University and members wishing to attend are asked to contact governance-admin@sheffield.ac.uk who will make the necessary booking.

4. Other relevant information

4.1 Useful bookmarks

(a) University

Home page: <http://www.shef.ac.uk/>

Council web pages: <http://www.shef.ac.uk/govern/council>

UEB web pages: <http://www.sheffield.ac.uk/ueb/>

(b) External

Office for Students (OfS): <https://www.officeforstudents.org.uk/>

Department for Education (DfE):
<https://www.gov.uk/government/organisations/department-for-education>

AdvanceHE: <https://www.advance-he.ac.uk/>

Times Higher Education: <http://www.timeshighereducation.co.uk/>

4.2 Contacts

Day-to-day support for Council is provided by the University Secretary's Office. Contact details are as follows:

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