



The
University
Of
Sheffield.

University
Secretary's
Office.

Council, 29 April 2019

Review of Council, Senate and Executive sub-committees

Sponsor: Professor Koen Lamberts, President and Vice-Chancellor

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1. Proposals

Council is asked to consider and agree that:

- Two existing Council Committees (Human Resources Committee and Health and Safety Committee) are retained but become executive committees reporting to University Executive Group (UEB), and to Council through the President and Vice-Chancellor,
- The future and purpose of the existing Alumni Board be reviewed and proposals made to the President and Vice Chancellor.

Council is asked to consider and endorse:

- The proposed guiding principles that would belong to and serve to guide the Nominations Committees in exercising their discretion in making changes to the membership of committees.

2. Background / Context

At the request of the Chair of Council and the President and Vice-Chancellor I am reviewing the sub-committees to Council, Senate and UEB, to ensure that the formally constituted committees each have clear delegated decision-making authority, within the scope of the parent body, and the terms and membership are appropriate to the delegations.

Part of the reason for this is Council currently has 8 sub-committees (plus the Officers Informal Group) which, when compared to the universities sector as a whole is a greater number than most. By reducing the number of Council committees the University could ensure that there is adequate lay representation on its key committees to allow oversight and assurance to Council without creating too high a burden on our lay officers. Reducing the number of Council sub-committees is also consistent with the recommendations of the most recent Council Effectiveness Review.

In addition, in 2018, the Council and Senate Nominations Committees agreed they would review aspects of Council and Senate sub-committees and their memberships, as follows:

- To review where Council or Senate members were needed, and in what number, on committees of those bodies, such that the distribution of and burden on members was reasonable;
- To review where representatives of the Senate sit on committees of the Council and vice versa;
- Given Senate's adoption of a guiding principle by Senate that Senate representatives need to be members of Senate, to review which committees need that representation;
- Given the demand on SU Sabbatical officers to join committees, to review with the Students' Union their representation on committees of the Senate;

- To consistently include regular attendees on committee membership documents. The Nominations Committees agreed that a category listing 'In Attendance' be added to membership documents, where applicable, for the sake of clarity and transparency;
- To ensure consistency regarding the existence of, and limits to, terms of office (including that of committee chairs).

Membership of individual committees is agreed by the Council and Senate Nominations Committees, with approval from Council or Senate as required.

This paper reports on the outcomes of consultations with chairs and secretaries, members of the University Executive Board and Officers Informal Group based on some 'guiding principles'. It is proposed these guiding principles will belong to and serve to guide the Council and Senate Nominations Committees in exercising their discretion in making future amendments to Terms of Reference regarding membership and in recommending the appointment of members from 2019-20. It is not intended these guiding principles be published by the Nominations Committees, included in Regulations or otherwise fetter the discretion of the two Nominations Committees. They would be used to inform Chairs and Secretaries to Committees in making nominations for approval by Council or Senate.

See Appendix 1 for a list of the committees in scope as part of this review.

This paper relates to the sub-committees reporting to Council, and similar papers will be presented to the Senate and to University Executive Board, as the appropriate parent body, in relation to their own sub-committees.

3. Proposed changes to Council Committees

The current Council Committees are:

- Audit Committee
- Council Nominations Committee
- Equality, Diversity and Inclusion Committee
- Estates Committee
- Finance Committee
- Health and Safety Committee
- Human Resources Committee
- Senior Remuneration Committee

It is proposed that two existing Council Committees are retained but become executive committees reporting to UEB, as follows:

3.1. Human Resources Committee

The previous Council Effectiveness Review concluded that while there was evidence that the HR Committee did guide and challenge, which was helpful, its decision-making related to policies and HR proposals within the purview and delegated authorities of the Director of HR or the President

and Vice-Chancellor. For this reason the Committee rarely had decisions or recommendations to report to Council.

The University was asked by Pinsent Masons, who conducted the effectiveness review, to consider whether the reporting lines of this committee should be altered such that it acts as an advisory group to the University's Executive Board, and not as a direct oversight committee of the University's Council.

This recommendation from Pinsent Masons is consistent with the CUC Governance Code which does not require there to be an HR Committee of Council. It says the governing body should:

"... delegate authority to the head of the institution, as chief executive, for the academic, corporate, financial, estate and human resource management of the institution. And to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the institution."

The role of the governing body is:

"To be the employing authority for all staff in the institution and to be responsible for establishing a human resources strategy."

University Regulations are consistent with this; stating under the Functions of Council that its function is to:

"be the employing authority for all staff in the University and to be responsible for establishing a Human Resources Strategy."

The Council scheme of delegation largely delegates HR policy matters through the President and Vice-Chancellor to the Director of HR, so reporting to Council could come through the President and Vice-Chancellors report.

If Council agree with the proposal then:

- the Director of Human Resources will work with the University Secretary to propose new terms, membership and reporting for a UEB HR sub-group,
- the establishment of a Human Resources Strategy and any substantive changes to HR policy which involve a change in strategic approach would come directly to Council for consideration and approval,
- reporting to Council on the use of delegated powers in the President and Vice-Chancellor's report to will be comprehensive and transparent so that Council can satisfy itself that people strategies, policies and procedures are fully fit for purpose,
- there will be a greater focus on people in the Council annual business plan of items; including for example the outcomes of the Staff Survey at this meeting.

3.2. Health and Safety Committee

Although the Health and Safety Committee is currently constituted as a committee of Council, a member of the Council does not chair it. Its membership includes a lay member of Council (Keith Layden) who could be invited by Council Nominations Committee to chair it (see Table 15 in Appendix 2) if it remained a Council committee. The previous chair was the Chief Operating Officer and the proposed Director of Corporate Services could assume this role in the future if the

Committee became an executive committee with the rationale that such a structural change would be consistent with delegated executive accountability and the authority to take action. Like HR Committee, at present the Health and Safety Committee is effectively working as an executive committee (of UEB) and not an oversight or supervisory committee (of the Council). Universities Health and Safety Association (USHA) colleagues were asked who chairs their H&S Committees. Out of 45 respondents there was only one other institution where the chair of the health and Safety Committee was a lay member of the Council.

Council must ensure that systems are in place for meeting all the University's legal obligations, including those relating to health and safety. Council demonstrates its visible commitment to health and safety by adopting a Health and Safety policy, receiving regular reports at every meeting from the Health and Safety Committee, as well as requesting an annual report to be presented in person by the Director of Health and Safety, including on the effectiveness of systems of control and audits or assessments undertaken. The information Council receives regularly about health and safety, e.g. performance data and reports on injuries and work-related ill health has improved. Health and safety is now considered as part of risk management reporting to Council and it is proposed to include safety reporting in the annual report. The University's internal audit plan includes periodic reviews of health and safety matters and these findings are reported to Council by its Audit Committee.

The role of the President and Vice-Chancellor as the chief executive and accountable officer is critical in ensuring compliance with the Council's adopted health and safety policy, that risks are properly managed and that the Director of Health and Safety has the necessary competence, resources and support to carry out their functions. It is appropriate for Council to delegate the management of health and safety risk to the President and Vice-Chancellor, this being an executive function, and for responsibilities to be delegated by him through the management structure in line with the adopted policy. Where a 'body corporate' commits a health and safety offence, and the offence was committed with the consent or connivance of, or was attributable to any neglect on the part of, any, Council member, executive, secretary or other similar officer of the body corporate, then that person (as well as the body corporate) is liable to be proceeded against. Therefore, it is important to be clear that the Health and Safety Committee is a function of the executive, with clear terms of reference setting out the accountability of the President and Vice-Chancellor, and that it is he who is reporting to the Council – not one of the lay members. Subject to the approval by Council of this proposed committee restructure, Council would in future have oversight of the management of health and safety risk through the aforementioned reports and through the scrutiny undertaken by its Audit Committee of this executive function.

3.3 Other Committees

Alumni Board

It is proposed that the future and purpose of the Alumni Board be reviewed and proposals made to the President and Vice Chancellor.

Alumni Board is listed as an 'Other Committee', because it is not formally a committee of the Council, although a lay member of Council has chaired it since its introduction following the Council review of Alumni Relations in 2013-14, which followed the Review of the University Constitution in 2012-13. The formal status of this committee is as an advisory group to Development

and Alumni Relations (DARE) office, and it has no formal delegated powers from the Council. The President and Vice-Chancellor has asked for a review of its role and terms of reference. The Council acts as trustee for any legacy, endowment, bequest or gift in support of the charitable objectives of the University. Investment Board, reporting to Finance Committee, has oversight of the investment management of endowments and gifts held as charitable assets by the University, but does not exercise oversight of the use of those funds. While the Alumni Board may be retained in some form it is not currently proposed to show it as a committee of Council in the University of Sheffield Committee Structure 2019-20.

Sport Sheffield Board

When the University Executive Board received the report of a meeting of the Sport Sheffield Board the University Secretary was asked to consider its role, terms, authority and reporting lines. As the Sport Sheffield Board itself had no formal delegated decision-making powers, and had no senior body to which it reported decisions or made recommendations, it was clear it was not properly a constitutional committee. Neither was it a Board in the true sense; there was no separate legal entity over which it exercised control. Sport Sheffield, is the University of Sheffield's sports department; responsible for all aspects of sport and fitness within the University of Sheffield, for staff and students. The Sport Sheffield Board was being used as the mechanism through which to liaise with the Students' Union. Subsequent consultation with the VP Education, President of the Students' Union, the Sports Officer and the Chief Executive of the SU found that while there is a strong and continued commitment to partnership working on Sports and on other matters (such as general well-being), a clearer mechanism for co-ordinating this was sought. The Sports Officer will continue to have access to the Director of Sport and Physical Activity on a day-to-day basis, as part of the on-going working relationship, with the option to meet relevant senior university officers periodically to talk about the service and the inclusion of sport in the wider wellbeing agenda. In governance terms, the existing Student Support Committee, a sub-committee of the Senate Learning and Teaching Committee, is the right place for a strategic view across all student support services to ensure they align with the University strategy and work in support of academic objectives.

4. Council Members on Council Committees

The Council has 20 members. Often when a committee requires a member of Council what is sought is an external (lay) member in preference to members from the other classes of Council membership. There are currently 11 lay members serving on the Council and 31 positions for lay members of the Council on central University committees. 16 of these positions are ex-officio positions filled by the four lay Officers (Chair, Treasurer and Pro-Chancellors). The remaining seven lay members of the Council (Class (3)) are asked to serve in the remaining 15 positions. A Class (3) member of Council would ordinarily, therefore, be asked to serve on the Council and at least two of its committees. However, the availability of Class (3) members is limited by individual circumstances, and the call for members from committees of the Council is uneven. A number of these remaining positions are, therefore, also held by the Pro-Chancellors, including the Chairs of the Audit Committee, the Alumni Board and the Human Resources Committee. See Table 1 (Appendix 2) for the current distribution of lay members of the Council on University committees (note that committees shown in bold denote ex-officio positions).

Four committees require a majority of external members or otherwise require external members to ensure their quoracy; the Council Nominations Committee, the Audit Committee, the Finance Committee and the Senior Remuneration Committee.

There are 42 further positions for external members appointed by the Council on central University committees. Four of these further positions are currently held by lay members of the Council.

There is currently one vacancy for a lay member of the Council on the Estates Committee and three vacancies for representatives of the Council (on the Audit Committee, the Health and Safety Committee and the Human Resources Committee).

5. Guiding Principles

This paper proposes guiding principles in relation to members of the Council on University committees. If agreed, then in June 2019 the University Secretary will propose to the Council Nominations Committee changes to the memberships of committees of the Council (and the Senate) to ensure a better balance of Council representation (see Tables 2 to 5 in Appendix 2). There is an overriding public interest governance principle that the size, composition, diversity, skills mix and term of office of the governing body are appropriate to the nature, scale and complexity of the institution. The proposed principles are as follows:

Guiding Principle 1: Where a majority of external members is not required, each committee of the Council will have a member of the Council as Chair (see section 7. below), who reports on the work of the committee to the Council, and at least one other member of the Council in membership.

Guiding Principle 2: Terms of Reference and membership documents will clearly refer either to members of the Council, or to lay members of the Council or to external nominees of the Council who are not required to be members of the Council (as 'lay members as approved by the Council').

Guiding Principle 3: Council members receive reports on academic matters from Senate and do not ordinarily sit on Senate Committees, unless they are members in Class 4, elected to Council by and from the Senate.

The impact of applying these three guiding principles on Council representation on committees of the Council and the Senate would be as follows:

- The number of members of the Council on the Estates Committee would be reduced by one, thus removing the current vacancy (Adrian Belton is in the Chair and Rob Sykes, Council member nominated by Senate, is in membership; with one nomination already received to replace Rob Sykes.)
- The Chair of the Council would not be required as an ex-officio member of the Human Resources Committee; see above,
- There would not be a requirement for a lay member of the Council on the Learning and Teaching Committee (Professor Keith Layden was not appointed to LTC as a lay member of the

Council but was on the committee for a number of years before becoming a member of the Council and could be replaced specifically by one of the Class (4) members of the Council, appointed by the Senate);

- The Equality, Diversity and Inclusion Committee would require a lay member of the Council in membership. The Provost & Deputy Vice-Chancellor is already a member of Council and chairs the Committee (see section 7. below).

6. Terms of Office

Some committees have very long-standing members (see Tables 13 and 14 in Appendix 2), who are not ex-officio, who either have no term of office or who have served for an extended period through renewals. The Senate Nominations Committee proposed a three-year term, with one renewal for a further three-year term, followed by up to three one-year renewals only by necessity (referred to here as the 'Hope Rule' after Alison Hope who proposed it).

Guiding Principle 4: Where a position on a committee is by nomination or election, rather than ex-officio, then unless otherwise stated in Regulation members of Committees of Council or Senate will be appointed for an initial three-year term, with one renewal possible by re-election/nomination for a further three-year term, followed by exception (where necessary) with up to three one-year renewals.

Council and Senate Nominations Committees will seek nominations to replace members of committees who have served for more than nine years (listed in Tables 13 and 14 in Appendix 2). In discussion with the Chair of Estates Committee and the Director of Estates and Facilities Management, it is clear this will require a series of staggered changes for the Estates Committee since they currently have three members who are in this position.

This would also apply to Attending and Corresponding members of the Honorary Degrees Committee but on the basis of nine one-year terms (since they are currently re-appointed on an annual basis). The exception being the Chancellor who would become an ex-officio member.

7. Committee Chairs

Guiding Principle 5: The 'Hope Rule' regarding terms of office will apply to Chairs of committees of the Council and the Senate (where the position of Chair is not ex-officio), starting from when they become the Chair i.e. not counting any prior service on the Committee as a member.

The University Secretary will propose to the Nominations Committees introducing terms of office (based on the 'Hope Rule') for the chairs of the Employability Board, Research Ethics Committee and the Senate Budget Committee (see Tables 15 and 16 in Appendix 2). Note that the Chair of the Health and Safety Committee would also need to be given a term of office if they are a lay member of the Council (see 3.2. above.)

Guiding Principle 6: The Chair of a committee of the Council should be a member of the Council.

The current exception is the Health and Safety Committee, see 3.2 above.

Dr Tony Strike,
April 2019.

Appendix 1

Council and Senate Committees in Scope

Committees of the Council

- Audit Committee
- Council Nominations Committee
- Equality, Diversity and Inclusion Committee
- Estates Committee
- Finance Committee
- Health and Safety Committee
- Human Resources Committee
- Senior Remuneration Committee

Committees of the Senate

- Employability Board
- Learning and Teaching Committee
- Military Education Committee
- Research and Innovation Committee
- Research Ethics Committee
- Senate Academic Assurance Committee
- Senate Budget Committee
- Senate Nominations Committee

Joint committee of the Senate and the Council

- Honorary Degrees Committee

Other committees

- Alumni Board

Current Terms of Reference and membership can be viewed at:
<https://www.sheffield.ac.uk/govern/committees>

Appendix 2

Table 1: Lay members of the Council on University committees

Name	Council member type		Committee(s)
Tony Pedder	Class (1) Pro-Chancellor and Chair	5	Council Nominations Committee (Chair) Finance Committee (as Pro-Chancellor) Honorary Degrees Committee Human Resources Committee Senior Remuneration Committee (Chair)
Alison Hope	Class (1) Pro-Chancellor (and Senior Independent Director)	6	Alumni Board Audit Committee (Chair) Council Nominations Committee Honorary Degrees Committee Senate Nominations Committee Senior Remuneration Committee
Richard Mayson	Class (1) Pro-Chancellor	6	Alumni Board (Chair) Audit Committee Council Nominations Committee Honorary Degrees Committee Human Resources Committee (Chair) Senior Remuneration Committee
John Sutcliffe	Class (1) Treasurer	5	Council Nominations Committee Finance Committee (Chair) Honorary Degrees Committee Investment Group (Chair) (Sub-committee of Finance Committee) Senior Remuneration Committee
David Bagley	Class (3) Member	2	Finance Committee Investment Group (Sub-committee of Finance Committee)
Adrian Belton	Class (3) Member	2	Audit Committee Estates Committee (Chair)
Professor Keith Layden	Class (3) Member	3	Alumni Board Health and Safety Committee Learning and Teaching Committee
Dr Jonathan Nicholls	Class (3) Member	0	n/a
Stephen Sly	Class (3) Member	2	Finance Committee Senior Remuneration Committee
Katherine Whitton	Class (3) Member	1	Alumni Board
Tony Wray	Class (3) Member	1	Audit Committee

Table 2: Council representation on committees of the Council

Committee	Members (Quorum)	Positions specifically for lay members of the Council	Positions specifically for representatives of the Council
Audit Committee	8 (2)	4 (including Chair)	4 – currently 1 vacancy
Council Nominations Committee	6 (4)	4 (including Chair)	0
Equality, Diversity and Inclusion Committee	30 (3)	0	3
Estates Committee	13	3 (including Chair) – currently 1 vacancy	0

Finance Committee	13 (5)	3 (including Chair)	3 – one of the representatives (Stephen Sly) is a member of the Council
Health and Safety Committee	23 (one third)	1	1 – currently 1 <i>vacancy</i>
Human Resources Committee	18 (6)	2 (including Chair)	4 – currently 1 <i>vacancy</i> and one of the representatives is actually a lay member of the Council
Investment Group (Sub-committee of Finance Committee)	5	1 (Chair)	4 – one of the representatives (David Bagley) is a lay member of the Council
Senior Remuneration Committee	6 (3)	6 (including Chair)	0

Table 3: Council representation on committees of the Senate

Committee	Members (Quorum)	Positions specifically for lay members of the Council	Positions specifically for representatives of the Council
Employability Board	26	0	11
Learning and Teaching Committee	23	0	3 – one of the representatives is actually a lay member of the Council
Military Education Committee	17 (5)	0	1
Research and Innovation Committee	22	0	0
Research Ethics Committee	18 (6)	0	4
Senate Academic Assurance Committee	14	0	0
Senate Budget Committee	12	0	0
Senate Nominations Committee	7	1	0

Table 4: Council representation on joint committees of the Senate and the Council

Committee	Members (Quorum)	Positions specifically for lay members of the Council	Positions specifically for representatives of the Council
Honorary Degrees Committee	18 (7)	4	6

Table 5: Council representation on other committees

Committee	Members (Quorum)	Positions specifically for lay members of the Council	Positions specifically for representatives of the Council
Alumni Board	21	2 (Chair and Deputy Chair)	0
Sport Sheffield Board	10	0	2

Table 6: Senate representation on committees of the Senate

Committee	Members (Quorum)	Positions specifically for members of the Senate	Positions specifically for representatives of the Senate
Employability Board	26	0	5 – one is actually a member of the Senate
Learning and Teaching Committee	23	3 – currently 2 <i>vacancies</i>	0
Military Education Committee	17 (5)	0	2
Research and Innovation Committee	22	0	4 – one is actually a member of the Senate
Research Ethics Committee	18 (6)	0	6 – one is actually a member of the Senate
Senate Academic Assurance Committee	14	6	0
Senate Budget Committee	12	3	0
Senate Nominations Committee	7	0	1

Table 7: Senate representation on committees of the Council

Committee	Members (Quorum)	Positions specifically for members of the Senate	Positions specifically for representatives of the Senate
Audit Committee	8 (2)	0	0
Council Nominations Committee	6 (4)	0	0
Equality, Diversity and Inclusion Committee	30 (3)	0	2
Estates Committee	13	0	0
Finance Committee	13 (5)	0	1
Health and Safety Committee	23 (one third)	0	0
Human Resources Committee	18 (6)	0	0
Investment Group	5	0	0
Senior Remuneration Committee	6 (3)	0	0

Table 8: Senate representation on joint committees of the Senate and the Council

Committee	Members (Quorum)	Positions specifically for members of the Senate	Positions specifically for representatives of the Senate
Honorary Degrees Committee	18 (7)	0	0

Table 9: Senate representation on other committees

Committee	Members (Quorum)	Positions specifically for members of the Senate	Positions specifically for representatives of the Senate
Alumni Board	21	0	0
Sport Sheffield Board	10	0	0

Table 10: Students' Union representation on committees of the Senate

Committee	Members (Quorum)	Positions specifically for Sabbatical Officers	Positions specifically for representatives of the SU
Employability Board	26	4	0
Learning and Teaching Committee	23	1	1 – currently a Sabbatical Officer
Military Education Committee	17 (5)	0	1 – currently a Sabbatical Officer
Research and Innovation Committee	22	0	1 – currently a Sabbatical Officer
Research Ethics Committee	18 (6)	0	2
Senate Academic Assurance Committee	14	0	3
Senate Budget Committee	12	0	1 – currently a Sabbatical Officer
Senate Nominations Committee	7	0	0

Table 11: Students' Union representation on the joint committee of the Senate and the Council

Committee	Members (Quorum)	Positions specifically for Sabbatical Officers	Positions specifically for representatives of the SU
Honorary Degrees Committee	18 (7)	0	0

Table 12: Students' Union representation on other committees

Committee	Members (Quorum)	Positions specifically for Sabbatical Officers	Positions specifically for representatives of the SU
Alumni Board	21	0	0
Sport Sheffield Board	10	2	0

Table 13: Long-serving members on committees of the Council

Committee	Member	Term of Office	Years
Equality, Diversity and Inclusion Committee	Zahid Hamid	2005-2008, et seq, 2016-19	13
Estates Committee	Stephen Hodgson	2008-13, et seq, 2016-19	10
	Richard Hollox	2008-13, et seq, 2016-19	10
	Andy Topley	2008-13, et seq, 2016-19	10
Health and Safety Committee	Dr Colin Bingle	2007-10, et seq, 2016-19	11
Investment Group	Jon Dunn	1996-99, et seq, 2016-19	22

Table 14: Long-serving members on committees of the Senate

Committee	Member	Term of Office	Years
Employability Board	Martin Donelan	2007-10, et seq, 2016-19	11
Research Ethics Committee	The Venerable Robert Fitzharris	2004-2007, et seq, 2016-19	14

Table 15: Chairs of committees of the Council

Committee	Chair	Term of Office	Member of the Council
Audit Committee	Alison Hope	2017-20	Appointed to 2021
Council Nominations Committee	Tony Pedder	Ex-officio	Appointed to 2021
Equality, Diversity and Inclusion Committee	Professor Gill Valentine	Ex-officio	Appointed annually
Estates Committee	Adrian Belton	2018-20	Appointed to 2020
Finance Committee	John Sutcliffe	Ex-officio	Appointed to 2022
Health and Safety Committee	TBC	Ex-officio	No
Human Resources Committee	Richard Mayson	2017-20	Appointed to 2021
Investment Group	John Sutcliffe	Ex-officio	Appointed to 2022
Senior Remuneration Committee	Tony Pedder	Ex-officio	Appointed to 2021

Table 16: Chairs of committees of the Senate

Committee	Chair	Term of Office	Member of the Senate
Employability Board	Dr Peter Blenkiron	2016-19	No
Learning and Teaching Committee	Professor Wyn Morgan	Ex-officio	Yes
Military Education Committee	Dr Jonathan Rayner	2018-19	No (VC appoints)
Research and Innovation Committee	Professor Dave Petley	Ex-officio	Yes
Research Ethics Committee	Professor Peter Bath	?	Yes
Senate Academic Assurance Committee	Professor Mary Vincent	2018-21	Yes
Senate Budget Committee	Professor Richard Jackson	?	Yes
Senate Nominations Committee	Professor Gill Valentine	Ex-officio	Yes

Table 17: Chair of the joint committee of the Senate and the Council

Committee	Chair	Term of Office	Council / Senate
Honorary Degrees Committee	Professor Gill Valentine	Ex-officio	Member of the Senate

Table 18: Chairs of other committees

Committee	Chair	Term of Office	Council / Senate
Alumni Board	Richard Mayson	2018-19	Lay member of the Council
Sport Sheffield Board	Professor Wyn Morgan	Ex-officio	Member of the Senate