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The University of Manchester

AHUA

# AHUA SPRING CONFERENCE 2018

The University  
of Manchester

Monday 9 April – Wednesday 11 April 2018

UNIVERSITY OF MANCHESTER





Welcome from Will Spinks, Registrar, Secretary and Chief Operating Officer at The University of Manchester and AHUA Convenor for the Northern Group.

Dear colleagues,

I am delighted to welcome you to this year's AHUA Spring Conference and to The University of Manchester. As some of you may know, I will be retiring from my role in the autumn and it is, therefore, a particular privilege to host this year's conference.

The University of Manchester holds a special place in history. Our origins as England's first civic university are closely linked to Manchester's development as the world's first industrial city.

We were formed at the birth of the modern world and our founders invested us with progressive principles and a desire to improve people's lives through research and teaching.

This year's conference falls right in the midst of a period of significant change and uncertainty for both the country and the higher education sector. As leaders, we have obligations to navigate these difficult waters and to find the opportunities that change may offer.

There is no time better, therefore, for AHUA members to come together to hear from an array of excellent speakers on important topics, share experiences, learn from one another, reconnect with old colleagues and meet new ones.

Our impressive array of speakers includes Professor Dame Nancy Rothwell, Nicola Dandridge CBE, Sir Howard Bernstein, Professor Sir Anton Muscatelli, Chris Sayers and Drew Povey.

We also have a wide range of workshops for you to participate in. I hope there will be something of real benefit for all of the wide range of AHUA members, in different types of role and in differing types of institution, from all around the UK.

Our gala dinner on Tuesday evening takes place in the University's magnificent Whitworth Hall. The Hall was built between 1898 and 1902 to commemorate the great

Manchester engineer, entrepreneur and philanthropist Sir Joseph Whitworth. The Hall, like the rest of the quadrangle, was designed by Alfred Waterhouse, one of Britain's best-known architects, who also designed Manchester Town Hall and the Natural History Museum in London.

The relationship between the city of Manchester and the University stretches back almost 200 years to our inception. This relationship remains absolutely fundamental to our purpose today. I hope, therefore, that we have not only a great conference but that you also have a great time in Manchester.

With very best wishes,

Will Spinks

Registrar, Secretary and Chief Operating Officer at The University of Manchester

# Opportunities and Challenges in a Changing World

Martin Harris Centre  
The University of Manchester  
April 2018

Monday, 9 April 2018

**11.30am**

Registration and networking  
Martin Harris Centre

**12 noon**

Lunch and networking  
Martin Harris Centre marquee

**12.45pm**

Welcome  
Cosmo Rodewald Concert Hall

**Lee Sanders**

*Chair of AHUA*

and

**Will Spinks**

*Conference Host*

**1pm**

Session 1  
Cosmo Rodewald Concert Hall

Chaired by

**Will Spinks**

*Registrar, Secretary and Chief Operating Officer, The University of Manchester*

**Professor Dame Nancy Rothwell**

*President and Vice-Chancellor, The University of Manchester*

**The role of a University in a changing world**

The prospects of Brexit, a major review of student funding, the rise of the regulator and a heated public debate about "value for money" and senior salaries means that UK universities are being challenged as never before. How should universities respond to these challenges whilst at the same time demonstrating their commitment to solving wider societal challenges around an ageing population, environmental sustainability and the threat to jobs posed by increasing automation? In the search for answers, Professor Dame Nancy Rothwell, President and Vice-Chancellor of The University of Manchester, will argue that we should be focusing once again on the basic purpose of a university, our significant contribution to the economy, society and wider culture and also taking a fresh look at how we engage and communicate with our local communities and wider society.

**2pm**

Session 2  
Cosmo Rodewald Concert Hall

Chaired by

**John Hogan**

*Registrar, Newcastle University*

**Nicola Dandridge**

*Chief Executive, Office for Students*

The Office for Students (OfS) is the new public body, established in law by the Higher Education and Research Act 2017. From April 2018, the OfS will become the regulator for the English Higher Education sector and will aim to put the student interest at its heart. It aims to be innovative in its approach to student participation, success and employability. The OfS will replace the Higher Education Funding Council for England (HEFCE) and the Office for Fair Access (OFFA).

This session will be an opportunity to hear from the OfS Chief Executive, Nicola Dandridge, in the very first weeks of the OfS taking up its responsibilities.

**3pm**

Refreshment break  
Martin Harris Centre marquee

**3.15pm**

Session 3  
Session A in Room G16  
Session B in John Thaw Studio Theatre  
**Sponsor sessions**

**A For better and for worse? Managing academic performance in the modern employment relationship**

**David Browne and Tom Long**

*Shakespeare Martineau*

Through a fully interactive, case study led session, the speakers will explore what universities need from employees in delivering their strategic objectives including ways to properly manage academic performance, specifically in balancing the imperatives of the TEF and REF. This will include an analysis of the extent to which performance management can be tailored to meet the needs of particular departments/faculties, together with an examination of the hidden pitfalls in the performance management process.

The session will explore the thorny issue of academic freedom, specifically the extent to which universities can manage academics who assert that invoking performance management processes breaches that concept. Speakers will also address the impact of the changing environment on employee and trade union relations and engagement, specifically assessing opportunities and risks arising. Given the new regulatory environment, speakers will also explore the increased importance and risks associated with whistleblowing in HE.

**B League tables and strategy: a dangerous relationship?**

**Aaron Porter**

*Director, Aaron Porter Consultancy and Halpin Partnership Consulting Fellow*

**Paula Sanderson**

*Registrar, SOAS, and Halpin Partnership Consulting Fellow*

**Phil Baty**

*Editorial Director, Global Rankings, Times Higher Education*

**Patrick Kennedy**

*Director, Collective Intelligence Consulting Ltd and Halpin Partnership Consulting Fellow*

This session will explore the relationship between university league tables and the development of university strategies. Do league tables provide a good proxy for performance or are we too driven by league table position to the detriment of market diversity? An expert panel which includes university leaders and Halpin Partnership Consulting Fellows will debate the motion: "This house believes that a focus on university league tables is damaging to strategic planning."

**4.15pm**

Session 4  
Session A in Room F20  
Session B in John Thaw Studio Theatre  
Session C in Room G16  
**Workshop sessions**

**A Breaking the barriers**

**Sophie Bowen**

*COO, Middlesex University*

and

**Robin Henderson**

*Development Consultant, AHUA*

The divide between academic and non-academic staff is a perennial problem in higher education, creating challenges for implementing change, building positive working relationships and aligning strategy.

This workshop will focus on how leaders in higher education can do this.

**B The value of risk management**

**Sean Ryan**

*Director, Uniac*

**Jean Brown**

*Senior Assurance Consultant / Operations, Uniac*

Risk management is seen as good management practice – a tool to facilitate

communication and discussion of the key risks and opportunities that an organisation faces. Because of the value that good risk management is seen to add, it is a requirement not only for higher education institutions but also of companies through the Financial Reporting Council's UK Corporate Governance Code.

Uniac have undertaken a study with organisations within and beyond the sector, to understand how and where they gain most value from risk management. Study outcomes will be used as the basis for the session, which will cover:

- feedback from both non-executives and executives on how risk management adds most value in their organisations;
- the role of the risk register in value adding risk management, and what such a risk register may look like;
- an appraisal of elements of interesting practice relating to risk, as observed through the study;
- the future of risk management in light of the emerging regulatory framework for the sector: will governing bodies and audit committees change their approach?

**C Maturing a sense of leadership identity for university leaders and managers**

**Dr Heather Davis**

*Program Director, LH Martin Institute for Tertiary Education Leadership and Management, University of Melbourne*

A hands-on workshop, providing opportunities for critical evaluation of management and leadership development programmes in universities in the UK and elsewhere. Building on the adage that there is 'nothing so practical as a good theory', this workshop will focus on unpacking the mindset and skillset shifts required to be agile enough to work with the likely disruptions ahead. Through the lens of Self-Determination Theory's three elements: competence, autonomy and relatedness (Gagné & Deci, 2005), the speaker will consider what is prevalent and what might be missing in contemporary leadership programmes for higher education, providing some case studies from Australia to tease these out.

**5.15pm**

Travel to hotel

**6.45pm**

Rendezvous in hotel foyer for move to Manchester Museum

**7.15pm**

Drinks reception in Manchester Museum

**7.45pm**

Dinner  
(followed by quiz – *Shakespeare Martineau*)

**10.15pm**

Depart from Manchester Museum

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**9am**

Session 5  
Cosmo Rodewald Concert Hall

**Sir Howard Bernstein**

Sir Howard Bernstein was the Chief Executive of Manchester City Council from 1998 to 2017. Sir Howard will be interviewed by Andy Westwood, Vice-Dean for Social Responsibility in The University of Manchester's Faculty of Humanities and Professor of Government Practice on:

"In a changing world, how can universities drive regional growth?"

**10am**

Session 6  
Session A in Room G16  
Session B in John Thaw Studio Theatre  
**Sponsor sessions**

**A The crystal slipper: distinctiveness in a crowded marketplace**

**Louise Simpson**  
*Co-Founder of The Knowledge Partnership and Director of The World 100 Reputation Network*

**Alan Ferns**  
*Associate Vice President, External Relations and Reputation, The University of Manchester*

Every university wants to be known for something special, particularly as competition gets tougher, fees rise and young people are lured by careers that do not require degree entry. But how do you choose what to be distinctive 'in' when universities position themselves usually as 'good at everything' and every mission statement is a duplicate? How do you identify the star attraction without alienating the faculty whose foot doesn't fit the crystal slipper? How do you roll it out to be meaningful to the public? And how do you measure whether that has made a difference to your reputation?

This session will look at these questions and detail how The University of Manchester has worked with TKP to create its own research beacons and use reputational auditing to track its reputation with key stakeholders. You will also see examples of the research beacon marketing, and hear from some of the academic champions bringing it all to life.

**B The Higher Education and Research Act 2017**

**Gary Attle**  
*Partner, Head of Education and Governance, Mills and Reeve*

The Higher Education and Research Act 2017 has been described as "the most important legislation in the sector for 25 years" and will come into force in 2018.

In this session we provide perspectives on the scope and implications of this legislation and the new regulatory framework for higher education which is being established by the Office for Students.

**11am**

Refreshment break  
Martin Harris Centre marquee

**11:15am**

Session 7  
Session A in John Thaw Studio Theatre  
Session B in Room F20  
Session C in Room G16  
**Workshop sessions**

**A Developing yourself as an experienced Registrar / Secretary / Chief Operating Officer**

**Dr Kelly Coate**  
*Vice Dean (Education), Faculty of Social Science and Public Policy, King's College London*

**Robin Henderson**  
*AHUA Development Consultant*

This workshop will be based on findings of a project conducted by researchers at King's College London on the attributes and career paths of senior leaders in higher education. With a mix of presentation, reflection and group discussion this workshop will challenge attendees to reflect on their own skills and expertise and to consider their development needs to enable them to continue to thrive in leadership roles within the sector.

**B The role of the audit committee**

**Richard Young**  
*Director, Uniac*

**Jean Brown**  
*Senior Assurance Consultant / Operations, Uniac*

Audit committees' responsibilities have grown dramatically over the last ten years and, coupled with a changing higher education landscape, the demand and expectations placed on committee members are ever-more challenging.

Additionally, the emerging regulatory framework for the sector means that it is timely to take stock of the committee's role. With the possible end of the annual

cycle of assurances to an external body such as HEFCE (via the annual accountability return) in December 2018, there is a chance to reflect and, potentially, innovate.

The purpose of the session is to discuss the audit committee's focus and draw best practice from across the sector. We will refer to the CUC HE Code of Governance, Financial Reporting Council outputs and HEFCE guidance (including feedback from the institutional assurance reviews) alongside what is known about the new regulatory framework. We will cover:

- how best to structure audit committee meetings – including the balance between strategic risk focus and the ever-increasing compliance assurance requirements;
- unpacking the current requirements within the Memorandum of Assurance and Accountability ie opinions on internal control, risk management, value for money, governance and the quality of data returns);
- what boards may want in the future (when the Memorandum expires) – more of the same or a different approach to assurances and the focus of their audit committees;
- non-executives – reflecting on the background and skills required for the role and the ongoing training and support to aid the maximisation of their input.

The session will consider how to optimise audit committee meetings and balance between ever-increasing compliance requirements and the broader focus on risk that is also expected.

**C Surviving the swings**

**Tess Brooks**  
*AHUA Associate*

**Andrew Young**  
*Head of Administration and Chief Operating Officer, LSE*

**Jeannette Strachan**  
*Registrar and Secretary, University of Hull*

As a Registrar, Secretary or Chief Operating Officer you will most probably at some point in your role have the challenge of a change of Vice Chancellor. This workshop will explore how you can develop new relationships, new dialogues and support the new VC and existing staff through the transition process.

**12.15pm**

Lunch  
Martin Harris Centre marquee

**1.15pm**

Session 8  
Cosmo Rodewald Concert Hall

Chaired by  
**Sophie Bowen**  
*Chief Operating Officer, Middlesex University*

**Drew Povey**  
*Headteacher, Harrop Fold School – as featured in "Educating Greater Manchester"*

**Leadership in a changing world – Harrop, history and how**

How can we secure sustainable organisational improvements during these uncertain and volatile times? We are expected to do more with less and sweat our assets but how can this be realistically achieved? The answers can be found during this short insight into a leadership philosophy for the modern era. We will explore different approaches from a multi-sector perspective, by taking ideas and concepts from different walks of life, including sport and the business world, and evaluating these real-life examples in practice within the education sector.

**2.15pm**

Session 9  
Session A in Room G16  
Session B in John Thaw Studio Theatre  
**Sponsor sessions**

**A Good governance – how to avoid being front-page news for all the wrong reasons**

**Diane Gilhooley**  
*Partner, Eversheds Sutherland*

**Chris Mordue**  
*Partner, Eversheds Sutherland*

**Siân Jones-Davies**  
*Senior Associate, Eversheds Sutherland*

This interactive and topical session will provide advice on how university leaders can best maximise their institution's internal and external reputation in the following key areas:

- VC and executive pay and the role of the remuneration committee
- Strategies for tackling under-representation and promoting equality
- Promoting wellbeing and mental health amongst staff and students
- Sexual harassment – what can institutions do to effectively manage current issues and what about historic claims?

**B Purpose-built student accommodation – innovation in products and services**

**Darren Ellis**  
*Higher Education Engagement Director, Unite Students*

**Simon Jones**  
*Operations Director, Unite Students*

Over the last three years, Unite Students has worked with a leading international consultancy to design services for students living in its accommodation that improve their experience. In this session, we will share the service design process, some of the innovations that have arisen from it, and the feedback from, and impact on, students.

**3.15pm**

Refreshment break  
Martin Harris Centre marquee

**3.30pm**

Session 10  
Cosmo Rodewald Concert Hall

Chaired by  
**Lee Sanders**  
*Chair of AHUA*

AHUA Conference Business session  
AHUA members only

**4.15pm**

Session 11  
Cosmo Rodewald Concert Hall

Chaired by  
**Nicola Owen**  
*Chief Administrative Officer and Secretary, Lancaster University*

**Governance challenges in a changing world**

**Chris Sayers**  
*Chair of the Committee of University Chairs and Chair of the Board of Governors at Northumbria University*

**Professor Sir Anton Muscatelli**  
*Principal of the University of Glasgow and Chair of the Russell Group*

Chris Sayers will give his perspective on the changing demands on governing bodies generated by:

- the new regulatory framework;
- new approaches to academic quality assurance;
- challenges over senior remuneration;
- a challenging financial outlook.

**5.15pm**

Return to hotel

**6.45pm**

Rendezvous in hotel foyer

**7pm**

Depart hotel for Whitworth Building

**7.15pm**

Drinks reception in Christie's Bistro

**8pm**

Pre-dinner speaker

**Andy Burnham**  
*Mayor of Greater Manchester*

Andy Burnham was elected as Mayor of Greater Manchester in May 2017.

Andy was MP for Leigh from 2001. In government, he has held ministerial positions at the Home Office, the Department of Health and the Treasury. In 2008 he became Secretary of State for Culture, Media and Sport, before returning to Health as Secretary of State in 2009.

**8.15pm**

Dinner served in Whitworth Hall

**10.15pm**

After-dinner speaker

**Lemn Sissay MBE**  
*Chancellor of The University of Manchester*

Lemn Sissay is author of a series of books of poetry alongside articles, records, broadcasts, public art, commissions and plays.

Lemn is Chancellor of The University of Manchester, Patron of The Letterbox Club, Canterbury's Poet Laureate and a regular contributor to radio and television.

**11pm**

Depart from Whitworth Hall

# Speaker profiles



**Professor Dame Nancy Rothwell**

Professor Dame Nancy Rothwell took up the post of President and Vice-Chancellor of The University of Manchester in July 2010. She is the first woman to lead the University or either of its two predecessor institutions. She is also Professor of Physiology and has previously held an MRC Research Chair, as well as holding University positions as Vice-President for Research and Deputy President and Deputy Vice-Chancellor.

Professor Rothwell's research in the field of neuroscience has contributed towards major advances in the understanding and treatment of brain damage in stroke and head injury. She was elected Fellow of the Royal Society in June 2004 and made Dame Commander of the Order of the British Empire in June 2005, in recognition of her services to science. She was the founding President of the Royal Society of Biology, and is currently co-Chair of the Prime Minister's Council for Science and Technology, a Deputy Lieutenant for Greater Manchester, Chair of Corridor Manchester Board, a member of the Greater Manchester Local Enterprise Partnership Board and a member of the Northern Powerhouse Partnership Board.

Professor Rothwell takes a strong and active interest in public communication of science and regularly gives talks to schools and the public and contributes to television, radio and press, particularly on sensitive issues in science.



**Nicola Dandridge**

Nicola Dandridge was appointed as the first Chief Executive of the Office for Students in 2017, taking up her role in September 2017. The Office for Students is the new public body which will regulate the higher education sector on behalf of students. It will be fully operational in April 2018, when it will replace the Higher Education Funding Council for England and the Office for Fair Access.

Prior to joining the Office for Students, Nicola was chief executive of Universities UK, the representative organisation for the UK's universities. Before that she was chief executive of the Equality Challenge Unit, the higher education agency which promotes equality and diversity for staff and students. Nicola started her career as a qualified lawyer working in private practice.



**Sophie Bowen**

Sophie Bowen is Chief Operating Officer at Middlesex University. Her portfolio includes strategic planning, human resources, IT and computing services, registry, business enhancement and governance and compliance. Prior to this she was Secretary and Director of Academic Administration and Quality at St George's, University of London and held a variety of roles at the University of Birmingham, including Director of Student Services. Her experience includes leading cross-institutional change programmes, major international development initiatives and strategic reviews. Sophie is convenor of the AHUA London Regional Group, a member of the AHUA executive and is also a member of the Board of the Leadership Foundation for Higher Education.



**Dr Robin Henderson**

Dr Robin Henderson leads MY Consultants Ltd, a higher-education-focused development consultancy which supports universities and research institutes to develop leadership and management talent, to deliver high-value research projects, and in supporting change programmes. Over the past 15 years he has worked with over 25 UK and European HEIs. Within the facilitation and coaching he undertakes he works with a wide spectrum of staff including senior academic and professional service staff in leadership programmes which are specifically designed to support culture change within organisations. Prior to founding MY Consultants, he held both academic and professional service roles at a research-intensive institution. He is still actively engaged with teaching in HE and he currently contributes to master's-level provision at two institutions.



**Richard Young**

Richard Young is a Director at Uniac (a provider of internal audit services across the HE sector) and has overall responsibility for the provision at a number of institutions. He has also had audit experience within the NHS and private sector. Richard has a particular interest in risk management, value for money and governance generally. Within the latter area, he has carried out reviews assessing governance effectiveness (at both governing body and committee level). He liaises with HEFCE on a regular basis and, within the last 12 months, has led workshops with them on value for money reporting and the evolving role of audit committees.

In a non-executive capacity, Richard has been a chair of finance committee within a large FE provider and is currently a chair of audit committee at a HEI.



**Sean Ryan**

Sean Ryan is one of Uniac's Directors. Uniac provides internal audit and assurance services across the HE sector. Sean leads internal audit delivery at a number of institutions. He trained with one of the large accountancy firms before spending some time in internal audit at two retail banks in the 1990s. These gave him a solid education in risk management before he decided that higher education was infinitely more interesting.

Sean believes that risk management has the potential to be a really useful and engaging tool – but that this potential is all too rarely realised. Perhaps the imminent demise of the HEFCE Memorandum of Assurance and Accountability offers a chance to rethink risk management practices in the sector?



**Jean Brown**

Jean Brown has worked in the higher education sector for over 16 years – both as a senior member of the Uniac internal audit team and as Head of a Strategic Planning and Governance team at a large university. With a scientific background, a PhD in Organometallic Catalysis from the University of Sheffield, Jean has a keen interest in working out how things work and how to make them function in an optimal fashion. Earlier in her career this played out in the chemical industry, working for ICI and Ineos, and this has now translated into higher education.

At Uniac, Jean works on strategic projects and cross-member activities: she is one of the authors of the recently published Uniac 'Risk management – what value?' report. Through her previous role as head of a strategic planning and governance team she gained extensive experience of risk management in operation and reported on this and a range of other matters, including HEFCE's governance requirements, data assurance and value for money, to the institution's audit committee.



**Dr Heather Davis**

Heather Davis is the Program Director (Awards) at the LH Martin Institute of Tertiary Education Leadership and Management, at the University of Melbourne. She has a background in research management, knowledge work, adult education and professional development. Heather is an ATEM Fellow and holds a Master of Professional Education and Training from Deakin University and PhD from the School of Management, RMIT.

Heather's research interests include: university leadership and management; shared leadership; qualitative inquiry, social complexity theories and e-learning. Heather completed a PhD research project in 2012, 'Leadership Literacies for Professional Staff in Universities', and is currently researching the project 'Learning by association in higher education: a comparative analysis of Australian and UK membership associations for university administrators', involving ATEM and the AUA.



**Sir Howard Bernstein**

Sir Howard Bernstein is the former Chief Executive of Manchester City Council (1998-2017) and former Head of Paid Service for the Greater Manchester Combined Authority (2011-2017). A strong believer in the transformative power of cities and one of the chief architects of Manchester's well-documented urban, social and economic resurgence over the last four decades, Bernstein now serves as a strategic adviser to several public, private and academic institutions in the UK and internationally.

Over a distinguished career in public service, Sir Howard was instrumental in a range of projects and initiatives benefitting Manchester, Greater Manchester and the UK. This has included significant improvements in transport and other infrastructure across Greater Manchester, the long-term regeneration of disadvantaged parts of Manchester in partnership with government, the private sector and local communities, and cementing Manchester's status as a thriving hub for sports, culture, media and creativity and an active player in promising fields such as advanced materials, life sciences, informatics and translational medicine.

Sir Howard is widely recognised for his pioneering use of innovative financial instruments, planning mechanisms, governance arrangements and public-private partnerships to attract investment, accelerate development and deliver marked improvements in social and economic outcomes for people and businesses in Greater Manchester. This assertive approach has also been evident in the devolution of significant responsibilities for transport, planning, housing, skills, health and social care services from the UK government to local authorities in Greater Manchester in recent years, including the piloting of ground breaking new models for the delivery of health, social care and early intervention services at the neighbourhood level.

Following his retirement from the Council in 2017, Sir Howard was appointed as an Honorary Professor of Politics and a strategic adviser to The University of Manchester. He is also a strategic adviser to Deloitte, an Honorary President of Manchester City FC and President of Lancashire County Cricket Club.

Sir Howard was knighted for his services to Manchester in 2003.

## Speaker profiles



**Andy Westwood**

Andy Westwood is Vice Dean of Humanities and Professor of Government Practice at The University of Manchester. He is a Visiting Professor of Further and Higher Education at the University of Wolverhampton and an occasional adviser to the IMF and OECD. He is currently a specialist adviser to the House of Lords Committee on Economic Affairs and was previously a special adviser to ministers at the Department for Innovation, Universities and Skills and a senior adviser at HM Treasury and the Departments for Education and Communities and Local Government. He writes regularly for *WonkHE*, the *Times Higher Education Supplement* and the *Guardian*.



**Louise Simpson**

Louise Simpson is co-founding Director of The Knowledge Partnership UK, and Director of The World 100 Reputation Network. She is an expert in higher education communications and branding, leading research for many universities and government bodies in the UK, Japan and Europe. Before becoming a consultant, she was Director of Communications at the University of Cambridge.



**Alan Ferns**

Alan Ferns is Associate Vice-President for External Relations and Reputation at The University of Manchester, where he is responsible for providing coordination, leadership and strategic direction for a wide range of external relations and reputation building activities and functions. Prior to taking up his current role in January 2017, Alan was Director of Communications and Marketing at The University of Manchester. He has worked in the field of University communication since 1983 at the Universities of Lancaster, Salford and Manchester.



**Dr Kelly Coate**

Dr Kelly Coate is the Vice Dean (Education) in the Faculty of Social Science and Public Policy at King's College London. Her research focuses on higher education: policy, management and gender. She has previously worked at the National University of Ireland, Galway and the UCL Institute of Education, where she taught on the MBA in Higher Education Management. She is on the Publications Sub-Committee of the Society for Research into Higher Education, and on the Editorial Boards of *Journal of Education Policy*, *Teaching in Higher Education* and *Higher Education Research and Development*.



**Tess Brooks**

Tess Brooks has experience in a wide range of roles within the public sector with a track record in organisational innovation and change management. Following a management career in the NHS, Tess became a Director of the King's Fund, an independent development agency, before being appointed Director of Leadership and Management Development for the NHS. A keen interest in personal development and the link between personal and organisational effectiveness have informed much of her career. For the past 13 years she has worked in a freelance capacity across a number of sectors, building a portfolio of interests which include both the design and delivery of leadership development, organisational diagnostics and change management. Tess is well known within HE for her contribution to the development of professionals from graduate trainee level to registrars, having acted as an adviser to the AHUA in respect of this work.



**Andrew Young**

Andrew Young is the current Chief Operating Officer at the LSE. At LSE, Andrew is responsible for the effective coordination and integration of professional services and their efficient and cost-effective delivery. He provides line management to a range of service divisions and aims to build collaboration, communication and coordination amongst them and professional service staff in academic units. Andrew previously worked at the University of Newcastle, Newcastle Science City and the London School of Hygiene and Tropical Medicine.

Shortly after joining the LSE, the Director announced he would not be seeking a second term and shortly after that announced he was leaving early. After a year under an interim Director, Andrew is now working for his third Director in less than 18 months.



**Jeannette Strachan**

Jeannette Strachan was appointed as the University Registrar and Secretary at the University of Hull in April 2013. She has worked in education for over 25 years, including positions at City University London, UCL and St George's, University of London. In 2010, Jeannette was appointed Academic Registrar/ Director of Student and Academic Services at Newcastle University and returned to the University of Hull in 2013 as the Registrar and Secretary. Jeannette's portfolio includes Governance and Compliance, Legal Services, Health and Safety and Student Services. Jeannette is a Director of Southern Universities Management Services, Trustee of the University of Hull Pension and Assurance Scheme and a Fellow of the Association of University Administrators.



**Drew Povey**

Drew Povey, one of the UK's most influential Leadership authorities, with a unique multi-sector viewpoint on creating innovative and sustainable change that can help prepare and empower individuals and teams for our ever-changing world.

Drew is a highly in-demand speaker at conferences and leadership events, both regionally and nationally, on the concept of 'multi-sector' approaches to leadership. His unique view and approach have positioned him as an innovative leadership coach and facilitator. He has a wealth of experience through his coaching of and work alongside leaders within education, the police, the NHS, professional sport and international businesses. This extensive network of partnerships has led to the implementation of Drew's philosophies and concepts across a range of customer-focused organisations.

As an Executive Headteacher, Drew leads on a programme of school improvement and coaching with other headteachers and leaders from various sectors. During the first year of his career, he won the prestigious Teacher of the Year award, which recognised him as an outstanding classroom practitioner with a focus on behaviour management. Drew was appointed as Headteacher at Harrop Fold School in 2009/10 and led the school through a sustained journey of improvement; including the raising of results to the best in the school's history and two 'Good' Ofsted's.

He is a Fellow of the Royal Society of the Arts (FRSA) and a Fellow of the Institute of Leadership and Management (FILM). In recognition for his work with children, young people and families Drew was invited to Buckingham Palace.



**Chris Sayers**

Chris Sayers has been the Chair of the Committee of University Chairs since April 2017. He joined Northumbria University's Board of Governors as an external member beginning in July 2012. Until 2012, Chris was the BT Group Regional Director for the north-east, building on a successful leadership career with BT for 26 years, including managing an IT system's division within BT Global Services.

He has very wide experience of serving as a non-executive director across public, private and charitable sectors. He holds an honours degree from York (Mathematics) and, with his wife Tessa, is joint chair of a board of trustees for a charity running two orphanages and a public school in Tamil Nadu, India.



**Professor Sir Anton Muscatelli FRSE AcSS**

Professor Sir Anton Muscatelli FRSE AcSS is Principal and Vice-Chancellor, University of Glasgow, since 1 October 2009. An economist, his research interests are monetary economics, central bank independence, fiscal policy, international finance and macroeconomics.

Sir Anton chairs the Scottish Government's Standing Council on Europe, a non-political group which provides expert advice to Scottish ministers on protecting Scotland's relationship with the EU. He is a member of the Scottish Government's Council of Economic Advisers. From September 2017 he has assumed the role of Chair of the Russell Group of Universities.

He is a member of the Board of the Scottish Funding Council which provides funding and oversight of Scotland's Colleges and Universities. He is a Director of USS (Universities Superannuation Scheme), Chair of the Council for Advancement and Support of Education (CASE) Europe, a member of the Board of Glasgow Life, and Chair of the Commission on Economic Growth for the Glasgow City Region.



**Andy Burnham**

Andy Burnham was elected as Mayor of Greater Manchester in May 2017.

Prior to this Andy was MP for Leigh from 2001. In government, Andy has held ministerial positions at the Home Office, Department of Health and the Treasury. In 2008 he became Secretary of State for Culture, Media and Sport, before returning to Health as Secretary of State in 2009.

In opposition, Andy has served as Shadow Education Secretary, Shadow Health Secretary and Shadow Home Secretary.

Andy lives in Leigh, Greater Manchester, with his wife and three children. He is a keen supporter of Everton FC.

*Photo courtesy of Department of Health*



**Lemn Sissay MBE**

Lemn Sissay MBE, Chancellor of The University of Manchester, is author of a series of books of poetry alongside articles, records, broadcasts, public art, commissions and plays. Lemn was the first poet commissioned to write for the London Olympics. His Landmark Poems are installed throughout Manchester and London. They can be seen in The Royal Festival Hall and The Olympic Park. Lemn was official poet for The FA Cup 2015 and his Desert Island Discs was pick of the year for BBC Radio 4 2015.

Lemn is also Patron of The Letterbox Club, Canterbury's Poet Laureate and a regular contributor to radio and television.

# SHAKESPEAREMARTINEAU

Shakespeare Martineau is one of the UK's leading independent law firms. We provide the full range of commercial legal services from our offices in Birmingham, London and Brussels, focusing on a number of key sectors in which the firm has built up strong, cross-disciplinary teams of specialist lawyers: banking, education, energy, industry and manufacturing, retail and leisure, and investment funds. We have international capabilities through Multilaw - an independent network of law firms in 150 commercial centres throughout the world, State Law Resources - a national network of independent law firms across North America, and AEEC - the Association of European Energy Consultants.

Receiving the highest ratings for many years in the Legal 500 directory, Shakespeare Martineau's education team boasts some of the most accomplished legal experts in the sector. Our dedicated team acts for around 100 universities and colleges across England and Wales. The team's wealth of experience and clear understanding of the sector enables them to provide timely, practical and informed advice in all areas including: charity law; climate change and sustainability; commercial contracts; constitutional and governance; data protection and freedom of information; equality; finance and tax; health and safety; human resources; intellectual property; litigation; major projects; mergers and collaborations; real estate; spinouts; students; and technology.

EVERSHEDS SUTHERLAND

Eversheds Sutherland is an international law firm with 66 offices in 32 countries. Our Education Sector Group is one of the leading legal advisers to the education sector, being ranked in Band 1 in the Legal 500 and Chambers & Partners Directories. The Group has a dedicated team of lawyers who specialise in providing advice to HE institutions with a thorough understanding of the issues and needs faced by institutions internationally and within the UK, ensuring that the legal advice provided is within the right context, taking into consideration the specific challenges faced within the sector.

Halpin Partnership

How many consultants' reports sit on the shelf gathering dust?

Not ours.

Halpin Partnership is a management consultancy with a difference. Our team of consulting fellows have deep knowledge of the HE sector and understand the challenges the sector faces. We will work with you to diagnose the problems and find solutions. We tailor-make their work to suit your needs, culture and budget. We know that one size does not fit all. Our work with you will result in a practical, actionable plan and we will stand by you as you put in place our recommendations. People tend to use the following words when they describe us...Dynamic, Engaging, Expert, Interested, Passionate, Motivating, Problem Solvers, Visionary, Inspiring, Practical, Warm and Fun.

We use similar words when we describe our clients.

MILLS & REEVE

Mills & Reeve LLP is a leading provider of legal services and commercial advice to the education sector. We have 119 partners and over 400 other lawyers across six offices: Birmingham, Cambridge, Leeds, London, Manchester and Norwich.

We have supported our education clients in their international activities in over 75 jurisdictions. In 2017-18 we invested in additional partner appointments to continue to support our clients with their international, technology and life sciences activities.

We have also continued to invest in our work on public law, regulatory, corporate and commercial matters to support our clients with their opportunities and challenges arising from the decision of the UK to withdraw from the European Union and the new regulatory frameworks under the Higher Education & Research Act 2017 and the EU General Data Protection Regulation.

We are the only law firm to be named for 14 consecutive years in the *Sunday Times* 100 Best Companies to Work For.



The Knowledge Partnership (TKP) is a specialist and independently owned higher education agency, working with global universities to strengthen reputation, student recruitment and brand positioning. We also manage the World 100 Reputation Network, which provides a unique membership network for the world's leading universities. Our expertise in creating higher education brand strategies, academic beacons and marketing key messages helps universities stand out in a competitive world.



Pinsent Masons' team of more than 150 universities lawyers are based in offices across Europe, the Middle East and Asia Pacific and have a wealth of expertise at your disposal. Our commercial, bold approach has made us a top adviser to over 60 universities. We are a full-service provider specialising in transformational change, finance matters, pensions, property advice and managing projects such as private sector partnering for student accommodation and setting up branch campuses in other jurisdictions, as well as complex governance and constitutional advice. We share our knowledge and experience providing insight into a multitude of issues facing the sector including student accommodation structures, investments into private placements and bonds, and advice on current pensions' issues (including issues affecting the Universities Superannuation Scheme).



Unite Students is the UK's largest and most established manager and developer of purpose-built student accommodation. It provides a home for around 50,000 students, in more than 140 properties, across 28 leading university cities in England and Scotland. Unite works in partnership with more than 60 Higher Education institutions and also lets rooms directly to students.

Unite's purpose is to provide a home to its culturally-diverse customers, offering them a strong foundation for academic and personal success. Founded in 1991 in Bristol, The Unite Group plc is a FTSE 250 company, listed on the London Stock Exchange, employing more than 1,250 people. It pursues a sustainable growth strategy, designed to make the most of the resilient nature of the student accommodation sector.

Unite is the founder and major donor of the Unite Foundation. Since 2012 this has provided free student accommodation and financial support to 160 young people in the UK who lack family support.

For more information you can visit Unite's corporate website [www.unite-group.co.uk](http://www.unite-group.co.uk), the student site [www.unite-students.com](http://www.unite-students.com) or the Unite Foundation [www.unitefoundation.co.uk](http://www.unitefoundation.co.uk).



Veale Wasbrough Vizards (VWV) is a commercial UK law firm acting for clients nationally from offices in London, Watford, Bristol and Birmingham. We are a leading adviser to higher education institutions. We act for over 30 universities and are recognised in Legal 500 and the Chambers & Partners Directory being top ranked in education. We are the top ranked firm under the One Stop Shop Lot of the National Legal Services Framework 2017.

We advise higher education clients on all aspects of their operations. Our higher education team is well-known for finding pragmatic and commercial solutions with a focus on helping clients understand and manage risk. Our understanding of the higher education sector is enhanced by secondments to university clients and engagement with sector organisations.



Saxton Bampfylde was founded in 1986 and is now one of the world's leading executive search firms and leadership consultancies, with a dedicated mission to delivering the very best for our clients, and their candidates. We are proud to work with some of the world's most interesting and important organisations, from FTSE 100 companies and blue-chip multinationals, across government and academia, through to foundation trust hospitals, arts institutions and not-for profit organisations.

We have built our reputation as one of the top firms in higher education, balancing our depth of sector knowledge with the imagination and energy to approach every new assignment with a fresh perspective. Our experience ranges from vice-chancellors and heads of institution through senior leadership roles and some of the trickiest appointments at school/professorial level to heads of professional function and chairs and members of councils.

We pride ourselves on our innovative and creative approach underpinned by an uncompromising commitment to world-beating research - and through our global Panorama partnership we can guarantee all the benefits of shared knowledge and collaboration without delegation. Our clients value our partnership approach and our strong belief in open and transparent communication.





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