



The
University
Of
Sheffield.

The Senate, 7 October 2009

Report of the Vice-Chancellor

EXECUTIVE SUMMARY

This paper presents a summary of key background information on recent developments, and is based on the Vice-Chancellor's report to Council on 13 July 2009.

The Vice-Chancellor will introduce the report at the meeting and will provide members of the Senate with the opportunity to raise questions on any aspect of the report.

1. EXTERNAL ENVIRONMENT

1.1 Higher Education funding

John Denham, Secretary of State for Innovation, Universities and Skills, wrote to HEFCE on 6 May 2009 setting out how the Budget statement on 22 April affects Higher Education. The letter includes:

- a requirement for efficiency savings of £180m in 2010/11, spread across recurrent resources for teaching and recurrent resources for research, which are outside the Science and Research budget ring fence;
- authorisation of a further 10,000 Additional Student Numbers across the sector for 2010-11.

HEFCE have since announced that £65m of the efficiency savings will be applied to the total 2009-10 teaching grant of £4,782m (a 1.4% reduction) from the settlement announced in March. Research allocations announced for 2009-10 will not be revised.

HEFCE have also announced that its Board will examine further the Secretary of State's directions regarding the absolute priority of protecting and enhancing the quality of teaching and research, whilst sustaining progress in widening participation and the New University Challenge, which will require 'a rigorous examination of priorities by both institutions and the Council itself'. The HEFCE Board will also look critically at the funding it provides for bodies that do not directly deliver teaching and research.

Final allocations to institutions for 2009-10 will be agreed at the HEFCE Board meeting on 2 July.

1.1 'Building Britain's Future - New Industry, New Jobs', April 2009

The Government's strategic plan, *Building Britain's Future - New Industry, New Jobs*, identified key areas where Government action can have most impact, investing in growth to speed recovery and building manufacturing and services essential to British competitiveness. The statement included:

- protecting and raising investment in science and research

- encouraging closer ties between scientific and engineering researchers and industry and private investors
- creating a stronger framework to drive up the economic impact of science funded by research funding bodies
- building the Technology Strategy Board into a world leader
- looking at how Higher Education can be more active in supporting higher skills development in areas required by the economy in the future
- consultation on guidance for regional strategies in England
- analysis of opportunities in key areas, e.g. low carbon sector.

http://www.dius.gov.uk/news_and_speeches/press_releases/new_industry_new_jobs

1.2 Universities part of new Government Department

In the Prime Minister's re-shuffle in early June, the Department for Innovation, Universities and Skills was scrapped, and all of its responsibilities passed to a new Department for Business, Innovation and Skills, headed by Lord Mandelson.

<http://www.berr.gov.uk/aboutus/pressroom/page51711.html>

1.3 Lord Mandelson's speech at Aston University, 16 June 2009

Posing the question of why universities and colleges should come under the new Department for Business, Innovation and Skills, Secretary of State Lord Mandelson indicated that the mission of the new department is to build Britain's resources of skill, knowledge and creativity. He suggested that these drive UK competitiveness directly, but also indirectly by reinforcing cultural awareness, character and confidence. He said that higher and further education underpin all these, enabling people to make the most of their talents and their lives. Putting the protection of the globally recognised excellence of UK HE under the remit of a department dedicated to Britain's future prosperity was appropriate. Lord Mandelson said that Britain now needs to build on existing strengths through:

- a high degree of autonomy for universities and further education;
- a strong and stable funding environment;
- a ringfenced science budget and maintenance of the dual support system for research funding;
- getting better at commercialising research;
- encouraging greater collaboration between researchers and industry.

Lord Mandelson confirmed that the Government would shortly publish a framework for the future shape of our higher education system, followed by an independent review on student fees.

Others have expressed concerns that the subsuming of universities into the new Department of Business, Industry and Skills means that the needs of strategic, long-term science will be subordinate to business, and that economic need will prejudice other broader aspects of higher education.

<http://www.berr.gov.uk/aboutus/ministerialteam/Speeches/page51920.html>

1.4 National Union of Students campaigns for new student funding model

The NUS *Funding our Future Blueprint* advocates an end to the current system of university fees and proposes that students contribute to the costs of their degree once

they have graduated. Under this system those who benefit most from university by earning more would contribute more, once they were earning. A graduate contribution would be paid into an independent fund – a People’s Trust for higher education – which would be built up over time and eventually deliver considerable additional resources for universities in the future.

<http://www.nus.org.uk/en/Campaigns/Funding-Our-Future-/Funding-Blueprint-launch/>

2. ACADEMIC STRATEGY

2.1 Student numbers

- The University has received close to 6,000 more full-time applications than in June 2008 (+13% overall, 50,702 compared with 44,920) and 10% more decisions have been processed than last year. Although applications are now up in all full-time categories, increases in overseas applications are particularly large: in percentage terms, the most significant increase is that of pgr overseas applications (+47%), although in terms of actual numbers, pgt overseas applications are leading the surge in applications with almost 3100 more applications than last year (representing over half of the overall increase).
- The UK Border Agency (UKBA) launched a new immigration system (Points Based System/PBS) for student visa applications on 31 March 2009. Early feedback on the implementation of the new regulations suggests relatively high student visa rejection rates and delays in visa processing in some countries. This in turn could impact negatively on the number of overseas students registering in the UK and at the University in September 2009. Lobbying is being undertaken by the University with the support of UUK and other relevant agencies; internally work continues in the area of recruitment and admissions to mitigate risk.
- Following agreement of student number targets for 2009-10 to 2011-12 for all categories of students, individual department level targets have now been agreed and are currently being incorporated into the 2009-10 budget setting process.
- The University has indicated that it wishes to bid for Additional Student Numbers (ASNs) funded through the HEFCE teaching grant for 2010-11 onwards. This bid for around 300 students will support HEFCE’s priority for student number growth in Science, Technology, Engineering and Mathematics (STEM) subjects. It is also likely that a smaller bid will be made for numbers in the health related area.
- Following HEFCE’s audit of the University’s Higher Education Students Early Statistics (HESES) submission, work is in progress to implement the audit recommendations. (The HESES return is a student based statutory return used by HEFCE to confirm that the HEFCE teaching grant received by the University is appropriate to the number and types of students taught.)

2.2 Academic planning

- The University is currently in the process of agreeing the Faculty and Professional Services budgets for 2009-10. Budgets will be set at Faculty level and agreed by UEB before being allocated to departments by individual Faculties.

2.3 University performance metrics / tables

- The 2010 Complete University Guide was published on 30 April 2009 in the Independent newspaper. The University was ranked joint 22nd overall (out of 113 institutions) compared with 26th in last year’s publication, and 13th (out of 21 institutions) within the Russell Group plus York. For individual measures within the

institutional table, Sheffield's highest rank is for graduate prospects, (ranked 14th), and its lowest rank is for facilities spend (ranked 43rd). The University appears in 40 subject tables and in 25 of these is ranked in the top 10. Librarianship & Information Management and Social Work are ranked top in their subject tables.

- The 2010 Guardian University Tables were published on 12 May 2009 and are aimed at students wanting to start University in 2010-11. The tables focus heavily on teaching and do not include measures relating to research. The University was ranked 30th (compared with 36th in 2009) and 16th within the Russell Group plus York (compared with 18th in 2009). The University appears in 31 of the 46 Guardian Subject Tables and is in the top 10 in 12 subjects.
- The 2010 Times Good University Guide was published on 3 June 2009. The University was ranked 18th out of 114 institutions, compared with 22nd out of 113 institutions in last year's tables. Sheffield was ranked 11th out of 21 institutions in the Russell Group plus York in the 2010 Guide compared with 15th out of 21 institutions in the 2009 Guide. The biggest increase in rank for an individual measure was for research quality (an increase from =29th to =12th), due to the fact that the 2010 Guide now includes the results of the RAE2008. Sheffield appears in 42 of the subject tables, is in the top 10 of 27 of these subjects and first in the Social Work subject table.
- The annual Performance Indicators in Higher Education in the UK for 2007-08 were published by HESA on 4 June 2008. These currently cover the areas of widening participation and non-continuation rates and projected learning outcomes (information on indicators relating to research output and employment of graduates will be published on 16 July 2009). With regard to the University's performance:
 - Sheffield has maintained or improved its percentage scores for 18 of the 33 indicators.
 - For the non-continuation indicator for mature full-time first degree entrants in 2006-07 with previous HE qualification, the University's percentage score has improved from 41.8% in 2008 to 26.8% in 2009.
 - The University performs significantly better than the benchmarks set for the indicator for young, full-time first degree entrants from state schools and colleges (85.7% against a benchmark of 81.5%).
 - The University performs adversely against the benchmark for the indicator for non-continuation following year of entry for full-time first degree mature entrants (21.0% against a benchmark of 13.9%), due in part to the small population of mature full-time undergraduates and the impact of small changes in actual numbers on the percentage score.

3. FINANCE

3.1 Financial headlines

- The annual review of the University's credit rating by Standard and Poor's will commence in June and the results of the review will be available in July.
- Council approval of the HEFCE financial forecasts for 2009-10 will be covered under a separate agenda item.

3.2 Financial results to 30 April 2009 and predicted financial outturn for 2008-09

- The quarterly financial results to 30 April 2009 have been circulated to Council members.

- The highlights of the Income and Expenditure account are:
 - Total income is £313.4m against a budget to date of £304.0m, giving a positive variance of £9.4m.
 - Total expenditure is £301.4m against a budget to date of £306.5m giving a favourable variance of £5.1m.
- The key variances are as follows:
 - Academic Fee and Support Grant Income is £8.8m higher than budget, which includes a positive variance of £6.5m on Doctoral Training Account activity.
 - Research income is consistent with profile, whilst research expenditure shows an adverse variance of £1.3m against the budget to date.
 - Residences and Catering activities have an adverse contribution of £2.1m;
 - Other expenditure shows a positive variance of £7.3m, including a positive variance to date against currency gains of £0.6m.
 - As at 30 April the operating surplus is £12.1m against a budgeted deficit of £2.5m for the year to date, giving a positive variance of £14.6m. However, expenditure is projected to increase during the final quarter of the year, with a number of large expenditure items due to be incurred. These include expenditure within Estates on building costs, shared accommodation and depreciation.
- The forecast outturn represents the estimated financial position for the University for the twelve months ending 31 July 2009. The original predicted operating deficit was £4.4m in 2008-09 and the forecast outturn now shows a predicted £3.6m operating deficit.
- The key variances in activity are as follows:
 - Total income is forecast to be £404.7m against an original budget of £397.9m giving a positive variance of £6.8m. This includes additional earmarked grant income and Doctoral Training Account income that is matched by additional expenditure. Income from academic fees is also higher than budgeted, primarily due to additional overseas student income.
 - Total expenditure is forecast to be £408.3m against an original budget of £402.3m giving an adverse variance of £6.0m. This includes adverse variances of £1.2m against faculty core expenditure and £2.2m arising from additional service rendered activity, which is offset by additional income. In addition the forecast expenditure includes an estimated provision of £4.5m as part of the total estimated cost of £10.9m associated with the staff cost reduction strategy.

3.3 Resource Allocation Model

- The UEB have continued their review of the University's mechanism for allocating resources in the light of the Faculty structure. The proposed model is being used alongside the existing financial framework to facilitate decision making for budget setting in 2009-10.

4. CAPITAL PROJECTS

4.1 General

- The total approved Capital Programme budget is £121m, of which 37% is funded by the University with the remaining 63% funded via external sponsors such as HEFCE. The cumulative spend to date against this budget was £54m with £58m forecast to

be spent in 2009-10 and the balance through to 2012.

4.2 HEFCE CIF programme 2008-11

- The business case for the Environmental Control System project was discussed at Estates Capital Sub Group (ECSG) on 13 May 2009 but not approved. The business case is to be reworked to include a full option appraisal alongside a more general discussion of environmental issues and related costs.
- Progress continues to be made on the SITRaN project. Final clarification regarding the level of banked donations and the security of two donor pledges is being sought before the project is presented to the Vice-Chancellor for sign off.

4.3 Future capital pipeline 2011-14

- The current Estates Strategy covers the period 2008-11. Work has begun on developing a strategy to cover the period 2011-14. Any future capital funding from HEFCE is likely to be contingent on the environmental impact of our investment.
- Outline proposals for Information Commons 3 and the proposed move of professional services to the Arts Tower are being prepared.
- An outline estate utilisation paper / strategy is being prepared for consideration by ECSG.

4.4 Student accommodation: Student Village

- The 3,008 rooms at the Endcliffe Village are now fully operational, with only the reinstatement of the Paddock and completion of the service yard for The Edge to be completed - due by October 2009.
- Construction activity is now focussed on the Ranmoor site, where 1,183 rooms are due to be handed over in September 2009, along with The Ridge, which will provide central welfare and social facilities.

4.5 Apple disposals project

- The remaining 6 Apple street properties were auctioned in May. All properties sold, and proceeds 30% above the auction guide prices were secured. The restrictive covenant preventing student/HMO use applies to these properties, as to the rest of the Apple portfolio.
- Changes to the design and density of the Tupton scheme to reflect the Planning Inspector's comments have been incorporated by the Miller team discussed with the Sheffield City Council Planners. It is anticipated that the scheme will go out for re-consultation within the next period, prior to re-determination by Planning Board.

4.6 Planning for student arrivals September 2009

- Around 6,000 new students will arrive to take up their University accommodation over Intro Weekend (19 - 20 September 2009). Planning is well underway and, drawing on last year's experiences, Accommodation and Campus Services is introducing several changes, working with partners across the University and the city, including local police and transport authorities, to improve the operation of the weekend and ensure minimum disruption.

5. STUDENT EXPERIENCE

5.1 Progress against KPIs

- Annual Reflection, the revised version of the Annual Review of Learning and Teaching, has been completed in all departments. All Faculties now have an action

plan for dealing with issues identified. Plans for sharing good practice within and across Faculties are also under discussion.

5.2 Strategic developments in learning and teaching

- Considerable progress has been made during 2008-09 in effecting the necessary changes to policies, procedures and structures to establish City College as an International Faculty of the University of Sheffield. A number of visits have been made to the University by the College Principal and University staff have participated in productive visits to the College. Professional Services staff visited Thessaloniki in May 2009 to discuss issues relating to student records and access to learning resources. In June 2009, a second visit addressed issues relating to teaching quality and enhancement as well as research ethics, transferable skills and the Sheffield Graduate concept.
- A small team led by Professor Sue Webb has been working on the University's Widening Participation Strategic Assessment, submitted to HEFCE at the end of June. The WPSA articulates our vision and aspirations for widening participation, and details the outputs that we will use to measure our success. It is structured to reflect our commitment at all stages of the student journey: raising aspirations and achievement - 'Getting in'; enabling students to perform to the best of their ability 'Getting through'; and broadening their horizons and opportunities for employment and postgraduate study - 'Getting on'.

5.3 Key projects

- Work has continued on a number of projects and activities which aim to provide opportunities for our students to acquire the Sheffield Graduate attributes. Information about the attributes and the opportunities to acquire them is provided via a new website as well as in the student diary and handbook. Several faculties have identified exploration and embedding of the concept in subject-specific contexts as a strategic priority.
- The institution-wide Internationalisation of Learning and Teaching project has resulted in the production of a range of resources for staff and a series of generic and subject tailored workshops involving a number of academic departments. Opportunities to develop collaborative delivery (online or face to face) between Sheffield and CITY College based departments are also being explored.
- The Maths and Statistics Help Centre has continued to grow its business with recent developments including work on targeted pre-entry support for Engineering students, a project exploring the enhancement of support for statistics, and the production of new online resources.
- Work has also continued on the Academic Skills Hub, a website designed to provide skills support resources that complement delivery within academic programmes, with the pilot service due to launch in autumn 2009.

5.4 Senate Awards for Excellence in Learning and Teaching

- Senate Awards for Excellence in Learning and Teaching for 2008-09 have been awarded as follows:
 - Category 1, Sustained Excellence: Dr Stephen Beck (Mechanical Engineering), Dr Adrian Eley (Infection and Immunity), Dr Simon Jones (Chemistry), Dr Louise Robson (Biomedical Science), Dr Anthony Rossiter (ACSE).
 - Category 2, Rising Stars: Dr Garrett Brown (Politics), Dr Cristina Cerulli (Architecture), Dr Tim Herrick (Education), Dr Robert McKay (English), Dr

James Shaw (History).

- Category 3, Excellence in Collaboration: Dr Lili Chen and Dr Sarah Dauncey (Confucius Institute and School of East Asian Studies), for 'a partnership in Chinese language learning and teaching'; Dr Eugenia Cheng and Dr Simon Willerton (Mathematics and Statistics), for 'vodcasting our way into the future'.
- Category 4, Excellence in Leadership: Professor Anne Peat (Nursing and Midwifery).

5.5 Other student-related matters

- The new Points Based Immigration system (as it relates to students) was implemented on 1 May 2009. There is a phased introduction of a wide range of new procedures and requirements. Policy and practice is continuing to evolve on a national basis and there is active lobbying from a number of sector bodies relating to aspects of the new arrangements. Within the University the implications are being actively managed and monitored via an overarching Project Group chaired by the Director of Student Services.
- Arising from a research project undertaken last academic year, the Student Services Department has launched a new set of web pages relating to community and a sense of belonging. The website includes a range of examples from across the University of community building in practice, with the material grouped into four broad categories: student induction; academic life; community in co-curricular and social settings; and the student residential experience. This work originates from aspirations articulated in the University's Student Support Strategy, approved by the Senate in 2007. The new resources can be found at <http://www.shef.ac.uk/ssd/community/index.html>

6. RESEARCH AND KNOWLEDGE TRANSFER

6.1 Progress against KPIs

- New research awards for the 12 months ended May 2009 totalled £81.1m, which compares to £83.5m at the end of May 2008. Further details appear as APPENDIX 1.

6.2 Research and Innovation news

- Following initial publication of the results of the 2008 Research Assessment Exercise (RAE) in December 2008, the full RAE submissions made were made public in May 2009, and analysis has been conducted at Unit of Assessment level to provide benchmarking data regarding the University's position in relation to research outputs, research income per fte and PhD awards per fte. This competitive data is invaluable in identifying strengths and weaknesses as the faculties start to consider their position in preparation for the introduction of the Research Excellence Framework.
- Professor Neil Hunter (MBB) and a team of investigators from MBB, Chemistry and Chemical & Process Engineering have secured a 'Longer and Larger' grant from the Biotechnology and Biosciences Research Council. The value of the award is £3.6m to be spent over five years.
- Professor Steve May and Dr Kathy Shrank (English) have been awarded £420k by the Arts and Humanities Research Council to investigate poetic miscellanies which are central to the growing interest in early modern manuscript culture.
- Investigators at Sheffield have recently secured some notable successes as co-ordinators of significant European Framework projects (values given below are total

budget values for all the partners in the project across Europe):

- Professor Steve Banwart (Director of Krotos Research Institute): Soil Transformations in European Catchments (Environment Programme), €7m.
- Professor Keith Ridgway (Advanced Manufacturing Research Centre). COPERNICO: Cooperation Environment for Rapid Design prototyping and New Integration Concepts for Factory of the Future (NMP Programme), €5.2m.
- Professor Alan Walker (Sociological Studies). 2 ERA-NETS (SSH programme), combined budget of €3.4m.

7. GOVERNANCE AND MANAGEMENT

7.1 Report of the meeting of the Senate held on 18 March 2009

Matters considered and approved by the Senate included the following:

- A report from the Vice-Chancellor covering the following matters:
 - The prospects for UK Higher Education.
 - The University's position and responses to the challenges ahead.
 - Financial forecasts, including the budget outturn for 2008-09 and forecast for the period to 2012-13.
 - Budget setting for 2009-10, including an update on work to achieve increased clarity regarding shared costs and professional services operating costs.
 - Income generation and cutting costs.
 - Awards, achievements and media coverage.
- Approval of a revised International Strategy, which reflects changes in the University's structures and interests, including the growth in the significance of international research partnerships; developments in transnational education; repeated calls from employers for the enhancement of international awareness and cultural agility among graduates; and a renewed focus on alumni relations.
- Renewal of the contract with Sheffield College for the delivery of the Foundation Year in Medicine.
- Approval of amendments to the Ordinances and Regulations necessary to implement the academic integration of City College, Thessaloniki, as an International Faculty of the University. Amendments to the Ordinances also require the approval of Council and details and recommendations appear separately, as Agenda item 14.
- Approval of a mechanism for the review of new and revised UK pre-HE qualifications, together with a list of advisors to be involved in the consultation process.
- In the context of work undertaken to develop progression agreements as part of the Lifelong Learning Networks initiative, approval of a recommendation that the University does not develop an institutional progression agreement, but that specific subject progression agreements should instead be established.
- Approval of a new process for the periodic review of taught provision, for implementation in 2009-10.
- Approval of amendments to the General Regulations covering the award of integrated Masters degrees and the award of Masters degrees and Postgraduate Diplomas with merit and distinction.

- Approval of a new General University Regulation requiring students subject to immigration regulations to keep the Registrar and Secretary informed of information relating to their immigration conditions, in accordance with statutory requirements.
- Approval of amendments to the University's Complaints Procedure to limit to three months the period during which a student or former student may submit a request for a Case Review.
- Approval of amendments to the Student Charter.
- Approval of a number of new and significantly amended programmes of study.
- Approval of two new research degree programmes to be offered by the Department of Educational Studies, as well as an amendment to the existing MRes/PhD programme in Biomedicine.
- Approval of amendments of the General Regulations for Higher Degrees, and the Regulations for the Degrees of Master of Music and Doctor of Educational Child Psychology.
- Approval of a recommendation that pgr-specific sessions on the avoidance of unfair means be made available, if possible by means of a generic module offered as part of the Research Training Programme.
- Approval of a recommendation that the decision to place an embargo on a thesis should in future be ratified at Faculty level and that there should be a default limit on embargoes of five years, though provision would remain for indefinite embargoes and for the extension of embargo periods.
- Approval of a recommendation that revised attendance monitoring arrangements should be introduced for all research students to mirror those already approved for students taught programmes of study and to enable the University to fulfil its obligations under the Points-Based Immigration System.
- Approval of a recommendation that in-house research undertaken by the University's professional services should be required to undergo ethical review in the same manner as required for research projects undertaken by academic departments.
- Approval of the appointment and reappointment of Senate representatives to serve on University committees.
- Approval of an amendment to the Union of Students Bye-Laws to make provision for the General Manager of the Union to refer a complaint concerning a member of the Union to the University for consideration under its Regulations as to the Discipline of Students.

7.2 Other matters

- Jane Chafer, Director of Student Recruitment, Admissions and Marketing, is leaving the University over the summer to become Director of Marketing and Communications at the University of Plymouth. The Events Team, formerly within SRAM, is now part of the Development and Alumni Relations department, and a new External Relations Team has been established reporting to the Registrar and Secretary.
- The remaining sections within SRAM will be moving, alongside other Student Services, into a new department to be headed by Andrew West, Director of Student Services, with effect from 1 August. There will be a number of opportunities created

by the new structure, with clear links and connections across the student 'journey'.

8. HUMAN RESOURCES

8.1 Outstanding achievements

These include the following who have received external recognition:

- Professor Neil Hunter (Molecular Biology and Biotechnology) and Professor Maurice Skolnick (Physics) have been elected as Fellows of the Royal Society, the highest possible accolade for British scientists.
- Professor Danny Dorling, (Geography), has received the Royal Geographical Society's (with the Institute of British Geographers) Back Award, for geographical research that has made an outstanding contribution to social policy.
- Professor Roger Watson (Nursing and Midwifery) has received a Fellowship of the Royal College of Nursing, the RCN's highest honour.
- Dr Martin Talbot (Medicine & Biomedical Science) has been appointed a Senior Fellow of the Higher Education Academy. The Senior Fellowships recognise outstanding champions of teaching and learning in higher education.
- Professor Tony Weetman (Pro-Vice-Chancellor, Faculty of Medicine, Dentistry and Health) has been elected as Chair of the Medical Schools Council for a three-year period.
- Dr David Batterbee (Mechanical Engineering) has received the Royal Academy of Engineering's ERA Foundation Entrepreneurs Award, for designing an innovative device able to detect differences in the terrain on which a mountain bike is travelling, which has important potential for the development of shock absorbers for mountain bikes.
- Dr Patrice Van Cleemput (School of Health and Related Research) has won the Akinsanya Award of the Research Society of the Royal College of Nursing for her research on gypsies' and travellers' access to health care and their requirements for 'culturally safe' services.
- Chetna Patel (Maths and Statistics Help (MASH)) has been awarded one of only two 2009 Sigma prizes for her outstanding contribution in the field of mathematics and statistics support. Sigma is a Centre for Excellence in Learning and Teaching devoted to mathematics and statistics support and is run by the universities of Coventry and Loughborough.

8.2 Voluntary Severance Scheme

- Following a meeting with lay officers on 8 June 2009, a Voluntary Severance Scheme has been launched in order to reduce staff costs (details were included in papers for Council's away day on 22 June). The HR Department has established a project team and is dealing with a large number of enquiries. A voluntary severance fund has been established and it is hoped to allocate the costs of as many agreed departures as possible in the 2008-09 financial year. Council is asked to note that this is a Voluntary Severance Scheme and not a Voluntary Redundancy Scheme. There has been consultation with the Trade Unions.

8.3 e- Recruitment

- The HR team has launched a new e-Recruitment system, initially in 20 departments. Although recruitment to University funded posts is very limited, there is considerable ongoing activity in externally funded posts. Full training has been

provided along with a Helpdesk and full supporting web based documentation. This new system, which is one of the most comprehensive and streamlined in the HE sector and also in the wider employment field, will ensure that the University is able to deal more efficiently with all stages of the staff recruitment process.

9. MEDIA COVERAGE AND EXTERNAL RELATIONS

9.1 Events

- David Rose, founder of Film4 and former head of Channel 4 drama, delivered a lecture entitled 'My Journey Together' on 19 May, which looked at five decades of 'screen fiction'.
- A memorial service for Professor Bob Boucher took place at Sheffield Cathedral on 21 May and was attended by over 600 people.
- The new Jessop development was officially opened on 18 June by the new Lord Mayor of Sheffield, Cllr Graham Oxley. The state-of-the-art Soundhouse building was opened by composer François Bayle on 6 June.
- The Mellanby Centre for Bone Research was opened on 9 June by the Vice-Chancellor and Professors Graham Russell FRS and sJack Martin FRS, both eminent world leaders in bone biology. The Centre will allow departments to expand on the already strong research efforts in this field.

9.2 External relations (international)

- Professor Dominic Shellard undertook a short relationship-building visit to New York with an important alumnus, which secured a significant donation which will allow the University to double the number of studentships for postgraduate students. These Jack Reacher Scholarships will be presented by the donor, the best-selling author Lee Child, on 22 July at his request. Kelham Island Breweries will be brewing a special Jack Reacher ale for the occasion.
- The University has also hosted a number of key 'inbound' visits related to recent international visits, with senior dignitaries holding meetings with the Vice-Chancellor and senior staff, as well as visiting key University projects such as the Advanced Manufacturing Research Centre with Boeing.

9.3 External relations (regional and national)

- A Collaboration Agreement has been signed with Sheffield United Football Club to work in partnership on international activities. Two new scholarships will be launched in the Chinese and Hong Kong markets to raise awareness of the University of Sheffield and to encourage interest from prospective students. For balance, a collaboration agreement is currently being discussed with Sheffield Wednesday Football Club.
- There has been significant engagement over the past three months with the local business community. A key theme of this engagement has been to encourage local employers to take part in our Graduate Internship scheme being led by Careers Service.

9.4 Community relations

- A pilot scheme between the University and Union of two student representatives appointed to work with local residents and engage with local groups has been welcomed as a very real success. This will now be extended to include six students in

each of the key residential areas covered by University residences and high student populations.

- A wider review of the University's approach to community relations is underway as part of the Corporate Social Responsibility (CSR) group, chaired by PVC External Affairs and reporting to UEB. This will reflect the changing nature of consultative structures within the City Council and key agencies such as the local police, as well as the increased number of local communities which are home to either University buildings or significant numbers of resident students.
- 'Student Week' – a week-long event celebrating the vibrancy and contribution that University students bring to the City of Sheffield - is being planned for the autumn, in conjunction with Sheffield City Council and possibly also Sheffield Hallam University. The event will bring high visibility in the city centre to the positive contribution of students, including student entrepreneurship, volunteering and international diversity.
- The University is participating in a scheme to bring some vibrancy back into Sheffield City Centre, in the empty shops due to be developed as part of the Sevenstone Scheme. A range of innovative displays are being prepared, ranging from dissolving polymer dresses to inspirational stories about adult learners.
- On 8 July the University will be holding a 'picnic in the park' for members of staff and their families. The picnic will have an austerity theme, with street theatre, fairground stalls, cake competition and tug of war. Friends of Weston Park have been invited, as have immediate neighbours and the Children's Hospital. Guest of Honour will be the original 'Calendar Girl' and Honorary Graduate of the University, Angela Knowles, with proceeds of the event donated to the Sheffield Children's Hospital and Leukaemia Research.

9.5 Media coverage

- 708 clips were received from mid-April to mid-June from a range of press and media, including *ITV Yorkshire*, *BBC Radio Scotland*, *BBC Radio 4*, *BBC Radio Sheffield*, *The Daily Telegraph*, *The Independent*, *The Irish Post*, *Building Design*, *The Big Issue*, *The Times Higher Education*, *BBC History Magazine*, and *The Yorkshire Post*.
- Research into alcohol pricing and promotion by Dr Petra Meier and colleagues from the School of Health and Related Research (SchARR) continues to receive extensive coverage after Dr Meier gave evidence in support of a minimum price of alcohol at a recent health committee session in Parliament.
- Dr Nigel Dunnett (Landscape), Paul Fletcher, the University's Landscape Manager, and Caroline Hobart (Institute of Lifelong Learning), all exhibited at the Chelsea Flower Show in May. Coverage of their exhibitions featured on *ITV Yorkshire*, and in *The Daily Telegraph*, *The Independent*, and *UK Landscape Today*.
- Pioneering stem cell research into a cure for deafness by Dr Marcelo Rivolta (Biomedical Sciences) has received extensive coverage. It featured in 39 clips, excluding online cuttings, including *The Today Programme* on *BBC Radio 4*, *The Times*, *The New Scientist*, *GP* and *The Yorkshire Post*.

9.5 Awards

- Peter Hughes, a graduate of the School of Architecture, won a national competition after designing a public space which would minimise the effects of a terrorist attack. The 'Public Spaces, Safer Places' competition was part of the Royal Society for the

Encouragement of Arts, Manufactures and Commerce's Design Directions student award scheme.

- The University has been rated as a top 5 university in the Student Union category and a top 10 university in the Overall Rating category, according to reviews written by UoS students on Whatuni.com. Whatuni.com is run by Hotcourses and is a leading website for school leavers, attracting over two million visits each year.

10. CORPORATE RISK REGISTER AND BALANCED SCORECARD

The latest versions of these documents are attached (APPENDIX 2)

Research awards

