



The  
University  
Of  
Sheffield.

## **Minutes Meeting of Council**

**Date:** 24 April 2017

**Present:** Mr Pedder, Pro-Chancellor (in the Chair);  
Mr Young, Treasurer; Mrs Harkness, Pro-Chancellor;  
Professor Sir Keith Burnett, President & Vice-Chancellor;  
Professor Valentine, Vice-President & Head of Faculty;  
Mr Bagley, Mr Belton, Dr Eden, Ms Hague, Mrs Hope,  
Dr Layden, Mr Mayson, Professor Phillips, Mr Sly, Mr Sykes,  
Mr Trendall, Professor Vincent

**Secretary:** Dr West

**In attendance:** Mrs Dingle, Mr Kind, Mr Rabone, Professor Ridgway,  
Ms Stephens, Dr Strike

**Apologies:** Professor West

### **WELCOME**

The Chair welcomed Mrs Helen Dingle (Director of Finance) and Dr Tony Strike (Director of Strategy, Planning & Change and, from 1 July 2017, University Secretary), who were attending as observers. Professor Keith Ridgway (Executive Dean, Advanced Manufacturing Research Centre) would join the meeting later.

### **AGENDA**

#### **1. DECLARATION OF CONFLICTS OF INTEREST**

No conflicts of interest were declared.

#### **2. MINUTES OF THE PREVIOUS MEETING**

The Minutes of the meeting held on 6 February 2017, having been circulated, were approved and signed.

#### **3. MATTERS ARISING ON THE MINUTES**

Matters arising on the Minutes were noted as follows:

- (a) Minute 3(a), Winter Street development: It was noted that planning permission had been granted for a 16-storey building providing student accommodation on Winter Street.
- (b) Minute 6.1(a), Policy environment: An update on the Higher Education and Research Bill was provided in the President & Vice-Chancellor's Report (see Minute 4 below).

- (c) Minute 6.1(d), Project Mercury: With respect to the University's agreement with McLaren, it was reported that the funding agreement for the Press building had been signed in late March and funding of £10m received shortly thereafter.
- (c) Minute 6.1(g), Faculties: A reflection on the contribution of the University's faculties to teaching and research was taking place under the aegis of the Strategy Delivery Group, and further detail was provided in the President & Vice-Chancellor's Report.
- (d) Minute 6.2(a), Strategic Plan: As suggested at the previous meeting, the agenda for Council's away day in June would include a Strategic Plan stock-take, providing the opportunity to evaluate the impact of changes in the external environment on the objectives set out in the Plan and the continuing appropriateness of associated performance measures.
- (e) Minute 6.2(b), Corporate Risk Register: As suggested at the previous meeting, the Corporate Risk Register would now appear in Section B of the Council agenda.
- (f) Closed Minute.
- (g) Minute 6.3, Sir Henry Royce Institute: Council had been consulted by email on 27 February 2017 to seek approval to commence the procurement process for Year 1 equipment in order to meet BEIS funding conditions, and to underwrite Year 2 equipment costs prior to formal confirmation of EPSRC funding. Members' responses had been positive, and the Chair had subsequently confirmed Council's approval.
- (h) Minute 6.4, Phishing scam: With respect to the phishing scam reported at the last meeting, it was noted that the payroll fraud in February had affected seven staff and that the majority of the financial loss had now been recovered through the banks. Fake student job offers had been emailed by the fraudsters to a number of students and further communications had been issued providing advice to potentially affected students. The risks would continue to be highlighted externally through sector networks and the Police Action Fraud alerts.
- (i) Minute 8.1, Students' Union Relationship Agreement: Following Council's approval on 6 February 2017, the Students' Union Relationship Agreement had been approved by the Students Union Trustee Board on 17 March.
- (j) Minute 9, MRI-PET scanner fundraising campaign: The fundraising campaign had now been formally launched, and an update was provided in the President & Vice-Chancellor's Report. The business case for the new building needed to house the scanner was currently in development, and would be progressed through the normal governance channels, with a view to seeking Council approval at the earliest opportunity.

#### **4. PRESIDENT & VICE-CHANCELLOR'S REPORT**

- 4.1 Council received and discussed a presentation and accompanying report from the President & Vice-Chancellor, in which he provided information on key current and

forthcoming developments across a range of areas, as well as challenges and opportunities.

- (a) Uncertain policy environment: Amendments to the Higher Education and Research Bill proposed by the House of Lords would be considered later in the week in the Commons as part of the 'wash up' period. Lack of progress in the Commons at this stage would imperil the entire Bill. While unconfirmed reports suggested a possible compromise on the counting of international students, the message from Number 10 remained one of 'no change'.
- (b) EU referendum issues: The recent confirmation that EU students applying to courses starting in 2018-19 would be eligible for financial support as at present was welcome. The position in relation to EU staff was, however, less positive, with widespread difficulty in establishing permanent residency affecting both employees and their spouses, including those who had been resident in the UK for many years and had British-born children. The impact on staff morale and the potential loss of staff was a matter for concern, and the University was providing support, for example through assisting with residency applications.
- (c) Areas of opportunity:
  - (i) Regional engagement: A University-sponsored report -- *A Better Future Together* – had been well received locally and nationally (including by BEIS and DCLG) and drew on the success of the City Vision Report and the work of Tony Pedder, Professor Heather Campbell and others. Setting out a prospectus for the Sheffield City Region, the report reaffirmed the importance of the universities and hospitals as anchor institutions in the City Region, with a significant role to play in promoting private investment. The challenge now was to engage with the local authorities to act on the report, building on, for example, the key contribution of the AMRC to the regional growth strategy. Attention was drawn to the establishment within the University of a new Regional Engagement Office led by Dr Sarah Want.
  - (ii) Global engagement: During the President & Vice-Chancellor's recent visit to China, Australia and Malaysia, University partnership agreements for research and student exchange had been signed with three of China's leading universities, with the University of Melbourne and UNITEN in Malaysia, a new university with a focus on energy and engineering. Opportunities were being pursued for increased collaboration between commercial engineering companies and the AMRC, including a potential major investment in research into casting technology in China. A further notable development involved partnership working with the Royal Melbourne Institute of Technology, innovators in technical education and new teaching and learning environments, in collaboration with RMIT's Vice-Chancellor, Professor Martin Bean, who had previously led the Open University and the development in the UK of massive online open courses (MOOCs). Within the University, a Global Engagement function had been established under the leadership of Dr Malcolm Butler to support activity across research, teaching, recruitment and alumni links.
  - (iii) Innovation in teaching and learning: Professor Wyn Morgan (Vice-President Education) was leading work on the development of the University's strategy in teaching and learning, which sought to provide

the very best education for students, from apprentice to PhD. Key to this was the application of new technologies to create collaborative teaching environments, one example of which involved linking the AMRC and The Diamond through a state-of-the-art media lab. The University was also playing a leading role in Education 4.0, working with Microsoft, which had a strong education mission and currently sponsored c. 5,000 apprentices across the UK. Council would receive a report on this initiative at a later date.

4.2 Points noted in discussion included the following and covered both the President & Vice-Chancellor's presentation and circulated report:

- the commendable and important work being undertaken by the University's Iraq Office under the leadership of Professors Nigel and Deborah Bax to support the redevelopment of medical education in Iraq;
- the significance of the *A Better Future Together* report and a suggestion that it might serve as a model for other regions;
- with respect to global engagement and digital innovation, a resonance between the University's ambitions and those of GE, which sought to position itself as a world leader in the area of digital, suggesting that potential might exist for future collaboration;
- one member's correspondence with his MP concerning the inclusion of international students in the net migration figures, the response to which had suggested, somewhat disingenuously, that the Government was constrained in this matter by EU regulations;
- issues of ambition and affordability, which Council would have the opportunity to consider in greater depth at its away day in June (the agenda for this would include consideration of the performance indicators supporting the University's Strategic Plan and the impact of changes in the external environment on objectives agreed in 2015);
- the financial impact of the Staff Release Scheme and recruitment pause, and a remaining concern that, given the impact of softer student recruitment targets on income combined with costs arising from the release of posts after the recruitment pause, the gap between tuition fee income and cost growth was widening. It was noted that the first draft of the Financial Forecasts would shortly be considered by UEB, and subsequently by Finance Committee in June and Council in July. An update on the work of the Strategy Delivery Group and proposed future actions would be provided at Council's away day in June.

**5. ANNUAL UPDATE ON THE ADVANCED MANUFACTURING RESEARCH CENTRE**

5.1 Professor Keith Ridgway (Executive Dean, AMRC) provided an update on the AMRC, in which he drew attention to:

- the origins and aims of the AMRC, its relevance to the University's core mission, and the extent of its growth in scale and scope;
- examples of specific developments in machining and manufacturing to illustrate the nature of its work;
- the current wide-reaching AMRC Group structure, comprising AMRC-with Boeing, the Nuclear AMRC, AMRC Training and AMRC Expansion, and the main areas of activity of each;

- the significance, both to the University and the region, of the recently concluded agreement with McLaren, as well as Boeing's decision to base its first plant in Europe on the Sheffield Business Park;
- the development of apprentice training, noting that 810 apprentices had been trained to date with over 200 companies, and noted the development of pathways through to degree and Master's levels, with the first foundation degrees now underway;
- the fact that the AMRC drew on research from across the University and especially Engineering and Social Sciences, and that these links would support the University in drawing on Apprentice Levy funding;
- recent global developments, including in Korea, the USA, China and Oman, as well as in the North West and Wales;
- the emerging Advanced Manufacturing Innovation District, a nucleus of innovation, research and technology designed for collaboration and rapid commercialisation, and the importance of private sector investment in the achievement of the region's ambitions for the expansion of manufacturing.

## 5.2 Points noted in discussion included the following:

- the AMRC's relationship with the rest of the University and the implications of its continuing growth for the institution as a whole in terms of resource. As noted in Professor Ridgway's presentation, the AMRC was an integral part of the University with a specific technological focus. Future developments and further expansion would be linked to external funding rather than drawing on existing University resources.
- notwithstanding its obvious benefits to the University, the need to ensure that the scale of investment and ambition associated with the AMRC did not result in over-dominance in terms institutional identity and the contribution of other areas of academic activity;
- the risks and opportunities presented by global expansion, which highlighted the importance of effective governance. Clarification was provided on the strategic approach to AMRC Global, where developments were linked to existing global partnerships in locations in which the partner had an established presence, with the purpose of working with local supply chains.
- the small number of women undertaking apprentice training via the Training Centre. The challenge of diversity in engineering was a nation-wide issue linked in part to the relative inflexibility of working patterns in engineering roles. The AMRC was, however, active in promoting the available opportunities through a range of outreach activities.
- the high calibre and enthusiasm of the AMRC apprentices and the associated opportunities for the University to develop learning and skills beyond its traditional degrees;
- the broader futures agenda, and the role of the Faculty of Social Sciences in contributing to debate and understanding of the societal impact of technological change and its implication for skills and training;
- the visual identity of the University and AMRC (for example on staff clothing) and work being undertaken to improve building signage and other branding.

## **6. ADVANCED MANUFACTURING RESEARCH CENTRE GOVERNANCE**

Council received a paper from the President & Vice-Chancellor providing further detail on the new arrangements for the governance of the AMRC previously outlined at Council's meeting in February 2017. Consideration of these arrangements had taken into account the recommendations arising from the Council Effectiveness Review as well as previous discussion by Audit Committee. The President & Vice-Chancellor would personally assume the direction of the AMRC, with a new AMRC Group Board handling governance issues, and would act as the bridge to Council and Senate and to other areas of the University's activities. The current AMI Board would cease to exist as a sub-committee of Council, but consideration would be given to the retention of a small advisory group, comprising industry experts and meeting annually. The new AMRC Group Board was now meeting regularly on a monthly basis, and details of its work to date were noted. Separately, the Governance Sub-Group of the AMI Board had concluded that it had achieved its primary objectives and had recommended that it cease meeting as a standing committee.

Council endorsed the new arrangements. Points noted in discussion included the following:

- the benefits to be gained from the new arrangements in terms of facilitating strategic and financial oversight of AMRC activities and emerging opportunities, including developing synergies with other parts of the University as well as external initiatives;
- discussion at the last meeting of the Audit Committee (14 March 2017), which had welcomed the new arrangements, while noting their reliance on the President & Vice-Chancellor who, while best placed to understand and report on the nature of opportunities, risks and their management, had multiple demands on his time;
- agreement by the Audit Committee that it would review the operation of the new arrangements after 12 months and provide a report to the Chair of Council;
- the nature of the new Board, which in terms of University structures, was similar to a Faculty Executive Board;
- the arrangements whereby the AMRC Group Board would provide regular reports to Council via the President & Vice-Chancellor's Report.

## **7. CAPITAL PROGRAMME UPDATE**

Council received an update on capital projects considered at recent meetings of UEB, its Estates & Capital Sub-Group and Finance Committee. Recommendations relating to the release of funding for fees associated with the planned Social Sciences Hub were approved. It was noted that the Estates Committee had considered the vision and proposed design for the building, as well as its wider benefits in terms of managing the University's estate, and had expressed strong support. The President of the Students' Union confirmed that satisfactory assurances had been provided concerning the impact of the re-location of sports facilities, which had been raised as a potential issue at the previous Council. Council would receive a further update on the Social Sciences development at its away day in June, and it was currently anticipated that the full business case would be presented to Council in October 2017.

## **8. COUNCIL EFFECTIVENESS REVIEW IMPLEMENTATION:**

### **8.1 Council membership framework**

Council received and approved a document setting out the arrangements for recruitment to Council and its sub-committees and the subsequent induction and support of members. This had been developed in response to several recommendations arising from the Council Effectiveness Review and took as its basis the Committee of University Chairs' Higher Education Code of Governance and the relevant parts of the University's governing instruments and associated regulations.

### **8.2 Removal of provision for deputy roles on Council**

Council received and approved the amendment of Regulations of Council to remove the existing provision for the appointment of deputies in some categories of Council membership, as recommended in the Council Effectiveness Review.

## **9. CORPORATE RISK REGISTER**

Council received and approved the updated Corporate Risk Register. Attention was drawn to the following:

- that the ratings for 11 of the 12 risks remained the same, due to volatility in the external environment;
- that risks relating to industrial action and staff performance had been lowered, though would be reviewed again in the light of ongoing pay negotiations and the forthcoming triennial valuation of the USS pension scheme;
- the continuing importance of managing transformational change and its potential impact on staff morale and institutional reputation;
- with respect to the risk relating to research and teaching infrastructure, the need for action to ensure the future sustainability of Biological Services facilities, and more broadly the need to consider the resourcing issues identified in the recent Faculty of Science Review;
- risks relating to cyber security, which were reflected in the Register.

It was noted that the Risk Register would inform the development by the Audit Committee of the internal audit plan for 2017-18.

It was confirmed that the Risk Register should continue to appear as a Section B item on Council agendas.

## **10. REPORT OF THE SENATE**

(Meeting held on 16 March 2017)

Council received and noted the Report.

## **11. REPORT OF THE AUDIT COMMITTEE**

(Meeting held on 14 March 2017)

Council received and approved the Report, including a recommendation that PricewaterhouseCoopers be reappointed as the University's internal auditor for one further year, from 1 August 2017.

**12. REPORT OF THE BOARD OF THE ADVANCED MANUFACTURING RESEARCH INSTITUTE**

(Meeting held on 16 February 2017)

Council received and approved the Report, noting that the Board had now been disbanded and alternative governance arrangements put in place (see Minute 6 above).

**13. REPORT OF THE FINANCE COMMITTEE**

(Meeting held on 13 March 2017)

Council received and approved the Report.

**14. REPORT OF THE ESTATES COMMITTEE**

(Meeting held on 27 March 2017)

Council received and approved the Report.

**15. REPORT OF THE HEALTH AND SAFETY COMMITTEE**

(Meeting held on 13 February 2017)

Council received and approved the Report.

In response to a query concerning reporting to Council on matters relating to mental health, it was noted that a report was being prepared at the request of the President & Vice-Chancellor. The issues would be presented to Council for discussion at a future meeting, with a view to ensuring that appropriate oversight mechanisms were in place.

It was agreed that future Reports of the Committee to Council should provide details of any accidents requiring report to the Health & Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

**16. REPORT OF THE HUMAN RESOURCES COMMITTEE**

(Meeting held on 16 March 2017)

Council received and approved the Report, including recommended amendments to the Committee's terms of reference. With respect to the Universities' Superannuation Scheme (USS), it was noted that a triennial valuation would shortly take place, the outcomes of which would be known in the summer. Information from USS at this stage indicated that, on the basis of the assumptions used for the 2014 valuation, the reported Scheme deficit could increase from £5.3bn in 2014 to £14bn. Council would continue to be updated, and further discussion would take place once the formal outcome of the valuation was known. In the meantime, the situation would be taken into account in consideration of the University's financial forecasts.

**17. REPORT OF THE HONORARY DEGREES COMMITTEE**

(Meeting held on 16 March 2017)

Council received and noted the Report on action taken by the Committee.

**18. REPORT OF THE SENIOR REMUNERATION COMMITTEE**

(Meeting held on 6 February 2017)

Council received and approved the Report, including recommended amendments to the Committee's terms of reference.

**19. REPORT OF THE COUNCIL NOMINATIONS COMMITTEE**

(Meeting held on 13 March 2017)

Council received and approved the Report, including recommended appointments to the Employability Board, Human Resources Committee and Research Ethics Committee. The appointment of Dr Tony Strike (Director of Strategy, Planning & Change) to the role of University Secretary with effect from 1 July 2017 was also noted.

**20. STUDENTS' UNION:**

**20.1 Periodic review of the Students' Union constitution**

Council received and noted a report on progress in implementing the recommendations arising from the review of the Students' Union's constitution and governance arrangements undertaken in 2015. A further report would be provided to Council in July 2018.

**20.2 Amendments to the constitution of the Students' Union**

Council received and approved amendments to the Student's Union constitution previously agreed by the Students' Union Council and confirmed in a referendum of students.

**21. COURT REVIEW: POST-IMPLEMENTATION REPORT**

Council received and noted a report on actions taken in response to the recommendations of the Council task and finish group established in 2014-15 under the chairmanship of Dr Eden to review the University Court. Good progress had been made in the area of local and regional engagement, and the President & Vice-Chancellor had highlighted a number of examples in his presentation (see Minute 4 above).

**22. AMENDMENTS TO REGULATIONS OF COUNCIL**

Council received and approved amendments to the Regulations of Council to reflect the amended job titles associated with the University's revised executive structure. All amendments were with immediate effect, with the exception of those relating to the Chief Financial Officer and Director of Finance, which would take effect from 1 August 2017.

**23. USE OF THE UNIVERSITY SEAL**

Council received and noted the Report.

**24. COUNCIL BUSINESS PLAN 2016-17**

Council received and noted the Plan.

**25. PUBLIC AVAILABILITY OF COUNCIL PAPERS**

Council received and approved recommendations concerning the publication on the web of papers presented at the meeting, in accordance with previously agreed proposals on the disclosure of information. It was noted that a number of papers were confidential and would not be made publicly available.

These Minutes were confirmed

at a meeting held on 3 July 2017

..... Chair