



**The
University
Of
Sheffield.**

Office UEB/2018/2011/03)
Of The
President &
Vice-Chancellor.

Notes

University Executive Board

Date: 6 November 2018

Present: Professor K Lamberts (KL)(in the Chair),
Mrs H J Dingle (HJD), Professor John Derrick (JD), Mr A Dodman (AD),
Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH),
Professor W Morgan (WM), Professor D Petley (DP),
Professor Dame Pamela J Shaw (PJS), Mr R Sykes (RS),
Professor G Valentine (GV), Professor Craig Watkins (CW)

In attendance: Dr T Strike (TS); Mr A Carlile (AC) (item 3);
Ms Susan Bridgeford (SB) (items 4 and 5); Ms D McClean (DM) (item 6)

Apologies:

Secretary: Mr D T Swinn(DTS)/Mr N Button (NB)

1. Minutes of UEB held on 25 September 2018

(UEB/2018/0611/01)

- 1.1 The Minutes of the meeting held on 25 September 2018 were approved as an accurate record.

2. Minutes of UEB held on 16 October 2018

(UEB/2018/0611/02)

- 2.1 The Minutes of the meeting held on 16 October 2018 were approved as an accurate record subject to minor clarifications and a typographical error.

3. Student Lifecycle Project Update

(UEB/2018/0611/03)

(AC in attendance for this item)

- 3.1 UEB received an update on the progress on the Student Lifecycle Project (SLP). Attention was drawn to the successful launch of the first service, AskUS, in October; the ongoing progress to prioritise and deliver outstanding planned work by the start of the 2019/20 academic year; and primary project risks.
- 3.2 During discussion, UEB noted the following:
- Prioritisation had been informed by differentiating between the essential and desirable project deliverables;
 - A number of issues identified by the SLP would require further academic insight to resolve, via UEB;
 - Particular challenges for smaller Departments in managing the scale of change required by the SLP;

- The importance of institutional culture to the successful delivery of SLP objectives;
- Contingency work had been undertaken to ensure that the University's statutory data returns could be completed in accordance with changes to data specification requirements derived from the HESA Data Futures project.

4. Update on the Student Compensation and Refund Policy

(UEB/2018/0611/04)

(SB in attendance for this item)

- 4.1 UEB received an update on the Student Compensation and Refund Policy, which was aligned with the University's commitment to an excellent student experience and supporting students to fulfil their academic potential. It was noted that the policy was consistent with OfS and UUK guidance and had been reviewed by the University's solicitors.
- 4.2 During discussion, UEB noted the following:
- The Policy was consistent with others in the sector.
 - The relatively small number of students seeking to implement the policy.
 - Provisions relating to PGR students to address the particular circumstances that these students may experience.
 - The risk that only a small number of successful claims could lead to regulatory intervention.

5. Annual Monitoring of Prevent Duty

(UEB/2018/0611/05)

(SB in attendance for this item)

- 5.1 UEB received and noted the annual report on the University's ongoing implementation of the Prevent duty and considered the institutional Prevent Declaration and Data Return, which would be proposed for approval to Council on 26 November for submission to the OfS by the deadline of 1 December 2018.
- 5.2 It was pleasing to note that updated OfS guidance continued to regard the Prevent duty in the context of student wellbeing. However, from early 2019 OfS planned to visit a sample of institutions to evaluate their compliance with the Prevent duty, despite HFECE having previously adjudged the sector to be strongly compliant. Further details were expected during December. UEB noted that OfS would need to clarify the regulatory power under which it was operating whenever it sought to visit an institution.
- 5.3 UEB endorsed the report and accompanying OfS returns but noted that additional narrative information may need to be added to the Declaration to provide context to some of the figures it contained.

6. Closed Minute and Paper

7. TEF update

- 7.1 UEB received an update on recent changes to the Teaching Excellence and Student Outcomes Framework (TEF). It was reported that current TEF awards due to expire in 2020 could be extended to 2021, from which point both subject-level and institutional assessments would be made. The assessment cycle would be extended from four to six years, but the option to reapply sooner would remain. The following changes to the TEF metrics were also noted:
- Two new NSS measures: "learning resources" and "student voice";

- Longitudinal Education Outcomes (LEO) would replace the employment metric, but the highly-skilled employment metric would remain;
 - The continuation metric would be double weighted;
 - The addition of information about prior attainment to the grade inflation metric for institutional-level TEF.
 - Removal of the teaching intensity metric.
 - There would be a metric developed during the second pilot to measure the attainment gap for under-represented groups.
- 7.2 UEB discussed the University's potential performance in TEF Year 4, including the impact of NSS scores, continuation rates, and graduate employment. With respect to performance against the new metrics, the lack of a benchmark for the grade inflation metric made direct comparisons to other institutions challenging.
- 7.3 During discussion, UEB noted the following:
- The importance of the accompanying narrative as well as the metrics themselves;
 - It was essential that colleagues recognised that a number of TEF measures were not inconsistent with the University's commitment to students, e.g. on outcomes and attainment, which should help to address inconsistent levels of academic engagement across the institution; OfS registration conditions precluded non-participation in TEF;
 - It was not clear how the subject-level TEF model would deal with year to year fluctuations in metrics.
- 7.4 **Actions:**
UEB agreed the following:
- (a) The University would continue with its plan to re-submit in TEF Year 4.
 - (b) TEF would be raised at the next UEB-HoDs meeting on 12 November.
 - (c) Draft communications would be proposed to UEB in due course.

8. Report on the Estates and Capital Sub-Group (meeting held on 18 October 2018)

(UEB/2018/0611/07)

- 8.1 UEB received and approved the report
- (a) Social Sciences Hub Capital Approvals process: It was reported that the main contractor had provided an updated cost estimate which had delayed the preparation of an updated business case. Extraordinary meetings of Finance Committee and Council would be arranged to seek formal approvals, subject to appropriate recommendations from ECSG and UEB. Clarification was provided that the revised business case would include modelling to reflect the potential recommendations of the Augar Panel on HE funding.
- 8.2 UEB approved the following recommendations:
- (a) Cyber Security: The release of £3,359,378 to proceed with the Cyber Security project, one of the key IT risks identified by the University. Clarification was provided about the level of scrutiny to which the proposals had been subject by the IT Sub-Group and ECSG and the need to involve the incoming Director of CICS.
 - (b) Website Corporate Communications: the release of £1.25m to proceed with option 4 for the Website Corporate Communication project.

- (c) Multisite business case fees: the release of £91,673 for phase 1 of the multi-site project to address risks around governance and cyber security (see Minute 8.2(a), above).
- (d) Dainton plant room: the release of £950k to proceed with maintenance and refurbishment works to the Dainton plant room.
- (e) Heartspace budget reallocation: the release of £658k from 17-18 Capital Backlog Maintenance budget to cover the additional building fabric repairs for the Heartspace project. Finance Committee and Council would need to approve the additional funding as an increase to the overall total project cost.
- (f) Arts tower concourse: the release of £503k to be funded by redirecting the remaining £237k from the Broad Lane (Red Hill) phase of the project, with the remaining balance to be funded from Backlog maintenance. UEB noted the importance of these works being completed to a high standard due to their prominent location but suggested that lessons could usefully be learned about contingency planning for similar unforeseeable costs increases.
- (g) Grandwater challenge, Broad Lane block: the release of £21k to cover additional unforeseen costs necessary to complete the project.
- (h) St Vincent's Court lease: the supplemental lease of studio apartments for 2018/19, rather than a variation of the existing lease, and UEB approved the same principle for future years.

9. Report of the Risk Review Group (Meeting held on 30 October 2018)

(UEB/2018/0611/08)

UEB received and approved the report and the first iteration of the 2018/19 Corporate Risk Register, which would be submitted to Council on 26 November. Particular attention was drawn to changes to the Risk Management Manual and the intention that risk management activities were more closely aligned with the planning round to maximise value and increase effectiveness and efficiency. UEB endorsed proposed changes to the corporate risks, whereby two new risks had been added; the balance of risks and opportunities had been revised; risk statements had been updated and residual exposure ratings reviewed.

10. Round Table

- (a) Faculty of Engineering Research Grant: MJH reported that Insigneo would receive €2.1m as the second largest beneficiary of a €48.5 collaborative project co-funded by the EU and European Federation of Pharmaceutical Industries and Associations. UEB congratulated Claudia Mazzà, the lead PI for the Sheffield funding stream. Continued success in securing EU funding was welcomed and it was noted that there would be synergies between this project and the University's Research Institute for Neuroscience.
- (b) Staff Survey: AD reported that the survey remained open and response rates were broadly in line with expectations. FVPs would be sent departmental response rates to discuss with individuals HoDs if necessary.
- (c) UKRI Strength in Places Fund: As previously noted, the University had submitted an Expression of Interest and had expected a response by the end of October. DP reported that this had been delayed pending completion of the appraisal process.
- (d) Industrial Strategy Challenge Fund: PJS reported that the Faculty of Medicine, Dentistry and Health was a partner in £10m bid for a project around AI and digital

pathology, led by the University of Leeds and involving a number of medical technology companies.

- (e) All Party Parliamentary Group on International Students: The University Secretary's Office had provided secretariat support for the APPG's inquiry into the non-economic benefits of international students to the UK. A successful launch event for the report had taken place at the Houses of Parliament on 6 November. TS would circulate the report, which complemented the University's earlier work with Oxford Economics on the economic benefits of international students to the SCR. A number of supporting activities were planned to underline the University's commitment to these issues.
- (f) Higher Education Policy Network, 19 November: The next event would feature a panel discussion about Safe Spaces.
- (g) Faculty of Arts and Humanities ranking: The University had been ranked 62nd in the world for teaching and research in the arts and humanities in the Times Higher Education World University Rankings by Subject, from 67th the previous year.
- (h) CASE Training: SF had undertaken CASE training, with all five FDOs, to consider ways to identify fundraising opportunities with alumni and other supporters.
- (i) External Audit: HJD reported on progress with the audit of the University's financial statements in readiness for the 26 November meeting of Council and submission to the OfS with the annual accountability return. UEB would be kept updated.