



The
University
Of
Sheffield.

Office
Of The
President &
Vice-Chancellor.

UEB/2017/1411/01

Minutes

University Executive Board

Date: 7 November 2017

Present: Professor G Valentine (GV) (in the Chair),
Professor Sir Keith Burnett (KB), Professor N Clarke (NC),
Mrs H J Dingle (HJD), Mr A Dodman (AD),
Professor M J Hounslow (MJH), Professor W Morgan (WM),
Professor D Petley (DP), Professor Dame Pamela J Shaw (PJS),
Professor C Watkins (CW)

In attendance: Ms T Wray (TW) and Ms G Tait (GT) (item 3); Mr R Sykes (RS) and
Ms S Bridgeford (SB) (item 4)

Apologies: Professor S Fitzmaurice (SF), Dr T Strike (TS)

Secretary: Ms S M Stephens (SMS)

1. Minutes of the meeting held on 24 October 2017 (UEB/2017/0711/001)

The Minutes of the meeting held on 24 October 2017 were approved as an accurate record, subject to a minor amendment to Minute 10.2 (Programme Level Approach).

2. Minutes of the meeting held on 31 October 2017 (UEB/2017/0711/002)

The Minutes of the meeting held on 31 October 2017 were approved as an accurate record.

3. Sheffield Leader 2.0 (UEB/2017/1711/003)

(Tracy Wray and Gill Tait in attendance for this item)

- 3.1 UEB received a paper and accompanying presentation on the Sheffield Leader 2.0 programme, which had been in operation in its current format since 2012 and had involved over 1,500 individuals from a diverse range of roles and grades. Details of current thinking and plans for its future were outlined, and it was noted that all leadership and management development was being revised to reflect significant changes in the external and internal environments. Taking into account feedback from the UEB away day in July 2017, it was proposed that a revised Sheffield Leader 2.0 programme would:

- integrate leadership and management development;
- focus on some identified priority roles;
- develop focused succession planning across all faculties;

- develop departmental executive teams;
- ensure strong links with strategy;
- build on current good practice across the University and include a mixture of faculty-specific and cross-University provision.

3.2 **Actions:**

In endorsing these proposals, UEB asked that the following points be taken into account:

- that the priority roles identified for the programme's initial focus should include leaders of larger research institutes, especially those whose remit spanned more than one faculty;
- that in identifying as a priority the role of Head of Department, care should be taken to ensure that succession planning and executive team development took place in a broader context, recognising that leadership and management development could serve as preparation for a range of roles;
- that the development of executive teams had implications for a number of processes (for example, the annual Planning Round had been redesigned to involve departmental executive teams);
- that it would be important to ensure that in developing the programme, it was not perceived as the sole route into management and leadership roles, which would continue to be openly advertised.

4. **Prevent Duty: annual report to HEFCE** (UEB/2017/1711/004)

(Rob Sykes and Susan Bridgeford in attendance for this item)

4.1 UEB considered the University's draft report to HEFCE on its implementation of the Prevent Duty during 2016-17, noting that the final report would be presented to Council on 27 November prior to submission to HEFCE, together with a declaration by Council that the University:

- has had due regard to the need to prevent people being drawn into terrorism (the Prevent Duty);
- has provided to HEFCE all required information about its implementation of the Prevent Duty;
- has reported to HEFCE in a timely way all serious issues related to the Prevent Duty, or now attaches any reports that should have been made, with an explanation of why they were not submitted.

HEFCE's assessment of annual reports would lead to one of three outcomes: 'demonstrating due regard'; 'further evidence needed'; or 'not demonstrating due regard'.

4.2 **Actions:**

UEB agreed that the report should be finalised for circulation to Council, subject to the following:

- that online training on supporting students should be undertaken biannually by all staff, as well as by research students involved in student support and teaching, and that an email concerning this requirement should be circulated;
- that the section of the report relating to IT should be amended and a revised draft circulated to UEB for comment

5. Report of the Strategic Advisory Group – Student Numbers and Fees

(Meeting held on 30 October 2017) (UEB/2017/1711/005)

5.1 UEB considered the report and agreed to recommend approval of recommendations relating to the following:

- international scholarship provision in 2018;
- recruitment to the Science and Engineering foundation year, changes to which would take immediate effect.

5.2 It was noted that the outcomes of a wider review of University scholarships would be presented to UEB in due course.

6. Report of the Risk Review Group

(Meeting held on 31 October 2017) (UEB/2017/1711/006)

6.1 UEB considered the report, which outlined the outcomes of the Group's discussion of corporate risks and the resulting Corporate Risk Register for 2017-18, which included, for each risk, the controls and action plans to be reviewed and updated by the Group during the year.

6.2 Actions:

UEB requested that the following amendments be made prior to the Risk Register (Risk 7: Developing/maintaining strategic partnerships) in advance of it being presented to Council on 27 November:

- the Control Owner for an action relating to UTCs to be amended to the Vice-President for Education;
- the Vice-President & Head of the Faculty of Engineering to be added to the Control Owners for an action relating to support for partnerships across the institution, and reference made to the establishment of Research Partnerships and Engagement;
- the inclusion of Siemens as an example of an institutional partnership;
- amendment of references to the Director of Finance to reflect a change in HJD's role title to Chief Financial Officer.

7. Round table

(a) HE regulation: KB reported that in preparation for the new regulatory framework for HE, TS would be undertaking an exercise to map the University's organisational structure, processes and governance arrangements against the functions and expectations of the Office for Students. In doing this, it would be important to identify activities currently undertaken by the UoS and other HEIs in relation to the wider role of HEFCE, but not falling within the remit of the OfS or UKRI.

(b) Faculty of Arts & Humanities: It was noted that Professor Dawn Hadley would act as interim Vice-President during SF's absence, and would attend UEB from 14 November.

(c) Faculty of Medicine, Dentistry & Health: PJS reported that:

- a new Head of Neuroscience would shortly be appointed;
- Dr Oliver Bandmann had been awarded combined charity/industry funding for translational research on Parkinson's disease;

(d) Chief Financial Officer: AD reported that, following approval by the Senior Remuneration Committee, HJD's role title had changed from Director of Finance

to Chief Financial Officer with effect from 1 November 2017.

- (e) National Festival of Social Sciences: CW reported that the ESRC's National Festival of Social Sciences was taking place from 4-11 November, with a major programme of events taking place in Sheffield (<http://festivalofsocialscience.group.shef.ac.uk/#EVENTS>). These were receiving significant media coverage; as an example the Remembering Baby exhibition had been featured on BBC Radio 4's PM programme.
- (f) SUCU: GV reported on a recent SUCU meeting, at which request had been made for the introduction of a University-wide workload allocation model.
- (g) The Conversation: It was noted that membership of The Conversation was growing, with most UK universities now signed up, and that consideration was being given to extending it to other platforms and broadening its reach to include EU institutions.
- (h) UEB-HoDs Forum: UEB colleagues provided feedback on or reflected on the changes to the format of UEB-HoDs Forum and ways to sustain this engagement at future events.