



The
University
Of
Sheffield.

Office UEB/2018/2205/01
Of The
President &
Vice-Chancellor.

Minutes University Executive Board

Date: 24 April 2018

Present: Professor G Valentine (GV) (in the Chair),
Professor J Derrick (JD), Mrs H J Dingle (HJD), Mr A Dodman (AD),
Professor D Hadley (DH), Professor M J Hounslow (MJH),
Professor W Morgan (WM), Professor D Petley (DP), Mr R Sykes (RS),
Professor C Watkins (CW)

In attendance: Dr T Strike (TS), Ms T Wray (items 3, 4 & 5), Miss S Duke (item 5), Dr S Want (item 6), Mrs V Jackson (items 8 & 9)

Apologies: Professor Sir Keith Burnett (KB), Professor Dame Pamela J Shaw (PJS)

Secretary: Mr M Borland (MJB)

1. Minutes of UEB held on 17 April 2018

The Minutes of the meeting held on 17 April were approved as an accurate record.

2. Closed Minute

3. Technicians Commitment

(UEB/2018/2404/02)

(Tracy Wray in attendance for this item)

UEB considered a paper on the Technicians Commitment, an initiative of the Science Council to ensure greater visibility and recognition for technicians in higher education. The University of Sheffield was a signatory to the Technician Commitment. Attention was drawn to the need to ensure that the University had the appropriate actions in place to meet the commitment. This was within the context of a national shortage of technicians, who are fundamental to research activity.

During discussion it was suggested that some technicians might perceive that the Technician Commitment did not apply to them, and membership of the proposed Working Group could be widened to include a varied range of technicians.

UEB agreed to establish a Working Group to oversee and manage implementation of an action plan on behalf of the UEB sponsor, the Vice-President for Research & Innovation.

Actions:

- (a) UEB members to send nominations for additional members of the Working Group to the Director of HR and Communications.
- (b) To review the institutional leadership arrangements.

4. Apprenticeships Update (UEB/2018/2404/03)

(Tracy Wray in attendance for this item)

UEB considered a paper on apprenticeships from the perspective of the University as an employer, rather than a provider. The University currently employed 45 apprentices and the paper proposed ways of increasing this number.

Points made during discussion included

- Apprenticeships might be appropriate within some teams, but not for all teams within a department.
- It was clarified that the proposed pledge sought to assist departments in active consideration of where apprenticeships could be appropriate.
- Consideration of apprenticeships as a development opportunity in all SRDS discussions could create an unnecessary burden.
- It was confirmed that Unicus were out of scope for the Apprenticeship Levy as their wage bill was below the threshold.

UEB endorsed the proposals in the paper subject to:

- Specific departments referred to in the paper should review and then plan where apprenticeships could be appropriate.
- the proposal 'that SRDS discussions regarding development opportunities should actively consider whether levy funding can be used to fund apprenticeships for existing staff' include where this 'was appropriate'.

Action:

- (a) Further work to take place with the Management School regarding a Senior Leadership Apprenticeship, including on a central independent decision-making panel to oversee the approvals process and prioritisation of individuals, and this be brought to UEB in due course.
- (b) To explore how a scheme for graduate trainees to work in administrative roles at the University could operate.

5. Annual Reward and Recognition Review 2018 (UEB/2018/2404/04)

(Tracy Wray and Suzanne Duke in attendance for this item)

UEB considered a paper that summarised feedback from the University Reward & Recognition Panel (URRP) and other stakeholders on the previous round, with changes to the guidance, communications and timescales proposed in response to the feedback. Attention was drawn to staff concerns regarding consistency of implementation and of communication messages across the institution.

Comments made in discussion included:

- Regarding the rise in salary on academic promotion, a one-point rise was considered insufficient given staff members on the pay scales receive this annually anyway. Instead it was suggested that for a promotion to be rewarded the pay increase should be two spine points.
- Flexibility for greater salary increases could be applied if justified by market conditions. There were periodic reviews of market conditions, however this meant that not all faculties were able to use the most up to date information on market conditions.
- Regarding bonus payments, there could be occasions when an individual's objectives were achieved but over the course of more than a single year.

- In relation to Professorial Pay Review, HoDs were responsible for communication with individuals. It was acknowledged that practice has been variable and so members welcomed the proposals to strengthen communications, the consistency of approach across Faculties and to provide a mechanism for staff to challenge decisions.
- It was clarified that the role of the URRP had some overlap with the Senior Remuneration Committee.

UEB agreed to recommend to the President & Vice-Chancellor:

- The following changes to the Progress and Action Plan:
 - The rise in salary on academic promotion should be up to 2 points on the salary scale.
 - If a member of staff wished to challenge a Professorial Pay Review decision they could raise this with their FVP, or another senior leader designated by the FVP.
- Updated Terms of Reference for the University Reward & Recognition Panel as set out in Appendix 2 of the paper.
- The communication approach and timescales as set out in Appendix 3 of the paper.

Actions:

- Market conditions for each Faculty to be reviewed by HR in conjunction with Faculties.
- To re-communicate guidance regarding references.

6. Partnership and Regional Engagement Update

(UEB/2018/2404/05)

(Sarah Want in attendance for this item)

UEB received and noted a paper which provided a policy and funding context update on: Industrial Strategy and associated funding; Knowledge Exchange; and the University's role in the City, City Region and the Place Agenda. Attention was drawn to the focus within government on the aim of the Industrial Strategy to increase UK R&D investment from 1.7% to 2.4% of GDP by 2027. There was greater clarity amongst and between partners regarding Care 2050.

Comments made in discussion included:

- The Research Strategy Group would be considering the setting up of a Group to coordinate responses to Industrial Strategy calls for funding bids.
- A significant number of calls were expected to be published after the local election period.
- A Knowledge Exchange Framework (KEF) using metrics would have been preferable to one that involved providing a narrative.

Actions:

- To explore the opportunities that the forthcoming Strength in Places call presents.
- To provide UEB with a Partnership and Regional Engagement update in this format twice a year.
- To provide UEB with a Global Engagement update in this format twice a year.

7. Council Task and Finish Group - AMRC: terms of reference (UEB/2018/2404/06)

UEB considered a draft Terms of Reference which set out how Council would be provided, at its July Awayday, with the insight and broader understanding it needs to consider and support future decision-making on plans for the continued evolution of the AMRC. Attention was to drawn to three pieces of related work:

- Which of the three AMRC proposals deferred at Council's April meeting would return to Council's July Awayday, following amendment where necessary.
- Presentation of the AMRC strategy at the Council Awayday in July, which would include an articulation of the relationship between the AMRC and the other parts of the University of Sheffield.
- Governance and the AMRC's fit with the other parts of the University of Sheffield.

During discussion it was noted that a financial background paper for the Council Task and Finish Group and a paper outlining the benefits that the AMRC brought to the University of Sheffield were being produced. Further to a recent AMRC presentation on Industrial Strategy projects there was now an additional aeronautics project involving Indian partners.

UEB agreed that the Council Task and Finish Group would have a fact-finding role, which would include the timescales and key dates for each of the three AMRC proposals. The role would not include revisiting the Council decision to defer the three proposals.

Action:

The Provost & Deputy Vice-Chancellor would discuss the issue with the Chair of Council, including how the output of the Council Task and Finish could be used.

8. Financial Forecasts – 1st draft (UEB/2018/2404/07)

(Vicki Jackson in attendance for this item)

UEB considered the first draft of the financial forecasts for 2017/18 – 2021/22, which focused on the University's underlying activities. Attention was drawn to the work to bring together the revenue, cash and capital elements, with the intention of enabling Council, in July, to consider these issues together. There appeared to be a pattern of reducing expenditure expectations. Given the level of external uncertainty, there had been additional scenario planning work compared with previous years.

During discussion it was noted that there would be a variance between the actual and forecast outturn positions. The forecast reduction in underlying Shared Costs expenditure as a percentage of unrestricted income was welcomed, and the UEB Awayday in May would look at Shared Costs in more detail. It was suggested that greater understanding of Shared Costs and how budgeting could consequently be reduced be looked at earlier in next year's cycle.

UEB would consider the forecasts at its Awayday in May. The final forecasts for 2017/18 – 2021/22 would be considered by UEB on 5 June and by Finance Committee on 25 June, for recommendation to Council on 9 July.

9. Corporate Financial Report for the period ending 31 March
(UEB/2018/2404/08)

(Vicki Jackson in attendance for this item)

UEB considered the monthly Corporate Financial Report for the eight-month period ending 31 March 2018, which provided year to date income and expenditure figures, and outturn forecasts for income and expenditure at University, Faculty and Departmental level.

Attention was drawn to the forecast outturns which indicated the year end positions against the latest budget for Faculties would be an overspend, with an underspend for both Professional Services and for Shared Costs. The rate by which expenditure would need to increase for the actual outturn position to match the budget was highlighted.

10. Report of the Strategic Advisory Group – Student Numbers and Fees
(Meeting held on 4 April)
(UEB/2018/2404/09)

UEB considered the report, noting the aspects that were for information.

UEB endorsed and recommend to the President & Vice-Chancellor that:

- (a) The Home PGT baseline fee for 2019/20 be set at £7,500.
- (b) The PGT fee spine be simplified by reducing the number of points and decoupling the Home and Overseas fee spines.
- (c) Overseas standard fees be increased by 5%.

UEB requested further work be undertaken regarding fees and discounts for fee-paying students on the Study Abroad Programme for 2019/20, in particular on the proposed fees for students who study at the University of Sheffield for a full academic year and for students who study at the University for one semester. This work should assess if the proposed fees were at the appropriate level and set out the principle which would enable the proposed fees to include a discount.

11. Report of the IT Sub-Group (Meeting held on 20 March 2018)
(UEB/2018/2404/10)

UEB received and noted the Report.

12. Round table

- (a) The University of Sheffield Pension Scheme: HD updated on the current position of the scheme and the timescales for the valuation process.
- (b) Staff: MJH reported on staff changes and recruitment plans within the Faculty of Engineering.
CW reported on staff changes and recruitment plans within the Faculty of Social Sciences.
- (c) Diamond Integrated Pilot Plant (DiPP): MJH reported on the opening of the DiPP and would liaise with Rebecca Barker on holding an appropriate UEB meeting in the Diamond.
- (d) Arts & Humanities event: DH reported on a two day conference held in partnership with the National Railway Museum, York, which had been viewed as a success.
- (e) Academy of Social Sciences: Professor John Flint and Professor Rosaleen Duffy have been conferred as Fellows of the Academy of Social Sciences.

- (f) Audit: RS reported that there would be a UK Visas and Immigration audit over three days, beginning on Wednesday 23 May.
- (g) UEB/HoDs: GV provided an update on the UEB/HoDs meeting scheduled for Monday 30 April, which would involve a UEB Q&A session with the cross-cutting Vice-Presidents and the Professional Services members of UEB.
- (h) UEB Awayday: GV updated on the UEB Awayday to be held on 8 and 9 May.
- (i) UEB meeting 1 May: GV reported that Professor Susan Fitzmaurice would be returning to UEB next week and the meeting would be Sue Stephens' final UEB meeting before retirement.