



The
University
Of
Sheffield.

Office
Of The
President &
Vice-Chancellor.

UEB/2018/2407/04

Minutes University Executive Board

Date: 26 June 2018

Present: Professor D Petley (Chair)

Professor J Derrick (JD), Mrs H J Dingle (HJD), Mr A Dodman (AD),
Professor W Morgan (WM), Professor Dame P Shaw (PS), Mr R Sykes
(RS), Professor C Watkins (CW)

In attendance: Professor D Oglethorpe (DO) (item 5), Mrs V Jackson (VJ) (items 5, 6, and
7), Ms C Hamilton (CH) (item 8)

Apologies: Professor Sir K Burnett (KB), Professor S Fitzmaurice (SF), Professor M J
Hounslow (MJH), Dr T Strike (TS), Professor G Valentine (GV)

Secretary: Mr M Borland (MB), Mr N Button (NB)

1. Minutes of UEB Away Day held on 8 May 2018 (UEB/2018/2606/01)

- 1.1 The Minutes of the UEB Away Day held on 8 May 2018 were approved as an accurate record.

2. Minutes of UEB held on 5 June 2018 (UEB/2018/2606/02)

- 2.1 This item was deferred.

3. Minutes of UEB held on 12 June 2018 (UEB/2018/2606/03)

- 3.1 This item was deferred.

4. Matters arising

4.1 Update from the Task and Finish Group on Senior Remuneration

- 4.1.1 UEB noted that the Task and Finish Group had been awaiting publication of the Committee of University Chairs' Higher Education Senior Staff Remuneration Code. The next meeting of the Task and Finish Group was scheduled and it would report to the Senior Remuneration Committee who would then report to Council as necessary.

4.2 Task & Finish Group on AMRC activity

- 4.2.1 UEB noted that the Task and Finish Group had met for the final time on Thursday 21 June. The final report of the Group would be presented to Council on Monday 9 July and was expected to contain a number of high-level recommendations, some of which would then be delivered by UEB.

5. Review of the University's Financial Model

(UEB/2018/2606/04)

(Professor D Oglethorpe & Mrs V Jackson in attendance for this item)

- 5.1 UEB considered the paper which had been updated following a UEB discussion in February 2018 to introduce greater symmetry to the PYA proposals; provide greater clarity over the definition of different SAF categories; and to improve the nomenclature for various aspects of the model and the 'model' itself.
- 5.2 During discussion it was commented:
- That the model is a framework and there would be a leadership role in providing oversight to ensure that the process was used appropriately.
 - The rate of retention and clawback was significant in incentivising positive net financial positions.
- 5.3 UEB endorsed and recommended to the President and Vice-Chancellor the recommendations as set out in the report, including:
- (a) Amending the recommendation on the introduction of a 'Cap and Collar' system based on the value of Net PYA, where: If net income and expenditure was better than forecast, 75% of the benefit would be retained by the Faculty, 25% would be retained centrally; If net income and expenditure was worse than forecast, 75% of the cost would be borne by the Faculty, 25% would be borne centrally.
- (b) The name 'Process for Budget Allocation' (PBA) be adopted to replace the current 'Resource Allocation Model'.
- (c) The Review Group and its current membership retain oversight of monitoring and implementation of the new process and at least meet on an annual basis in advance of annual budget setting.

6. Closed Minute and Paper

7. Financial forecast scenarios – presentation

7.1 Context paper: Overview of Government policy on Home UG Tuition Fees

(UEB/2018/2606/06)

7.1.1 This item was deferred.

8. NSS Communication Review and Plan for 2019

(UEB/2018/2606/07)

(Ms C Hamilton in attendance for this item)

- 8.1 UEB considered the report and received a presentation, which reviewed the NSS communication strategy and completion rates for 2018 and outlined a series of recommendations for 2019 drawing on the learning from 2018. Attention was drawn to University's aim to be above the 50% threshold and the challenges presented by industrial action and an NSS boycott by the Students' Union. The results of the 2018 NSS would be released on 27 July 2018 and would be given to universities at the same time as they were released to the public.
- 8.2 UEB welcomed the presentation and the following comments were made:
- Return rates had fallen since 2016 and the boycott and industrial action were the likely reasons for this.
 - Response rates at the University were significantly lower than the national average in the first two weeks of the NSS period.

- Academic buy-in was important to ensuring high return rates from Departments.
- Collective incentives should be considered as they were more preferable to individual incentives.

8.3 UEB endorsed the recommendations and approach contained in the report.

9. Update on unrestricted module choice and SLP

9.1 UEB received an update on the Student Lifecycle Project's (SLP) discussion regarding unrestricted module choice. It was noted that unrestricted module choices did not encourage the Programme Level Approach (PLA) to teaching and that this was not a matter for the SLP.

ACTION:

To discuss how unrestricted module choice could be changed in advance of full PLA implementation.

10. Business Continuity Management Update (UEB/2018/2606/08)

10.1 UEB received and noted the update. Attention was drawn to the individual incidences which had occurred and the ongoing support for Heads of Departments with their local plans. The work was designed to ensure the University was as prepared as possible to deal with any disruptive event and updates to UEB on the progress of that work would continue.

11. Report of the Strategic Advisory Group – Student Numbers and Fees (Meeting held on 24 May) (UEB/2018/2606/09)

11.1 UEB considered the report. Attention was drawn to the proposed change to overseas undergraduate clinical fees, with clarity being sought regarding the inclusion of the Hospital Training Tariff, and to the proposals regarding international partnership fee discounts.

11.2 UEB recommended to the President & Vice-Chancellor:

- The overseas undergraduate clinical fee proposal for 2019/20 set out in section 3.1 of the paper.
- The principles for international partnership fee discounts set out in section 3.2 of the paper.

11.3 Actions:

- Further clarity would be provided on the impact of changes to the system of approving fee discounts on postgraduate research fees.
- An analysis of the impact of international fee discounts would be brought to UEB in due course.
- A set of criteria for determining the suitability of any fee discount offers be developed, which could include the financial benefit or the benefit from a strategic partnership.

12. Report of the UEB IT Strategy Sub-Group (Meeting held on 6 June) (UEB/2018/2606/10)

12.1 UEB considered and noted the report of IT Strategy Sub-Group, which had been set up to ensure uniform IT provision across the University. Attention was drawn to the danger

of major security breaches, the threat of which was likely to increase. It was also highlighted that there was an ongoing challenge of ensuring satisfactory compliance rates with training.

12.2. During discussion, it was commented that:

- Provision of new software often involved significant financial commitment and time delay to implementation.
- The ongoing work with the University's website would benefit from a greater emphasis on content.

13. Corporate Financial Report of the period ending 31 May 2018
(UEB/2018/2606/11)

13.1 UEB received and noted the report.

14. Round Table

- (a) Student Protection Plan: RS reported on ongoing work which was likely to lead to revisions to the student compensation arrangements. This would be brought to UEB in due course.
- (b) CMA Compliance: RS reported that in order to ensure a satisfactory compliance rate, work was due to be undertaken with Faculties to ensure that appropriate plans were put in place.
- (c) AMRC Apprenticeship HNC Provision: WM reported that the HNC provision previously outsourced to Barnsley College would be brought back in house and delivered by the AMRC. This work would not be extended to the wider University.
- (d) New President & Vice-Chancellor: AD reported that a transition and induction plan had been developed. UEB thanked all those involved in the P&VC appointment process.
- (e) Staffing: CW reported on an appointment in the Faculty of Social Sciences and that work was ongoing moving beyond interim positions in the Faculty of Social Science.
- (f) ESRC Award: CW reported that Professor Matthew Flinders of the Department of Politics had won a 2018 ESRC Impact Champion award.
- (g) DORA: DP reported that the University planned to sign the San Francisco Declaration on Research Assessment, known as DORA.
- (h) UKRI Strengthen in Places Fund: DP reported that a call for bids had been published. The University, working with Sheffield Hallam and the Local Economic Partnership, would be making a submission, with the University leading on it.