The Senate, 17 October 2012
Report of the Vice-Chancellor

EXECUTIVE SUMMARY

This paper presents a summary of key background information on recent developments, and is based on the Vice-Chancellor’s report to Council on 9 July 2012.

The Vice-Chancellor will introduce the report at the meeting and will provide members of the Senate with the opportunity to raise questions on any aspect of the report.

1. EXTERNAL ENVIRONMENT

1.1 Government reforms of Higher Education

- It is now clear there will be no Higher Education Bill introduced in the next parliamentary year. On 11 June the Government published its response to the consultations on both the Students at the Heart of the System White Paper and the technical consultation, A new fit for purpose regulatory framework for the HE sector. This was accompanied by a letter from Ministers to the Chairs of HEFCE and the Student Loans Company, giving guidance on the next phase of implementation of the government’s reform programme, which will include the development on a new Financial Memorandum with HEIs. HEFCE will continue to provide the principal oversight of the English higher education system, and of overall student numbers.

- The Government has confirmed its commitment to introducing ‘alternative providers’ into the system, and states a commitment to regulatory equity. “We will introduce measures to bring alternative providers, and those FE colleges that do not receive HEFCE funding, into the formal student number control system. We will also bring alternative providers into the quality assurance framework operated by the QAA, to provide important protection for students and maintain confidence in our HE system. While we strongly support the entry into the HE market of alternative providers and FE colleges, we must maintain control of our financial exposure, and international confidence in the quality of our higher education system”.

- It has also been confirmed that the Government is making it easier for smaller institutions to gain university status by lowering the student number threshold from 4000 to 1000, of which at least 750 must be studying for a degree.

- Meanwhile, aspects of the Government’s HE agenda are being progressed. It has been announced that English universities will be able to take unlimited numbers of students who achieve ABB in their A levels in 2013-14. (In 2012-13 the threshold for unrestricted places for students in England was limited to those who achieved AAB.) Ministers say this means more students will be able to go to their chosen universities. A further 5,000 places will be allocated for 2013-14 to cheaper institutions through the margin system. Universities UK is calling for a period of stability before more change is imposed.

- A system of “due diligence checks” has been introduced for private HE providers as the number of their students accessing state-funded loans from the Student Loans Company has grown (from 4,300 in 2009-10 to 9,360 in the first six months of 2011-12).
Following responses to the UCAS review of admissions processes from across the education sector, the BIS response to the White Paper says that the Government will not be commissioning further work on the Post Qualifications Applications (PQA) model.

Vince Cable, Secretary of State for Business, Innovation and Skills, and David Willetts, Minister for Universities and Science, sent guidance to HEFCE and the Office for Fair Access (OFFA) on 22 May, encouraging them to work even more closely together to develop a shared strategy for widening participation and promoting fair access to higher education.

1.2 Social mobility

Deputy Prime Minister Nick Clegg delivered a speech to the Sutton Trust on 22 May on social mobility. He spoke about social mobility as a long term growth strategy as well as a moral imperative. He focused on the need to make the state education system better; and proposed a student premium designed to guarantee financial help (possibly £2,500 a year) for all young people on free school meals entering higher education. Universities are concerned that this funding will be taken from other elements of widening participation funding.


1.3 Access to the Professions

Following Clegg's speech, former Labour minister Alan Milburn, the Government’s independent reviewer on social mobility, published a progress report, Fair Access to Professional Careers. He said the Government’s drive to improve social mobility was well-intentioned but would remain a “pipe dream” unless the professions backed it. His 30 recommendations included more co-ordinated, universal action by schools, a national mentoring programme; ending the “lottery” of work experience and internships through a formal kitemarking scheme; and persuading employers to recruit from a wider range of universities and regions.

http://www.cabinetoffice.gov.uk/resource-library/fair-access-professional-careers-progress-report

The University of Sheffield has been working to improve social mobility for over 10 years, with the introduction of a number of professionally based outreach programmes, including SOAMS (Sheffield Outreach & Access to Medicine) and the Professions Progression Partnerships Programmes in Law, Accountancy (now discontinued) and Architecture and more recently Dentistry, with the ADOPT Programme (Access to Dental Professions; Practice and Tutoring).

Our most recent Access Agreements have committed to an expansion in the range of these schemes, so that by 2015 every faculty at the University will offer at least one subject/profession-based sustained programme.

1.4 HEIs’ role in industrial strategy and the economy

A HEFCE sponsored report titled Strengthening the Contribution of English Higher Education Institutions to the Innovation System: knowledge exchange and HEIF funding was published in April. This draws on institutional strategies submitted to HEFCE, which set out how universities are using £600m in Higher Education Innovation Funding to benefit the economy; generating around £6 for every £1 spent (this is likely to represent an underestimate of the total benefits). The report also says that HEIs are playing an increasingly important role in supporting exports from the UK, and that Universities are an important driver for economic growth and recovery.

http://www.hefce.ac.uk/whatwedo/kes/heif/

In May 2012, David Willetts gave a speech about industrial strategy, particularly the Government’s strategy for high-tech growth. He laid out three elements to the strategy: securing the research base; creating stronger links between academic
researchers and business; and systematically identifying new technologies. The strategy is to be supported by the allocation of around £260m to fund new initiatives through the Research Councils and the Technology Strategy Board. Mr Willetts has also commissioned a review of the Foresight report on *Technology and Innovation Futures: UK Growth Opportunities for the 2020s*. [http://www.bis.gov.uk/news/speeches/david-willetts-whats-the-good-of-government-2012](http://www.bis.gov.uk/news/speeches/david-willetts-whats-the-good-of-government-2012)

### 1.5 Proposed A level reform

- At the end of March 2012, the Secretary of State, Michael Gove, wrote to Ofqual to propose that universities be asked to play a greater role in the design and development of A levels to ensure that they provide a strong foundation for undergraduate study at University. The timescale proposed was that the new qualifications should be offered from September 2014 onwards. Following feedback from schools, universities and awarding bodies to Gove’s proposals for radical reform, examinations regulator Ofqual is now consulting on how A levels should be developed.


### 1.6 Open access publishing

- The Government has recently moved strongly behind open-access publishing, and in May David Willetts pledged to ensure that all taxpayer-funded research is available online within two years. Jimmy Wales, founder of Wikipedia, has been recruited to advise UK Research Councils on the Gateway to Research project, announced in the Government’s innovation and research strategy in December 2011.

- David Willetts welcomed a report published in June on expanding access to published research findings, by a working group chaired by Dame Janet Finch. This concludes that the Government should encourage research funders, scientists and journal publishers to back the open access model playing an increasingly important role in scientific publishing. The Research Councils earlier this year issued a proposed draft policy for future Open Access of their funded research, which is consistent with the Finch Report.

[http://www.guardian.co.uk/commentisfree/2012/may/01/open-free-access-academic-research](http://www.guardian.co.uk/commentisfree/2012/may/01/open-free-access-academic-research)

### 2. ACADEMIC STRATEGY

#### 2.1 Student recruitment for 2012-13

- Figures for applications for 2012 entry as at 15 June 2012 show increases and decreases on the previous year as follows:

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<tr>
<td>Home undergraduate:</td>
<td>-15%</td>
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<tr>
<td>Overseas undergraduate:</td>
<td>+12%</td>
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<tr>
<td>Home postgraduate taught:</td>
<td>-15%</td>
</tr>
<tr>
<td>Overseas postgraduate taught:</td>
<td>+26%</td>
</tr>
<tr>
<td>Home postgraduate research:</td>
<td>+13%</td>
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<tr>
<td>Overseas postgraduate research:</td>
<td>+10%</td>
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#### 2.2 Review of progress towards the Strategic Plan 2010-2015

- Council will receive a mid-point review of progress towards the Strategic Plan 2012-2015 goals at its October 2012 meeting. This will be based on the following principles:
  - The Mission, Vision and Identity expressed in 2010, including the University’s guiding principles, will be accepted as enduring.
The review will include assessment of performance against the key performance indicators (KPIs) and UEB will be asked to prioritise KPIs to provide a clearer sense of the significant actions still required through to 2015.

The Case Studies will be refreshed and will provide real examples of how the University’s guiding principles form part of the institution’s culture.

- At its Awayday on 10 July 2012, UEB will be asked to discuss and prioritise actions identified as necessary to deliver the KPIs. Following this discussion, the design of the 2012-13 planning round will be tested internally to ensure it remains fit for purpose, can deliver the required co-ordination and prioritise a range of initiatives planned and run on a project basis for delivery between 2012 and 2015.

### 2.4 National university performance metrics

- Three of the UK League Tables and two other rankings have been published and the University’s performance can be summarised as follows:

<table>
<thead>
<tr>
<th>League Table Title</th>
<th>2013 rank</th>
<th>2012 rank</th>
<th>Overview of methodology and subject tables position</th>
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</table>
| Guardian University Tables published: 22 May 2012 | 42nd | 33rd | • The aim is to provide a guide to first-time students; therefore the tables focus on teaching and do not include measures relating to research.  
• Eight measures are used to create the ranking, including measures relating to student satisfaction, career prospects and entry tariff.  
• For Sheffield there has been movement both up and down for the individual measures meaning that there is no one specific reason for the reduction in overall rank. However the rankings are very sensitive: small movements in score can result in a large change in the ranking. There is also less differentiation between the universities near the top of the table, as a higher score needed to be achieved to appear at the same ranked position in 2013 as in 2012.  
• Sheffield appears in 30 of the 46 Guardian Subject Tables and is in the top 10 in 9 of these subjects. Sheffield’s highest subject ranking is for Materials and Mineral Engineering (4th in 2013) |
| Times Good University Guide published 14 June 2012 | 21st | = 17th | • Eight measures with a weighting of 1.5 for student satisfaction and research and 1 for all other indicators.  
• For most of the individual measures, there has been very little movement in Sheffield’s rank, however student:staff ratio has decreased from equal 24th to equal 29th and graduate prospects has decreased from equal 17th to equal 24th.  
• Sheffield appears in 40 of the Times subject tables and is in the top 10 of 21 of these. Sheffield’s highest rankings in the subject tables (calculated based on four of the measures used in the institutional table) are for: Librarianship and Information Management; Social Work (no longer open to new applicants); Town and Country Planning and Landscape (all ranked 2nd). |
| Complete University Guide published on 24 April 2012 | 28th | 26th | • Nine measures are used to compile the ranking, including measures relating to student satisfaction, research quality, entry standards and graduate destinations.  
• For a number of the measures including the measures relating to expenditure per student, there has been an increase in absolute performance for... |
Sheffield but a decrease in rank. This is as a result of other institutions’ performance increasing at a faster rate than Sheffield’s performance.

- Sheffield appears in 41 of the Complete University Guide subject tables (compiled using only four of the measures used in the main table). In 21 of these the University is ranked in the top 10 (compared to 19 in the previous year). Sheffield’s highest rank is for Materials Technology which is ranked 2nd in the 2013 tables.

<table>
<thead>
<tr>
<th>Times Higher Education Student Experience Survey published 26 April 2012</th>
<th>3rd</th>
<th>2nd</th>
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<tr>
<td>• The Times Higher Education surveyed over 14,000 undergraduates on 21 factors ranging from the quality of teaching to the social life on campus. Each factor was assigned a weight reflecting its importance within the overall student experience.</td>
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<tr>
<th>People and Planet Green League published 29 May 2012</th>
<th>119th</th>
<th>114th</th>
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<tr>
<td>• Ranks institutions according to 13 criteria designed to assess their policy and senior level commitment to environmental management, as well as indicators of performance against policy commitments.</td>
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<td>• Newer, teaching-focused institutions tend to be at the top of the table.</td>
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Council will receive a more detailed paper on league table performance at its meeting in October as part of the review of the Strategic Plan 2010-15. This will focus on performance against KPIs in the context of wider changes to the HE sector.

3. FINANCE

3.1 Financial results to 31 December 2011

The financial results to 30 April 2012 have been circulated.

- The headlines are as follows:
  - Total income of £344.1m against a budget to date of £330.1m
  - Total Expenditure of £320.4m against a budget to date of £335.4m
  - Operating surplus (after indirect costs) of £22.6m compared to a budgeted deficit of £5.3m for the year to date.

- Key differences between the actual results and the budget are as follows:
  - Academic Fee and Support Grant income is £7.5m higher than the budget for the year to date and includes the estimated impact of the student numbers at 1 December census. For the year to date tuition fee income is £4.3m higher than budget (full year £5.7m). The surplus to date also includes additional income of £0.7m from Doctoral Research Accounts, £0.2m from NHS contracts and £2.3m from other student fees, including short courses and conferences.
  - Funding Council Grant income is £0.1m less than the profiled budget to date. The shortfall includes £0.3m arising from the reduction in grant income for exceeding the student numbers control limit (full year £0.4m). This shortfall is offset by additional earmarked income.
  - Research income is £3.5m higher than the profiled budget, which is offset by additional research expenditure of £3.1m, resulting in a positive direct contribution of £0.4m. The results include the impact of the reduction in RCUK income arising from the Wakeham Review. For the year to date there is a reduction in Research Net Contribution of £0.5m due to Wakeham.
  - The contribution from Residences, Catering and Conferences is £0.6m compared to a budgeted surplus of £0.4m for the year to date. The level of occupancy...
remains high at 99.7% and compares favourably with occupancy of 97.4% for the previous year. Residences income is £0.7m higher than the profiled budget, which is offset by additional operating costs of £0.1m due to the high occupancy levels.

- Core expenditure within Academic Departments is £9.6m (9.4%) less than the budget for the year to date, with all faculties reporting underspends. Within Professional Services departmental expenditure is £2.0m (5.4%) less than budget. One of the underlying reasons for the underspend within the faculties is the delay in the incidence of expenditure, particularly with regard to staff recruitment and associated non staff costs.

- Shared costs, which include utility bills, depreciation, insurance, debt charges and scholarships, are £4.7m (6.5%) less than the profiled budget for the year.

- Other income is £2.8m higher than the profiled budget, with other expenditure being £1.9m less than the profiled budget. The latter figure includes an underspend of £0.4m against the Strategic Development Fund. Other expenditure also includes an underspend of £1.1m for ECAs and promotions, where the expenditure is recorded against individual departments, but the budget is held centrally.

3.2 Financial Forecasts 2011-12 to 2015-16

- The Financial Forecasts are a separate Council agenda item.

3.4 Pensions (USPS)

- The Trustee meeting held on 31 May 2012 concluded the 2011 actuarial valuation. The deficit increased by £13.3m from £31.3m in 2008 to £44.6m. During this three year period additional deficit contributions of £6.2m were made.

- A recovery plan over the next 12 years commencing in April 2012 has been agreed with Trustees for deficit payments starting at £3.825m p.a., increasing by 5% each year. A project to provide asset backed funding for the deficit has commenced and proposals will be made for approval by the University and Trustees later in 2012.

- The Investment Strategy for the new Flexible Retirement Plan has been agreed, with advice received from KPMG Investment Advisory team. The Trustees will be implementing this new strategy with the selection and appointment of appropriate investment managers.

- The Member Nominated Trustee election process for 2 trustees will commence in June 2012 as both the existing Member Nominated Trustees will soon reach the maximum 5 year term.

3.2 External developments: financial sustainability

- In June 2011, HEFCE’s Financial Sustainability Strategy Group (FSSG) produced a report recommending the development of an annual institutional sustainability assessment which linked closely to a set of broad KPI areas to enable comparison between institutions. As part of the annual review of KPIs the University developed a draft sustainability report and this was considered and approved by Council in November 2011.

- The FSSG are now running a pilot project on sustainability metrics and going concern, in which the University has agreed to participate. The aims of the project include helping institutions with their own management of sustainability through sharing of experience and practice; identifying issues and practice in going concern reporting; and developing the base of knowledge and expertise about sustainability assessment.
4. CAPITAL PROJECTS

4.1 CIF programme 2008-11
- Most projects are close to practical completion. The projects will be reported only by exception for future reports.

4.2 Future Capital Programme
- The 2011-2016 capital programme is progressing, with a total approved to date of £114.2 m (including HEFCE CIF2 contribution of £18m).
- A report on the capital programme appears as a separate item on the Council agenda.

5. THE STUDENT EXPERIENCE

5.1 Learning and Teaching
- We continue to review progress against phase 1 of the Learning and Teaching Strategy (Preparing for 2012). There is good progress against each of the workstreams and a number of projects are due to continue and complete during 2012-13: HEAR, Flexibility in the Year, Discover & Understand. The outcomes of work undertaken by the Faculties in relation to communities of learning, academic support and feedback, and personal support, are feeding into staff development activities such as new staff induction and on-line support and guidance materials.
- This year 12 Senate Awards for Learning & Teaching have been made covering sustained excellence, early career, departmental leadership and excellence in collaboration, across every Faculty. Certificates will be awarded at forthcoming degree ceremonies and the Vice Chancellor is hosting a dinner to celebrate the winners' achievement.
  www.sheffield.ac.uk/lets/reward/12
- The University's Access Agreement for the academic year 2013-14 has been submitted to OFFA. There are no significant changes to the 2012-13 agreement; from 2013 students receiving funding through the National Scholarship Programme will have the option of a fee waiver or a bursary.

5.2 Other student-related issues
- The University continues to be involved in a range of lobbying activity associated with the impacts of the Points Based Immigration System. Recently we have been in touch again with a number of regional MPs, in association with a national campaign led by Universities UK. This is alongside continued senior-level liaison with officials from the UK Borders Agency.
- From August 2012, University of Sheffield Enterprise (USE) will structurally become part of the Student Services Department, within a new grouping of services focussed on Student Development. USE will remain in its current physical location at the Enterprise Centre in Portobello.
- In the recently-announced Student Employee of the Year Awards, our students took seven prizes at the institutional level. At a regional level University of Sheffield Enterprise also won the Best Employer of the Year Award for its intern programme and Best Student Employee of the Year Award in the North East. These Awards recognise and reward the outstanding contributions and achievements of students who effectively combine part-time work with their study commitments.
In the recent Times Higher Education student experience survey, the University was placed joint top for student support, students’ union, and social life, joint second for community atmosphere and library, and joint third for accommodation. Overall, the University was placed third.

The Office of the Independent Adjudicator for HE (OIA) has issued its annual report for 2011. This shows a national rise of 20% in complaints to OIA over the previous year, with 16% of the closed cases either justified or partially justified. As previously reported to Council, the University’s position reflects neither this level of increase nor the rate justified. Council will in the Autumn receive as usual a report on the University’s OIA cases for the full academic year, with a note on trends over time.

6. RESEARCH AND INNOVATION

6.1 Research awards

- New awards for the 12 months ending 31 May 2012 totalled £103.9m, compared with £98.5m at the end of May 2011.
- The value of the ‘order book’ of research awards which have been secured, but are as yet unspent was £184.1m at the end of May 2012.
- As the end of the 2011-12 financial year approaches, it seems likely that new research awards will close at a similar level to 2010-11: at around £108m.

6.2 Impact, Innovation and KE

- Simcyp Ltd, founded in 2001 to commercialise software developed from research conducted at the University, has become a leading research-based company providing a modelling and simulation platform for predicting the effect of drugs in virtual populations. Earlier this year Certara LP, a leading provider of drug discovery and development software and scientific consulting services, agreed to acquire Simcyp for $32m. Fusion IP will receive approximately $6.4m in cash from the sale of its 20% shareholding in Simcyp. The majority of the cash will be used to invest in a number of Fusion’s existing portfolio companies and for the creation of new portfolio companies.
- The University has won a national innovation award from PraxisUnico to recognise the impact of intellectual assets from research in the ‘Business Impact - Achieved Award’ category for The Simcyp Simulator, which enables scientists to predict how a drug will behave prior to clinical trials, thereby saving considerable sums that would otherwise be spent on testing drugs that could later fail.
- Seren Photonics, an LED technology company established by Fusion IP to exploit IP developed at the University, has raised £1.8m in equity funding to enable it to transfer its cutting edge technology to manufacturing partners around the globe. The funding will be used to purchase key capital equipment for HB LED pilot scale development and create a specialist engineering team for the transfer of Seren’s processes to its commercial manufacturing partners.
- Diurnal, another Fusion portfolio company, founded to commercialise hormone therapeutics research from the University, has successfully raised £335k for its lead product to complete the final stage of its Phase I trial and prepare for Phase II trials.
- Following the success of the EPSRC KTA Project, which is due to complete at the end of September 2012, the University has been awarded EPSRC Impact Acceleration Funding of £2,438,738 over the next three years. This funding, the purpose of which is to accelerate the impact of EPSRC research and related funding, will complement existing HEIF-funded activities.
6.3 Strategic developments and partnerships

- The University's Capital Research Assets Group, chaired by Professor Richard Jones (PVC R&I), has undertaken preparatory work with the aim of producing a strategic capital research equipment assets pipeline, including planning for and securing, competitive inward investment. Significant progress has also been made on a University-wide web based inventory of research equipment to support cross-faculty and inter-university sharing.

- The University is continuing to play an active role in the N8 Capital Assets Sharing project and is due to report shortly on work to develop sustainable business models for the running of shared research facilities, within and between universities, and in partnership with the private sector.

6.4 Research Excellence Framework 2014

- Preparations for the REF 2014 are accelerating, with all faculties having completed initial research output profiles and at least two rounds of review for impact case studies.

- There is some concern in the sector regarding REF submission strategies, as the funding model has changed for the coming financial year, with quality-related funding attaching only to work assessed as 4* (world-leading) and 3* (internationally excellent). It seems likely that many HEIs will be more selective than for RAE2008 (i.e. submitting a smaller proportion of their eligible staff) and that selection may, at least in part, be linked not only to the quality of research outputs, but also to the number of impact case studies units have which are likely to score strongly.

- The REF Steering Group, chaired by Professor Richard Jones (PVC(R&I)), has recently undertaken an initial review of the documents that will form the basis of statements explaining how departments provide the supportive environment required for the achievement of excellent research and non-academic impact. The University-wide component of the required REF submission will be prepared in consultation with UEB, to meet the deadline for submission of 29 November 2013.

6.5 Research student and early career researcher matters

- Following RCUK’s decision to withdraw the ringfenced grant previously provided for purposes of transferable skills training, HEIs are making plans to mainstream this provision, which is a condition of receiving RCUK and other funding for research students and early career researchers. A group chaired by Professor Dawn Hadley (Faculty Arts & Humanities) has recommended that a cross-faculty approach be adopted with effect from August 2012, with three areas -- Life Sciences; Physical Sciences and Engineering; Social Sciences/Arts and Humanities -- having dedicated training managers reporting to academic champions. There will also be dedicated provision for careers advice and training, and for a University-wide mentoring scheme. Consideration will also be given to how enterprise and placements/internships can best be facilitated.

6.6 Research Council news

- Strategic relationship building with Research Councils is continuing, with University representatives visiting research leads at both the BBSRC and EPSRC. Discussions with BBSRC were particularly helpful in understanding their perception of Sheffield’s strengths and to help frame the University’s strategy for achieving increased levels of BBSRC support. Discussions with the EPSRC will help to inform the University’s approach to submitting DTC and DTG applications in 2012-13. EPSRC are also planning to visit Sheffield in the autumn to discuss their vision for PhD support in the coming years.
A recent visit from Roger Blake and Professor Danny Altman of the Wellcome Trust allowed academic colleagues to have individual discussions about potential fellowship and grant applications and also helped the Trust to understand Sheffield’s usage of and plans for our Institutional Strategic Support Fund for 2012-13.

7. INTERNATIONALISATION

7.1 Internationalisation Strategy

- Workstream 2 of the “2022 Futures” project has completed its discussions on how the University can help advance its aims through international partnerships. A series of recommendations have been made covering mechanisms for identifying the various forms of partnership, and in particular “primary partners”. The 2022 Futures project appears as a separate item on Council’s agenda, including reports from all four workstreams.

- Also linked to the Internationalisation Strategy, steps are being taken to re-invigorate the University’s participation in the Worldwide Universities Network (WUN), a group of 18 research intensive universities spread across six continents. This supports the University’s international profile and facilitates a strategic approach to the development of international research networks.

7.2 International developments

- As part of the Internationalisation Strategy implementation, a recent visit to China and Hong Kong has resulted in the signing of a number of Memoranda of Understanding which will provide the basis for closer strategic links with universities in Shanghai and Nanjing. Useful connections were also made with five Hong Kong universities.

8. HUMAN RESOURCES

8.1 Talent attraction

- Big Splash Recruitment Campaigns are currently being undertaken in the Faculties of Engineering and Arts and Humanities. A total of 54 posts are being advertised, with the aim of recruiting exceptional scholars and leaders to further strengthen the University’s inclusive academic community. The majority of new staff are expected to take up post at the beginning of the new academic session.

- We are working closely with our new advertising agency, TMP Worldwide, to improve the quality and impact of our advertising in areas including the increased use of social media. We are also developing our employer branding, and a senior recruitment/international welcome pack is due to be completed in September 2012.

- HR has worked in partnership with one of the first Sheffield Leader 4 Strategic Impact Groups, to improve our approach to the recruitment, induction, and development of our Heads of Department. Sponsored by the Vice-Chancellor, this work underpins a corporate-wide focus upon Heads of Department during this academic session.

- Attracting international talent is critical to the University; 8% of current staff are non EEA nationals. Regular changes to the Points Based Immigration System by the UK Border Agency (UKBA), often at short notice, continue to provide challenges in recruiting talented staff from overseas, and changes introduced in April 2012 may further impact on the future ability of some international staff to move between academic institutions. In contrast, the recent introduction of a new route for exceptional talent presents a potential opportunity to support the University’s own talent attraction strategy whilst also contributing towards the Government’s aim to encourage the ‘brightest and best’ to work in the UK.
8.2 Talent growth

- Sheffield Leader has now been launched at Levels 1-4, providing a Sheffield-specific leadership development experience for leaders at all levels across the University. We are currently procuring providers to secure delivery for the next four years. A formal evaluation of the impact of the provision to date will be completed by the end of July.

- A Leadership Strategy Steering Group has been established which will oversee the development and implementation of the University Leadership Strategy. The Strategy will address succession planning, recruitment and selection, and will also address the ongoing development opportunities available to leaders and potential leaders in the University.

- A University-wide Steering Group has been established to facilitate the internal management of talent throughout the organisation. Initially, focus is being placed on support staff in Professional Services and the Faculties, to broaden staff experience and understanding with the aim of using internal talent in the most appropriate ways. Early indications are that there is demand for job swaps, internal secondments and work shadowing.

- As the University increases its collaboration with overseas universities, work continues to ensure that the Employment Framework for Staff Working Overseas is robust and that staff are supported whilst working away from the University. We are also working to ensure that the necessary support is in place for international staff who visit the University. This work will also support our talent attraction agenda.

8.3 Talent engagement: the Staff Survey

- 58% of staff completed the 2012 Staff Survey, an 11% increase from 2008, and slightly above the average response rate for the Universities (UK) benchmark group. An initial indicator pertinent to Council is that the percentage of staff who are “proud to work for the University” is 86%. This is 6% higher than the Council-level KPI target and 8% higher than 2008.

- Employee engagement was measured using an ‘Employee Engagement Index’ (EEI) through a set of questions included in the survey. Research has shown that engaged employees can drive high performance in organisations. The overall EEI was 77%, and the extent to which employees speak positively about the University was a particularly high element of EEI, indicating that employees are strong advocates of the University.

- The percentage of staff responding positively to the question ‘Considering everything, the University as a whole is well led’ has increased considerably to 72% (37% in 2008).

- In October 2012, the Human Resources Committee (on behalf of Council) will take lead responsibility for identifying and overseeing corporate action and considering any impact on current HR Strategy. Other Committees (eg the Equality & Diversity Board etc) may lead on actions identified by HRC, and Faculties and Departments will also be involved.

- Council will be fully briefed on the results of the staff survey and resultant actions during the academic year 2012-13.

8.4 Talent engagement: other matters

- As part of the 2012 national bargaining, trades unions have asked that the sector collectively considers the implementation of the ‘living wage’. As there are implications for city-wide employers, the University has established a task and finish group to explore the implications for the University and the Students Union. The group brings together views from our recognised campus trade unions, the Students Union, Sheffield City Council and the Sheffield Chamber of Commerce, in addition to University management and HR representatives. The group aims to recommend a
University position by October 2012.

- A review of the University’s reward and recognition strategy has commenced to ensure that it is fit for purpose for 2022. Interim and transition arrangements have been implemented pending the outcome of this major review.
- The University launched its new Staff Health & Wellbeing Programme in May 2012. The programme of activities is being piloted to selected professional services and academic departments, with the intention to roll it out institution-wide at the end of the calendar year.

8.5 Employee relations: pay negotiations

- The New JNCHES negotiating meetings for 2012-13 concluded on 22 May 2012 with the HE employers making a final offer of 1% on all pay points from August 2012.
- Further proposals on other aspects of the trade unions’ claim, including equalities issues, were also put forward by the employers. At the meeting on 22 May, Unite rejected the offer and expect to invoke the New JNCHES dispute procedure. Unite also stated that they remain in dispute of the 2011-12 pay settlement and that they are likely to resume their action short of a strike (working to contract). UCU at their national congress have recommended a ballot of members in relation to the pay offer, with a recommendation that members reject it. There is a risk of industrial action from all recognised trade unions in respect of pay in the Autumn of 2012.

8.5 Employee relations: pensions

- Unite and Unison remain in dispute with the University over changes to USPS. The take up rate for new joiners on grades 1 to 5 has increased from 27% before the changes were made to 70% in March 2012. New and existing members are exercising their new right to choose the contribution and benefit level appropriate to their circumstances and a small number of existing staff not previously engaged in pension provision at the University have now opted to join the USPS Flexible Retirement Plan.
- Following talks between the Employers Pension Forum and UCU seeking to address issues arising after the changes to USS were introduced in October 2011, UCU at their national congress have determined that insufficient progress has been made. UCU have notified the University that, from the 18 June 2012, industrial action in the form of action short of a strike will commence. Previously when this action was instigated by UCU, the University did not experience any disruption to students or service delivery.
- New regulations obliging employers to auto-enrol staff into a suitable pension scheme will impact on the University from April 2013. The University is exploring the implications of this change in legislation for the University and will take practical steps to ensure compliance.

8.2 New key appointments

- **Mr Andrew Fallon** has been appointed as Head of Estates Development within Estates and Facilities Management with effect from 14 March 2012. Mr Fallon was Head of Estates Development at the University of York.
- **Mr Tom Fleming** has been appointed as Head of Health and Safety within Estates and Facilities Management with effect from 6 June 2012. Mr Fleming was Director of Health Safety and Welfare at the University of York.
- **Professor Damien Lacroix** has been appointed as Chair in Biomedical Engineering within the Department of Mechanical Engineering with effect from 1 March 2012. Professor Lacroix was previously Group Leader at the Institute for Bioengineering of Catalonia.
● **Professor Fiona Lecky** has been appointed as Clinical Professor of Emergency Medicine within the School of Health and Related Research with effect from 21 February 2012. Professor Lecky was Senior Lecturer/Honorary Consultant in Emergency Medicine at the University of Manchester.

● **Professor Susan Mawson** has been appointed as Chair in Health Services Research within the School of Health and Related Research with effect from 1 April 2012. Professor Mawson was Director of the NIHR CLAHRC for South Yorkshire at Sheffield Hallam University and Sheffield Teaching Hospitals.

● **Professor Nicola Phillips** has been appointed as Chair in Political Economy within the Department of Politics with effect from 1 May 2012. Professor Phillips was Professor of Political Economy at the University of Manchester.

● **Dr Miranda Fricker** has been appointed as Chair in Philosophy within the Department of Philosophy with effect from 1 September 2012. Dr Fricker is currently Senior Lecturer at Birkbeck, University of London.

● **Dr Angie Hobbs** has been appointed as the University's first Professor in the Public Understanding of Philosophy within the Department of Philosophy with effect from 1 September 2012. Dr Hobbs is currently Lecturer in Philosophy at the University of Warwick.

● **Dr Tony Strike** has been appointed as Director of Strategy, Planning & Change within Planning and Governance Services with effect from 19 March 2012. Dr Strike was previously Director of Strategy, Planning and Governance/University Secretary at the University of Southampton.

● **Professor Gill Valentine** has been appointed as Pro-Vice-Chancellor for the Faculty of Social Sciences with effect from 1 September 2012. Professor Valentine is currently Professor of Human Geography at the University of Leeds.

### 8.3 Outstanding achievements and awards

- The University has won the award for Best Student Housing at the inaugural College and University Business Officers’ (CUBO) awards in Edinburgh, beating the University of Edinburgh and Northumbria University. The CUBO awards recognise excellence in the student living experience with the winners being chosen by colleagues in the sector. The Best Student Housing award recognises both the University’s high quality accommodation and all the services and facilities provided to students living in University accommodation.

- A joint project between the Universities of Sheffield and Manchester for a new Nuclear Build and Manufacturing (NNUMAN) programme has been awarded £4 million funding by the Engineering and Physical Sciences Research Council (EPSRC) to research innovative manufacturing for the future of the UK’s nuclear power supply.

- The University has the most receptive and responsive social media out of leading American and UK institutions, according to an independent report titled *The Transatlantic University Divide*, the first study in the UK into social media effectiveness by universities.

- The Management School has been awarded Triple Crown status, by achieving awards from three of the largest and most influential business school accreditation associations.

- A clinical trial, led by Professor Martin Thornhill (Medical School), to develop a device capable of diagnosing oral cancer in less than 20 minutes has helped to put the University top of a national league table. The league table, put together by the National Institute for Health Research (NIHR), ranked the University number one in
the country for the number of study participants.

- Researchers from the University’s Department of Oncology have been awarded £2m by the National Institute for Health Research (NIHR) to investigate ways to improve the treatment and survival rate of elderly patients diagnosed with breast cancer.

- The University’s School of Health and Related Research (ScHARR) has become one of eight leading academic partners across the country to form the new National Institute for Health Research (NIHR) School for Public Health Research (SPHR), which will receive total funding of £20 million over the next five years.

- The University has been named top of the Russell Group and top of the Yorkshire and Humberside region for student experience by the Times Higher Education Student Survey.

- Professor Patrick Fowler from the University’s Department of Chemistry has joined a prestigious list of the world’s most accomplished scientists after being elected a Fellow of the Royal Society.

- Philanthropy at the University has been praised by the UK education council CASE Europe after raising more than £11m in the last three years as part of a Government match funding initiative for HE.

- The Department of Archaeology has helped to create the first ever museum about Barnsley’s history, to be housed in a new £4.2 million centre at Barnsley Town Hall.

- The University is taking part in a pioneering £61k project, awarded by Action for ME – to help sufferers affected by this chronic illness. The award is funding three research projects at the Universities of Sheffield, Newcastle and Northumbria.

- After two years of trials and research, the UK’s largest ever man-made wildflower meadows have been sown to flower around the Olympic Stadium in time for the Olympic Games opening ceremony. The meadows have been designed by Professors Nigel Dunnett and James Hitchmough (Landscape).

- A pair of peregrine falcons nesting at the University have become Yorkshire’s first urban breeding pair, thanks to the concerted efforts of staff and volunteers from the University and Sheffield Bird Study Group.

- The University’s Nuclear Advanced Manufacturing Research Centre has been officially opened by the Duke of York.

9. CORPORATE AFFAIRS

9.1 Regional and national

The University continues to engage with a large number of partners nationally and regionally. Key initiatives include:

- Maintaining and developing relationships with the regional MPs, including hosting an annual event with SHU at the Houses of Parliament and providing updates on issues such as visas for international students and important University capital projects, such as the Engineering Graduate School.

- Engagement with city and regional governance, including the LEP and Sheffield Executive Board.

- Support on city-wide initiatives in support of key areas of mutual interest such as education and attainment, and cultural strategy, particularly in the light of the reduction in Arts Council funding for Museums Sheffield.

- Working with Sheffield City Council and other partners to share relevant research and to support efforts to develop structures for multi-organisational leadership on major issues facing the city.
Providing communications support to Collaboration Sheffield, a programme piloting areas of collaborative working between the city's two universities, particularly in areas of need or opportunity – health, education, digital economy.

The development and expansion of the pilot Lloyds Scholars programme, and consideration of how this programme might develop with other corporate sponsors in support of student development, mentoring and volunteering.

9.2 Community

A successful bid has been made to RCUK for Catalyst for Public Engagement funding and additional funds have also been secured from the Wellcome Trust. The funds will enable the establishment of a small team to support academics in the delivery of public events involving research. Recruitment will start in June, with the aim of having the team in place for September 2012.

A senior management team for public engagement has been established and includes Professor Richard Jones (PVC, Research & Innovation), Professor Tony Ryan (PVC, Faculty of Science) and Professor Vanessa Toulmin (Head of Cultural Engagement).

Preparation for the Festival of the Mind event is underway. The 40 projects to be featured from 20–30 September have been chosen and funding allocated. The event will be widely publicised across the city, clearly positioning the University as a civic organisation.

For the first time, on 20 May 2012, a Dream Bigger Dreams event was held in Weston Park. Activities ran over a whole day and aimed to engage young people and families, raising awareness of the University as a civic organisation and of the benefits it brings to the City. Future events are being planned in Rotherham and Norfolk Park, Sheffield.

A further Dream Bigger Dreams event will take place alongside TILL and Sports Sheffield in Hillsborough Park on 25 June, coinciding with the Olympic Torch Relay in Sheffield on 25–26 June.

9.3 Corporate marketing

A marketing campaign is running from June to September 2012 both to promote the THE University of the Year Award and to exemplify the guiding principles within the University mission, vision and identity. This will include campus publicity timed for open days and graduation and some city centre advertising.

9.4 Media coverage

The University generated 2,350 cuttings in the press and media between 30 March 2012 and 14 June 2012. This amounted to £1,743,557 in AVE (the amount the coverage would have cost if paid in terms of advertising). This included coverage in BBC Radio 4, BBC Radio Sheffield, BBC Look North, Daily Telegraph, The Times, The Independent, Daily Mail, Times Higher Education, BBC News, Financial Times, Yorkshire Post, Sheffield Telegraph and Sheffield Star. Examples of stories receiving extensive coverage were:

- Research by the Faculty of Engineering which discovered that the air we breathe inside our homes can have pollutant levels three times higher than city centre hotspots.
- Research by the Department of Animal and Plant Sciences which found that pufferfish may hold the key to why humans do not continually replace their teeth.
- The development by researchers in the Faculty of Engineering of a technique to assist nerves severely damaged by traumatic accidents to repair naturally.
- Analysis of prehistoric global warming which indicated that thawing permafrost may have led to extreme global warming.
10. SERIOUS INCIDENT REPORTING

- In its role as principal regulator of HEIs as charities, HEFCE requires an annual declaration that serious incidents have been appropriately reported. This declaration is made on behalf of members of Council, and it is therefore appropriate that they should be informed on a regular basis about incidents reported to HEFCE. HEFCE defines a serious incident as ‘one which has resulted in, or could result in, a significant loss of funds or a significant risk to a charity’s property, work, beneficiaries or reputation’.

- Details of any serious incidents reported to HEFCE will be notified to Council through this report.

- During the period since 2 April 2012, no serious incidents have required report to HEFCE.