



The
University
Of
Sheffield.

Office UEB/2017/0407/01
Of The
President &
Vice-Chancellor.

Minutes University Executive Board

Date:	20 June 2017
Present:	Professor S West (SW) (in the Chair), Professor N Clarke (NC), Mrs H J Dingle (HJD), Mr A Dodman (AD), Professor S Fitzmaurice (SF), Professor M J Hounslow (MJH), Professor W Morgan (WM), Professor D Petley (DP), Mr R Rabone (RR) Professor G Valentine (GV).
In attendance:	Dr T Strike (TS), Professor R F W Jackson (RJ) (item 1), Ms R Birch (RHB) and Al Carlile (AC) (item 4)
Apologies:	Professor Sir Keith Burnett (KB), Professor Dame Pamela J Shaw (PJS),
Secretary:	Mr M Borland (MB)

1. Senate Budget Committee

(Professor R F W Jackson in attendance for this item)

- 1.1 RJ provided an overview of the work of the Senate Budget Committee during 2016-17 and its three meetings with the Provost & Deputy Vice-Chancellor. SBC had recently concluded its series of meetings with each of the five Vice-Presidents & Heads of Faculty and would report on these to Senate in the autumn.

The Committee's observations included:

- A greater understanding across the institution of the effect of depreciation on resource allocation was required.
- As part of capital planning, it was important to understand the ongoing revenue costs associated with capital expenditure.
- Appreciation of the report on Capital Expenditure that set out the historical capital expenditure position and considerations for future capital expenditure. SBC were looking forward to seeing the outcomes of this work in due course.
- When reducing costs it was important to consider the potential negative effects this could have on income generation activity, and to bear in mind the balance of expenditure between staff and buildings varied significantly across the institution.
- SBC had previously suggested that a wider understanding of the AMRC was required, and the holding of the March Senate meeting at the AMRC was viewed positively. SBC also welcomed the role of the President and Vice-Chancellor in the governance of the AMRC.
- There appeared to be a variable level of financial understanding amongst Heads of Departments (HoDs).
- A level of cross subsidy across the institution was required; the question was what an appropriate level of cross subsidy might be.
This was felt principally to be a cultural issue regarding confidence and trust across the University.
- The transfer of commitments in the Strategic Development Fund to Faculty budgets had been noted and SBC were interested in the impact of this.

RJ concluded with a question, not for immediate answer, from SBC; how will UEB draw together the SDG work, the outcomes from the Faculty Reflection process and the planning outcomes to prepare a University response to address the financial deficit?

- 1.2 UEB thanked SBC for their work and noted training available for HoDs was being revisited, and a revised template would be used to show more clearly during the approval process the ongoing revenue costs of capital expenditure proposals.

2. Minutes of UEB held on 6 June 2017

(UEB/2017/2006/01)

- 2.1 The Minutes of the meeting held on 6 June were approved as an accurate record.

3. KPI development for 2017-18 reporting on 'Our Strategic Plan 2016-2021'

(UEB/2017/2006/02)

- 3.1 UEB considered a paper that contained a proposed set of 2017/18 Key Performance Indicators (KPIs) against which institutional and faculty performance will be reported during autumn 2017. This followed UEB consideration of the existing set of KPIs on 9 May 2017 in the context of volatility in the external environment.
- 3.2 During discussion it was commented that it would be very difficult to benchmark against other institutions in relation to the KPI on the per cent of academic staff with research outputs judged as 4 star. Defining measures regarding the overall quality and/or esteem of academic staff was challenging and further thoughts on this would be welcomed.
- 3.3 UEB recommended to the President and Vice-Chancellor that the following recommendations go to Council on 3 July:
 - a) To add funding, space efficiency and student experience as new narrative areas for reporting from KPI owners within the relevant Strategic Plan themes.
 - b) To bring the student satisfaction KPIs which are based on the NSS in line with the TEF measures.
 - c) To add four new quantitative KPIs on:
 - i) The value of research awards
 - ii) Per cent of academic staff with research outputs judged as 4 star
 - iii) Per cent of PhD students receiving external funding
 - iv) Per cent of international student intakes by country
 - d) To consult with Finance and then UEB on faculty level financial performance KPIs to supplement existing corporate KPIs for The Challenge of resource theme.
 - e) To consult HR and then UEB on the inclusion of appropriate measures indicating the overall quality and/or esteem of academic staff for The Power of People theme.
- 3.4 Council approval of the revised KPIs would facilitate reporting of institutional and faculty performance against the University's strategic ambitions from the autumn onwards.

4. Data Futures Readiness Survey

(UEB/2017/2006/03)

(Rhiannon Birch and Al Carlile in attendance for this item)

- 4.1 UEB considered a paper which provided an overview of the HESA Data Futures project including the implications of the changes for universities and sought comments on the draft response to the HESA Data Futures Data Readiness Survey. Attention was drawn to three aspects:
 - The requirement for an in-year return in the future would require data to be of the required quality from the beginning of the year.

- Discussions were taking place with two other universities in the region to understand the approaches other institutions were taking.
 - A new classification of subjects – the Higher Education Classification of Subjects (HECoS) – would replace the current JACS system.
- 4.2 During discussion it was clarified that the JACS system was currently used by HESA and UCAS to classify subjects of study, but it was not known whether or not UCAS would continue to use the JACS system when HESA moves to using HECoS.
- 4.3 The timelines for the Student Lifecycle Project and those for a full roll-out of the new HESA Student system across the sector in 2019/20, including the 2019 HESA statutory return, were currently compatible. However, a slippage in the timeline for the Student Lifecycle Project would have an implication for the Data Futures Project and the ability of the University to provide its statutory returns to HESA in 2019.
- 4.4 Realising the benefits that the Student Lifecycle Project could bring to service design could mean that the project timelines may slip. If this were to happen options would include paying for a contingency arrangement or choosing not to undertake the business change elements of the Student Lifecycle Project.
- 4.5 UEB agreed that a detailed risk analysis be produced that would then inform a proposal to the P&VC.
- 4.6 The draft response to the HESA Data Futures Data Readiness Survey would be amended in line with comments made by UEB and approval from the P&VC would be sought to enable it to be submitted by the 23 June 2017 deadline.

5. Financial Forecasts and Budgets – verbal update

- 5.1 Finance Committee had considered the University financial forecasts on Monday 19 June and approved a forecast for an underlying deficit of no more than £5m in 2017/18, with sustained improved forecast performance leading to the achievement of a target operating surplus target of 1.8% by 2019/20. The 2017/18 forecast implied c.£25m reductions to the budgets for Faculties, Professional Services and Shared Costs. Further work would take place to look at the balance of the reductions across the budgets for these three areas.
- 5.2 Budgets would be prepared for Council approval in July along with the consolidated forecasts prior to submission to HEFCE.

6. Public Value Annual Report (UEB/2017/2006/04)

- 6.1 UEB received and noted a paper that outlined developments during 2016-17 and the current status of the Public Value Sub Group. Attention was drawn to the Group's contribution to the development of a 'Social Cohesion Framework' for Sheffield and to a 'Task and Finish' group to be set up to determine the best course of action regarding how sustainability was managed at the University. The initial meeting of this group, chaired by Professor Nigel Clarke, was scheduled for late June.
- 6.2 During discussion the importance of the connectivity of any future arrangements regarding sustainability to the Carbon Management Group was highlighted. It was clarified that there had been communications with relevant student representatives on the approach being taken to the Public Value Sub Group.
- 6.3 It was noted that future activity will be managed through the City and Regional Engagement Team, with developments relating to sustainability to be determined following recommendations from the Task and Finish Group to UEB in September 2017.

7. Report of the Risk Review Group (Meeting held on 1 June 2017)

(UEB/2017/2006/05)

- 7.1 UEB received and noted a paper that provided a briefing on the discussions, key actions and decisions arising from the meeting of Risk Review Group held on 1 June 2017. Attention was drawn to cyber and information security and a recent PwC report which showed a number of institutions nationwide increasing their assessment of this risk.
- 7.2 The University's corporate risks were considered by Council at an away day on 13 June as part of a broader reflection on change and instability in the external policy environment. The outcome of these discussions will inform the Risk Review Group's consideration and agreement of corporate risks for 2017/18 during early autumn.

8. Report of the UEB IT Sub-Group (Meeting held on 6 June 2017)

(UEB/2017/2006/06)

- 8.1 UEB received and noted the report from the inaugural meeting of the IT Sub-Group, which included the Group's Terms of Reference. The Group would provide an important new approach to prioritising and governing the University's strategic IT projects and services.
- 8.2 It was clarified that Faculties were represented on the Group and the Provost and Deputy Vice-Chancellor would circulate the membership of the Group to UEB.
- 8.3 The next meeting of the Group will be scheduled for early September and following the meeting there would be a report to UEB.

9. Faculty Research Festivals

(UEB/2017/2006/07)

- 9.1 UEB considered a paper which proposed consolidation in the number of research-led engagement activities following an evaluation of current festivals and platforms undertaken over the past five months with key academics, stakeholders and discussions with members of UEB, including the Provost & Deputy Vice Chancellor. It was highlighted that the proposal would enable a strategic approach to be taken with a focus on larger scale engagement activity that would deliver a return on the investment.
- 9.2 Comments made in discussion included
- It would be beneficial for the paper to explicitly set out the reasons why the University supported research festivals. A proposed list of key criteria to determine the festivals that would receive central resource would be helpful.
 - Some festivals were run to fulfil a responsibility to educate the wider, general public.
 - How the success of engagement activity was judged was important.
 - The approach to engagement activity would need to be placed on a sustainable footing utilising the central resource and not require future requests for resources from Faculties.
- 9.3 It was agreed to undertake further work on the paper to reflect the comments made and the revised paper would go to UEB on Tuesday 27 June.

10. Round Table

- (a) Higher Education Policy Network: TS reported that the topic for Network's next event on Thursday 22 June was the Industrial Strategy and the north.
- (b) REF: MH updated on the REF following attendance at a REF 2021 Workshop convened by the REF team at HEFCE and the Royal Academy of Engineering. DP updated on the REF that initial guidance was expected in July, with further guidance in the autumn.

- (c) Visits:
 - i) SF reported that Andrew Chitty, Creative Economy Champion at the Arts and Humanities Research Council was visiting the University.
 - ii) NC reported that the Prime Minister had visited the University's Quantum Light Exhibit at the Cheltenham Science Festival.
- (d) Nanjing Tech University: NC gave an update on the Nanjing Tech University Joint Institute project and the next steps.
- (e) TEF: WM reported that University had received a silver award and the metrics and the provider submissions for all participating institutions would be published.
- (f) Achieve More: WM reported that communications to update staff on Achieve More were planned to be circulated shortly and would be shared with Vice-Presidents & Heads of Faculty in advance of circulation.
- (g) Fire Safety: AD updated on recent activity in relation to fire safety and would discuss with the Communications Team whether there would be a benefit in communicating an update more widely within the University.