



The
University
Of
Sheffield.

The Senate, 3 December 2008

Report of the Vice-Chancellor

EXECUTIVE SUMMARY

This paper presents a summary of key background information on current and forthcoming developments, for the information of Council members. Where appropriate, reference is made to the balanced scorecard set of performance indicators and to other papers which appear separately on the Council agenda.

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

1. EXTERNAL ENVIRONMENT

1.1 John Denham: speech at UUK conference, 9-11 September 2008

The Secretary of State for Innovation, Universities and Skills said that the central importance of HE to national life is now accepted widely across Government. He also noted that:

- education is a powerful tool in achieving social justice;
- diversity in the system will increase - radical remodelling of curricula may be required;
- Britain should be one of the leading centres of online higher education learning in the world;
- DIUS has invited prominent figures from business, public service and culture to contribute to the 10-15 year framework for HE, to be published in 2009, to set the context for the work of the independent review of variable fees.

http://www.dius.gov.uk/speeches/denham_uuk_110908.html

1.2 David Willetts: speech at UUK conference, 9-11 September 2008

The Shadow Secretary for Innovation, Universities and Skills indicated that:

- a Conservative government would not lift the fee cap without a demonstrable increase in the benefit of the student experience/education;
- a fairer deal for part time students is required;
- the Conservatives are not saying that more students means worse standards.

<http://www.davidwilletts.co.uk/2008/09/10/universities-funding-fees/>

1.3 David Lammy: speech to UUK Conference, 14 October 2008

The new Minister of State for Higher Education and Intellectual Property spoke about the factors influencing size and shape of HE sector:

- the global status of the UK HE brand;
- the changing nature of the HE sector's customers;

- whether mergers between HEIs might be expected;
- the relationship between universities and their local and wider communities;
- more flexible funding from Government? –e.g. for part time or credit-based provision.

http://www.dius.gov.uk/speeches/lammy_uuk_141008.html

1.4 OECD report: Education at a Glance 2008

This report provides a wealth of indicators relevant to HE, including:

- The UK produces a high proportion of science graduates. The UK has 1,974 science graduates per 100,000 25- to 34-year-olds in work. The OECD average is 1,340.
- The difference in earnings between graduates and non-graduates is more pronounced in the UK than in most OECD countries. Only in nine other countries, including Italy, Ireland and the US, is it more pronounced.
- Despite high fees, the UK's university campuses are among the most international of any in the world and third only to Australia and New Zealand.
- Spending per student in the UK is above the OECD average for primary and tertiary education, but below the OECD for secondary education. Across all levels except pre-primary, spending per student is £4,423 - slightly above the OECD average of £4,300.
- The UK has one of the best completion rates in tertiary education of all the OECD countries. Some 80% finish their qualifications - well above the OECD average of 69%. This places the UK in the top three countries, alongside Denmark and the Russian Federation.
- The UK has grown its share of GDP spent on education between 1995 to 2005 from 5.2% to 6.2%. It is now above the OECD average of 5.8%.
- Private sector funding of education has risen faster than public sector spending between 2000 and 2005 in the UK and in nearly three-quarters of the OECD countries.

http://www.oecd.org/document/9/0,3343,en_2649_39263238_41266761_1_1_1_1,00.html

1.5 Change in Government support for students

Grants for students in England will be cut because the Government underestimated how many would be eligible for support. The Department for Innovation, Universities and Skills has admitted it has a funding shortfall of £200m, after improving financial support this year. The package of financial support will be scaled back from autumn 2009, although around 40% of students may still get a full grant of £2,906. The Government has said it will protect funding for the science budget, skills training, the unit of funding, and the wider budget for the expansion of student numbers.

http://www.dius.gov.uk/speeches/denham_ministerial_statement_291008.html

1.6 CBI - UUK - HEFCE report: 'Stepping Higher'

Collaboration between business and universities could help the UK to maintain its competitive edge, according to a joint report by the CBI, UUK and HEFCE. Of the £33bn spent on training annually, around £5bn could be provided by universities, according to government research. 'Stepping Higher' suggests universities could tap into this market by making themselves more accessible to business; for example, by running courses on employers' premises, outside normal term time and adapting teaching styles to new audiences. It also highlights the advantages for businesses of working with higher education to create training programmes which deliver the skills they need, as well as the potential for generating ideas for new products and services.

http://www.hefce.ac.uk/pubs/rereports/2008/rd21_08/

2. ACADEMIC STRATEGY

2.1 Student numbers

- It is expected that the income forecasts for 2008-09 with respect to student recruitment will be met. Specifically, for full-time students:
 - Home undergraduate: it is expected that the quota will be exceeded by 1 December; quota levels for 2009 are currently being agreed by faculties.
 - Overseas undergraduate: it is expected that the target will be exceeded by 1 December. Recruitment in this category has grown over 50% since the dip in 2005-06 and this year's intake is the highest in 10 years.
 - Home postgraduate taught: it is expected that the target will not be met by 1 December, although the target is higher than previous years and actual intake is expected to come close to 2007 levels.
 - Overseas postgraduate taught: 2008-09 sees the highest ever intake that the University has experienced and it is expected that the target will be exceeded by 1 December.
 - Home and overseas postgraduate research: it is expected that the targets will be achieved by 1 December.
- The total number of registrations for Sheffield International College in September 2008 was 480, an increase of just under 54% from 312 in 2007. Of these, 282 students are registered on the Foundation Certificate and 198 on the Graduate Diploma.
- The Faculties of Engineering and Pure Science have bid for over 300 Additional Student Numbers (ASNs) funded through the HEFCE teaching grant for 2009-10 onwards. This bid supports HEFCE's priority for student number growth in Science, Technology, Engineering and Mathematics (STEM) subjects. HEFCE's decision, which is expected in January 2009, may now be affected by the recent announcement that ASN allocations will now be limited to 10,000 for 2009-10, compared with the expected 20,000.
- A joint proposal has been submitted to HEFCE by the University and Sheffield Hallam to launch an executive education initiative. The focus would be on Small and Medium Enterprises (SMEs) within the Sheffield City Region. Feedback from HEFCE indicates that they are very supportive of the principles of the proposal, but are seeking a significantly higher delivery of Additional Student Numbers (ASNs) for less funding than requested in the proposal. This would introduce an ongoing commitment to deliver increased ASNs year-on-year, which could constitute an unacceptable risk. Discussions are underway with SHU regarding next steps.
- HEFCE visited the University in July 2008 to undertake a three-day audit of the annual Higher Education Students Early Statistics (HESES) submission. Initial, informal feedback suggests that the University may need to amend the way that it records and returns non-completion data to statutory bodies. This will have a positive impact on the University's HEFCE contract range position but will have an adverse impact on performance indicators.

2.2 Student recruitment and admissions (including outreach and access)

- The University has submitted its annual report to OFFA (Office for Fair Access) detailing the work undertaken in terms of outreach/widening participation. Targets have been broadly met or exceeded, and the University has also introduced or further developed initiatives additional to those specified in the original Access Agreement.
- The University is currently responding to a HEFCE consultation on how funding for outreach/widening participation and retention of students should be split, the outcome of which may have an impact on funding for future years.

2.3 Academic planning

- The Academic Development Committee has met for the last time to consider the outturn position for 2007-08. The final underspend on the ADC budget allocation for the year ended 31 July 2008 was £4.8m when actual expenditure is compared to the final adjusted budget of £117.8m. It takes into account the impact of budget supplements (including those arising from the closure of services rendered project accounts) together with the impact of expenditure being contained within core budget for a number of Planning Units.
- This underspend has contributed toward a positive prior year adjustment for academic departments of £5.7m in total, which will be available to faculties during 2008-09 and 2009-10, with the overall budget being increased by £3.5m in 2008-09. Faculty Pro-Vice-Chancellors are currently in discussion with academic departments to plan this additional expenditure.
- As part of the Integrated Planning Round, performance review discussions with academic departments have begun and are being led by the Faculties, supported by colleagues from the Academic Division, Finance and HR. The Integrated Planning Round has also been launched with the professional services departments, and initial performance review meetings are now being arranged.

2.4 University performance metrics / tables

- The 2008 Shanghai Jiao Tong Academic Ranking of World Universities was published in August 2008. This ranking, based mainly on research related measures, ranks Sheffield as joint 77th in the world in 2008 compared with a ranking of 72nd in 2007. The decrease in Sheffield's ranking is due to a combination of factors, including a reduced score for articles in *Science* and *Nature* and the improvement of other institutions. Of the UK institutions represented (all Russell Group), Sheffield remains in 8th position.

The Shanghai Jiao Tong also includes five rankings by broad subject fields. Sheffield appears in those for Engineering, Technology and Computer Sciences; Life and Agricultural Sciences; and Clinical Medicine and Pharmacy.

- The 2008 Sunday Times University Guide was published in September 2008, and ranks the University 19th, compared with 21st in the 2007 guide. Sheffield's ranking improved in four of the individual measures (student satisfaction; head teachers'/peer assessment; A/AS-level/Higher points; and employment), and dropped for only two of the measures (staff-student ratio and dropout rate), resulting in the increased overall ranking. Within the Russell Group (plus York), the University was ranked 12th, compared with 13th in 2007.
- In the Times Higher Education - QS World University Rankings published in October 2008, the University was ranked 76th compared with 68th in 2007. The citations per faculty (academic staff) score show the biggest drop since 2007 and the faculty per student score (staff-student ratio) has also fallen slightly. Within both the UK and the Russell Group, the University was ranked 13th, compared with 12th in 2007.

3. FINANCE

3.1 Financial headlines for the year ended 31 July 2008

- The final consolidated Financial Statements for 2007-08 are presented separately to Council for approval (see Agenda item 6.1). The key headlines are as follows:
 - income growth of 12.7%;
 - expenditure growth of 7.6%;

- staff costs growth of 5.2%;
 - operating surplus of £12.2m (3.2% of income);
 - historical cost surplus of £19.7m;
 - continued substantial capital investment of £52.4m.
- The actual results significantly exceed the forecast operating surplus of £3.0m. The main variances are:
 - Tuition fee income is greater than forecast, particularly in the areas of overseas distance learning and overseas postgraduate research fees.
 - Other income is greater than forecast. The forecast required an assumption in relation to services rendered and other external activities whereby an estimate was made of the income to be recognised in the year, rather than being deferred to the balance sheet as income in advance, unlike in previous years. This is in line with the KPMG 2006-07 audit highlights recommendation.
 - Staff costs are less than forecast, which is due to many academic and professional services departments succeeding in controlling costs.
 - Other operating costs are also less than forecast, again reflecting the University efforts to control costs.
 - During the financial year the University has fully adopted the Statement of Recommended Practice: accounting for further and higher education (SORP), which became effective from August 2007. Where required, the 2006-07 Financial Statements have been restated. The impact of the new SORP is most visible upon the accounting for endowments and donations.
 - The University received continuing affirmation from Standard and Poor's of its long term credit rating of AA-/Stable in July 2008.
 - The reported FRS17 deficit on the University of Sheffield Pension Scheme increased by £18.7m to £51.3m at 31 July 2008 as a result of changes in the value of assets and the financial assumptions used. A full triennial actuarial valuation is in progress as at 1 April 2008, which will result in discussions between the Trustees and the University regarding the funding of both the past service deficit and the future service accrual. A similar review is also being carried out by the Universities Superannuation Scheme (USS), the results of which are expected to be announced at the USS Annual General Meeting in December 2008.

3.2 External developments

Economic situation

- The University is relatively well insulated in the short term from the recent upheavals in the financial markets and the economy. Its cash management and borrowing arrangements are such that exposure to problems in obtaining credit has been limited and remains relatively stable in the short term. However, in the longer term, as the shorter term borrowing arrangements become due for renewal, the marginal cost of borrowing for the University may increase.
- The University has implemented a national pay award from 1 October 2008, which, in line with the sector agreement with the trade unions, was set at the September RPI level of 5%. Since the RPI level turned out to be more than the level of pay inflation allowed for in the University's financial forecast there is a resultant cost to the University that was not predicted.
- In other areas the University faces similar challenges to many other sectors with the increasing cost of energy and raw materials pushing up prices.

- A potential benefit of the economic situation may be that study in the UK becomes a more attractive proposition for overseas students if sterling remains weak against the US dollar and other currencies.

HEFCE funding

- The HEFCE have postponed proposals to review the funding method for teaching from 2009/10 to take account of revised information about the full economic cost of teaching different subjects across the sector. The reason given for the postponement was to minimise disruption at a time when institutions are already facing funding changes as a result of the 2008 Research Assessment Exercise and the changes already made to teaching funding in recent years.

3.3 uBASE update

- User groups are being set up to share best practice in using the system and to identify best practice in system functionality and process.
- The system building phase is continuing for the eRecruitment project, with the pilot on target to commence in May 2009.
- Pay plus for pensions was successfully implemented in June 2008.
- The financial year to 31 July 2008 was the first year end using the uBASE system. The accounts have been produced on time and the accounting structures in uBASE have resulted in enhanced transparency in the production of the financial statements.
- A post implementation review has been carried out to examine the implementation and budget management of the uBASE programme. The next steps will be to focus on the realisation of the benefits that the system will bring to the University.

3.4 Fusion IP plc (formerly Biofusion plc)

- In July 2008 Fusion IP plc and the University entered into a new arrangement to expand the existing pipeline relating to medical intellectual property to provide Biofusion with the additional rights to commercialise all non-life science research-generated intellectual property at the University. The transaction also raised approximately £2.1m for investment in Sheffield ventures through a placing of 2,349,999 shares with institutional investors at 90 pence per share.
- As part of the agreement, the University received 3.1m shares with value of £2.8m at 90 pence per share. Bob Rabone was appointed as a Non-Executive Director of the Fusion IP plc Board.
- Biofusion plc changed its name to Fusion IP plc to reflect the broadening of the business model.

4. CAPITAL PROJECTS

4.1 Capital Programme

- As at July 2008 the total approved Capital Programme budget equated to £118m, 38% of which is funded by the University with the remaining 62% funded via external sponsors such as HEFCE. The cumulative spend against this budget was £78m with £39m forecast to be spent in the next four years.
- A review of the Capital Programme is due to take place shortly. It is anticipated that a number of completed projects will be removed from the programme, and the full HEFCE Capital Investment Framework (CIF) project budget will be incorporated, once individual projects are ratified by Finance Committee.

- The Science Research Investment Fund (SRIF3) Programme continues to be closely monitored. However, most of the risk has now been mitigated with HEFCE by front-loading HEFCE funding from delayed projects such as SIMFANI and Bio-repository to the Jessop West project.

4.2 Estates Capital Sub-Group

- The University Executive Board has formally prioritised the portfolio of projects previously reviewed by the Estates Strategy Advisory Group and the Capital Review Group. The projects identified by UEB to proceed to the next stage will be presented to Finance Committee in due course.
- A new Estates and Capital Sub-Group of UEB will meet on a bi-monthly basis. It is anticipated that as projects reach RIBA Stage D, the business cases and investment appraisals will be updated and presented for final ratification to ECSG and UEB during late 2008/early 2009.

4.3 Progress on SRIF 3 projects: Jessop programme

- Work on the original Jessop Victorian building is progressing towards completion, and occupation is scheduled for January 2009. The budget for the Jessop building is anticipated to be exceeded by approximately £600k and almost half of this is expected to be covered by savings made in other areas of the overall Jessop project budget. The overspend results from greater than anticipated amounts of asbestos, structural problems, and resulting delays.
- Jessop West is scheduled to complete by mid November 2008. The contractors have commenced production and installation of the fixed furniture, and the landscaping package has now started. Occupation is due to take place on 5 January 2009 and the project is within budget.
- The Jessop Soundhouse project is now almost complete. Occupation is scheduled to take place on 5 January 2009 and the project is within budget.
- A press day will take place on 8 December when local and national media, including specialist architectural and construction press, will be invited to a press conference and a tour of all the buildings. There will also be a special opening of the Jessop building for members of the public.

4.4 Post-project evaluation

- The annual report on the programme of Post-Project Evaluations undertaken over the year September 2007 to August 2008 is being finalised. The report covers the review of 12 capital projects totalling approximately £48.49m.

4.5 Student accommodation – Student Village

- A further 545 new student rooms were handed over on 18 September 2008, resulting in a total of 3,008 rooms now completed by Catalyst. The Endcliffe Village is now complete save for some remaining drainage and minor works and the Paddock which will be reinstated after September 2009. The Endcliffe Village has received significant positive feedback during Intro Week from students and their parents.
- Construction activity is now focused on the Ranmoor site where 1,183 rooms are due to be handed over in September 2009.
- The revised design for The Ridge (the central welfare and social facilities on the Ranmoor site) received planning approval from Sheffield City Council planning board on 7 October 2008.

4.6 Apple disposals project

- There has been very little movement in the remaining Apple property sales over the past period, predominantly due to the serious slow down in the property market. Of the seven properties remaining in the portfolio, only one remains on the market. The other six are under offer, but of these four are dependent on the purchasers selling a property.
- In light of property market down turn, Accommodation and Campus Services has brought back into service 23 of the Ruth Square houses, which are now occupied by student families. The remaining 11 properties (originally single student accommodation) are being reviewed and a business case for converting them to family accommodation is being prepared.
- The Planning Inspector issued his decision notice regarding the Tipton Site in June 2008. He upheld the Sheffield City Council decision to refuse planning permission for the Miller Homes residential development, but provided very clear guidance as to what amendments would need to be made to the scheme to be acceptable. Discussions are underway with Miller Homes regarding the next steps for the site.
- In the interim, the Residences Strategy and Estates Strategy will look at short to medium term uses for the Tipton Site. Student Volunteering are being engaged to identify opportunities for a student – community volunteering initiative on the site while its longer term future is being decided.

5. LEARNING AND TEACHING

5.1 Progress against KPIs: student survey results

- National Student Survey (NSS) 2008: Professor Paul White (Pro-Vice-Chancellor for Learning and Teaching) will give a presentation to Council on the results of the NSS. Headlines are as follows:
 - with 89% for overall student satisfaction, the University is in 20th position nationally and in 3rd position, after Oxford and Cambridge, in the Russell Group (compared with joint 3rd in 2007);
 - Civil Engineering (100%) and Dentistry (98%) had the highest overall satisfaction scores at departmental level;
 - Medicine, Sociology and East Asian Studies scored under 80%;
 - the scores for satisfaction with learning resources have improved overall, but satisfaction with assessment and feedback continues to be low in many departments.
- Headline results for the 2008 internal Student Satisfaction Survey (SSS) 2008 are as follows:
 - overall satisfaction remains at the same level as in 2007;
 - undergraduates have the highest level of satisfaction (92%) compared with postgraduate taught students (84%) and postgraduate research students (86%);
 - Home students (93%) are considerably more satisfied than EU (87%) and non-EU overseas students (80%);
 - at faculty level, Science students are the most satisfied (94%) and Engineering students the least (88%);
 - Biblical Studies scored 100% for overall student satisfaction for the second year running;
 - with 83%, SchARR scored lowest, but achieved a 15% increase;

- choice of courses and the academic reputation of the University and its courses remain a key reason for students choosing the University;
- there are a number of reasons for dissatisfaction, especially among overseas students, and value for money emerged as a concern for some students; the University-wide Internationalisation project and the Inclusive Learning and Teaching project (see 5.3 below) both aim to improve the learning experience for all students.

5.2 Strategic developments in learning and teaching

- In line with recommendations arising from the mid-point review of the University's Learning, Teaching and Assessment Strategy, a re-launch of the concept of the *Sheffield Graduate* took place at the start of this session. A number of activities relating to the effective promotion and embedding of the related attributes will take place during the year.

5.3 Key projects

- The Inclusive Learning and Teaching project is working with 11 academic departments to help find solutions to issues they have identified in terms of their inclusive practice, such as:
 - creating a sense of community for CPD and distance learning students;
 - using student induction to manage expectations;
 - helping international students overcome and understand cultural differences;
 - increasing student participation, so that their views inform developments.

5.4 Other student-related matters

- The Office of the Independent Adjudicator (OIA) for Higher Education is an external organisation which provides an independent scheme for the review of student complaints. The OIA scheme has been in operation for three years. During 2007-08, three cases were referred to the University by the OIA (compared with six in 2006-07 and four in 2005-06). Of the three cases in 2007-08, the OIA found two not to be justified and one is ongoing. Complaints to the OIA tend to originate in dissatisfaction with the outcome of earlier appeals and complaints, and often relate to assessment, performance and academic progression.
- Self-service web based student registration was introduced from early summer 2008 – the culmination of a long and complex development project covering personal, academic and financial registration. Some key performance indicators include:
 - 95% of eligible undergraduates successfully registered using the new system during summer 2008;
 - 91% positive feedback about the process based on an online survey of continuing students;
 - an all-time record of 2100 new students registered on a single day during intro week 2008.

The newly-implemented system will be the basis for further process enhancements, planned for the coming year.

- The Student Services Department is a partner in a new collaborative project funded by HEFCE and the Paul Hamlyn Foundation to evaluate the role of peer mentoring programmes in improving student retention and success.
- The new National Student Forum (established by DIUS) has issued its first annual report, which will receive a formal government response in due course. The intention of the Forum is to afford new opportunities for the student 'voice' to be heard within government policy making. The report sets out a number of recommendations within two identified priority areas: advice, information and guidance for prospective

students; and student finance. Dr Andrew West, Director of Student Services, was involved as an 'expert witness' in some of the consultation organised by the Forum. http://www.dius.gov.uk/policy/nsf/documents/NSF_annual_report_2008.pdf

6. RESEARCH AND KNOWLEDGE TRANSFER

6.1 Progress against KPIs (nos 8 and 9)

- Research Income for 2007-08 was £91.7m, which represents an increase of 8.4% on 2006-07.
- Additional benefit from Full Economic Costing in 2007-08 was c. £6.0m which is on target to achieve the forecast benefit of £8.4m by 2009/10.
- New Research Awards won in 12 months ended September 2008 were £89.5m, a reduction of 10.6%.

6.2 Strategic developments and partnerships

- The University is supporting the preparation of a bid for a £12 million Digital Economy Research Hub, the theme of which is 'supporting better services for people: 21st century ICT in digital communities', funded by the EPSRC. There is significant support for this initiative from both the city and the region.

6.3 Research and Knowledge Transfer news

- The National Institute for Health Research has awarded total funding of £13m to two Biomedical Research Units: Cardiovascular Disease, led by Professor David Crossman and Musculoskeletal Disease led by Professor Richard Eastell. The funding is awarded via the Sheffield Teaching Hospitals NHS Trust.
- Two members of academic staff have been successful in securing highly prestigious Advanced Investigator Grants from the European Research Council. Professor Steve Billings (Automatic Control & Systems Engineering) secured one of only 19 Physical Science and Engineering grants funded in the UK, and Professor Peter Jackson (Geography) secured one of 10 Social Sciences and Humanities grants funded in the UK.
- Results of the latest Higher Education – Business and Community Interaction (HEBCI) Survey have been published. The survey measures the knowledge transfer interactions between universities and business and the community, and it forms the main source of data used in the HEIF formula. Headlines are as follows:
 - The total income reported in the latest 2006-07 HEBCI return fell slightly from £45m to £44.3m.
 - Income from collaborative and contract research increased by 3.9% to £29.3m, while consultancy income increased by 11% to £4.2m and IP income doubled to £224K (although this is below the Russell Group average of £1.1m).
 - CPD activities remained steady at £2.4m.
 - The increases noted above were countered by a 14% fall in income from equipment and facilities related services from the exceptional level of 2005-06.
 - The £5.6m of reported income for these activities still rank the University fourth nationally.
 - Income from regeneration and development programmes fell by one third, largely due to a change in the HEBCI definition that excluded income for capital projects.
 - Overall, the University is well above the national average of £15.4m of combined income.

6.4 Research student matters

- Applications have been made to the Engineering and Physical Science Research Council for Doctoral Training Centres, which aim to fund 10 research students per annum for five years. The University led three bids and was a co-applicant on a further two. Interviews will be held in November 2008.

7. GOVERNANCE AND MANAGEMENT

7.1 Report from the meeting of the Senate on 11 June 2008

Matters considered and approved by the Senate included the following:

- A report from the Vice-Chancellor covering the following matters:
 - an update on the implementation of the new organisational structure, including UEB's commitment to openness and transparency in decision making;
 - significant external issues, such as the global financial crisis, the effect of demographic change on student recruitment and greater selectivity in funding;
 - the University's goals and aspirations, as set out in Our Shared Vision and in emerging faculty visions and strategies;
 - the financial position of the University;
 - recent discussions in UEB, which had included the operation and names of faculties, the development of an integrated planning cycle for 2008-09 and a resource allocation model for 2009-10, and actions in response to the recent staff survey;
 - work being undertaken by faculties to align resource allocation with academic priorities, consider post-RAE research and innovation strategies and issues relating to the student experience;
 - achievements by University staff and students (covered separately in this Report – see section 8.1 below).
- Endorsement of a proposal for changes to the names of three faculties (Arts, Medicine and Pure Science) details of which are presented separately to the Council for approval (see Agenda item 12.2).
- Endorsement of proposals on capital planning processes, details of which are presented separately to the Council for approval (see Agenda item 13).
- Approval of a proposal to establish a new External Affairs and Knowledge Exchange Committee, replacing the existing Knowledge Transfer Committee.
- Approval of the following matters relating to learning, teaching and assessment:
 - an articulation arrangement with Universiti Kuala Lumpur, to permit successful students to enter University of Sheffield Level 2 programmes in Chemical Engineering and in Electronic and Electrical Engineering;
 - two new programmes of study at CITY College Thessaloniki.
- Approval of minor amendments to the Union of Students Bye-Laws.

8. HUMAN RESOURCES

8.1 Outstanding achievements

These include the following who have received external recognition:

- **Professor Micheline Beaulieu** (ICOSS) and **Professor Stephen Wood** (Institute of Work Psychology) have been appointed to membership of the ESRC's Research Resources Board.

- **Dr Karl Evans** (Animal & Plant Sciences) has been awarded a Leverhulme Early Career Fellowship. **Professors Kevin Gaston** and **Ben Hatchwell** (Animal & Plant Sciences) have been awarded Leverhulme Research Fellowships, as has **Dr Daniel Tovey** (Physics).
- **Professor Barry Hancock**, (Medicine & Biomedical Sciences) has won the Lifetime Achievement Award at the Pfizer Excellence in Oncology Awards in recognition of his lifetime contribution to cancer research.
- The Academy of Social Sciences has conferred the award of Academician on **Professor Simon Holdaway** (Law).
- **Professor Allison James** (Sociological Studies) has been awarded an Honorary Doctorate from the University of Karlstad, Sweden, in recognition of her contribution to childhood studies.
- **Ian Philp**, Professor of Health Care for Older People, has been awarded a CBE for services to healthcare. He has focused his career on finding ways to improve health and life in old age, and became the National Clinical Director ('Tsar') for Older People in 2002 before returning to the University.
- **Marie Reaveley**, who is studying urban studies and planning in the Department of Town & Regional Planning, has been announced as the winner of the Association of Women in Property National Student Award 2008.
- Alumnus **Dr Richard Roberts** (BSc Chemistry 1965, PhD Chemistry 1968, Hon DSc 1994) has received a Knighthood for services to molecular biology and UK science.
- **Dr Georgina Waylen** (Politics) has won the American Political Science Association Victoria Schuck award for the best book on women and politics.

8.2 New key appointments

- **Dr Mark Bevan** will take up a Chair in Neuroscience in the Department of Biomedical Science with effect from a date to be agreed in summer 2009. He is currently a Lecturer in Neuroscience at Northwestern University, Chicago.
- **Professor Lillian Edwards** took up appointment to a Chair in Law on 1 September 2008. She was previously Professor of Internet Law at the University of Southampton.
- **Professor Richard Jones** (Physics & Astronomy) has been appointed as Pro-Vice-Chancellor (Research & Innovation) with effect from 1 June 2009. Elected a Fellow of the Royal Society in 2006, his research is focused on the properties of polymers and biopolymers at surfaces and interfaces. He is the Engineering and Physical Sciences Research Council's Senior Strategic Advisor for Nanotechnology, and chairs the Polymer Physics Group of the Institute of Physics.
- **Professor Derek Morgan** took up appointment to a Chair in Law on 1 July 2008. He was previously Professor of Health Law and Biomedical Innovation at Queensland University of Technology, Brisbane.
- **Dr Xiaowei Zang** took up appointment to a Chair in Chinese Studies in the School of East Asian Studies on 25 August 2008. He was previously Associate Professor in Asian and International Studies at the University of Hong Kong.

8.3 Immigration: points based system

- A new points-based system of immigration will be introduced in late November to assess migrants' suitability to work or study in the UK. This requires employing organisations to issue certificates of sponsorship to those overseas nationals whom they wish to employ instead of making an application for a work permit as in the past.

The University has been awarded an 'A-rated' sponsor's licence, which covers the recruitment of workers from overseas under tier 2 (skilled workers) and tier 5 (temporary workers). The new scheme can be managed entirely within the University and should speed up international recruitment. Operating costs will be comparable with the existing work permit scheme. Guidance is being provided to departments concerning the operation of the scheme and their responsibilities in relation to monitoring and reporting.

A separate application will be submitted by International Student Services to recruit students (under tier 4).

8.4 HSE inspection

The Health & Safety Executive (HSE) carried out an inspection of the University earlier in the year, focusing on work related stress and managing sickness absence. The recommendations of the resulting report are now being considered and will be form part of the University's wider review of staff wellbeing. This will be undertaken by a Staff Wellbeing Group chaired by Professor Phil Powrie and will lead to the development of an employee wellbeing strategy.

The HSE will revisit the University at various intervals until January 2010 to check progress against their recommendations. The first post-inspection visit is currently scheduled for 16 December 2008.

8.5 Leadership development

- The University has commissioned two external consultants to work with the UEB and Heads of Department in making recommendations for a new Leadership Development Programme. The programme will be aimed at supporting leaders at Heads/Faculty Executive Board/UEB level positions, and is likely to combine tailored individual provision with more formal leadership programmes. It will also include support for those wishing to move into these positions, and will include a focus on developing more women into leadership roles. UEB has agreed that some central funding should be set aside to support this critical area.

8.6 Workforce information

- An overview of University staff costs over the period 2000-07 is attached (APPENDIX 1).

9. MEDIA COVERAGE AND EXTERNAL RELATIONS

9.1 Events

- The Vice-Chancellor accompanied the Prime Minister on part of his recent tour of the Gulf, which included a visit to King Saud University. Through the new King Abdullah Scholarship Programme, the University will continue to build a special relationship with the Saudi Ministry of Higher Education to provide educational opportunities to significant numbers of aspiring Saudi students.
- On 9 October HRH The Duke of York joined senior representatives from the world's leading aerospace companies and suppliers to open the University's Advanced Manufacturing Research Centre's (AMRC) £15 million state-of-the-art Factory of the Future. The Factory, sponsored by Rolls-Royce, is the second phase of development of the AMRC with Boeing.
- Honorary Graduate Dr Maureen McTeer delivered the 6th Roberts Lecture to a capacity audience in Firth Hall on 22 October. Dr McTeer is a renowned Canadian author, lecturer and leading expert on biotechnology and ethics, and the title of her lecture was 'Designs on Life: Being human in the 21st Century'.

- The University again supported National Customer Service Week. A week of events focused on delivering excellent service to a wide range of internal and external customers and culminated in a Staff Customer Service Awards celebration.

9.2 Community and City relations

- Positive meetings have taken place with members of the new Liberal Democrat administration in Sheffield to highlight areas of activity which support the City's Education and Business agendas.
- Negative local press coverage was received about student behaviour during Intro week. The University's response included a communication to all students from the Vice-Chancellor and Students Union, and meetings between the Pro-Vice-Chancellor for External Affairs and local residents, as well as visits student houses in the Broomhill area. An exercise is underway to review the criteria for the University's Registered Landlord scheme to identify further measures which landlords could be encouraged to take to ensure neighbourly behaviour by student tenants.
- Over 200 staff and students from the University gave something back to the local community during SheffieldVolunteering's new 'Summer Holidays' event, making this the University's biggest ever volunteering event.
- Further discussions are planned with the Olympics Organising Committee and other local partners to identify how Sheffield (and the wider region) can benefit from the 2012 Olympics.
- Children from 31 Sheffield schools attended a talk hosted by the University by the widow of famous children's author Roald Dahl. The talk was part of the celebrations to mark what would have been the 92nd birthday of the writer.

9.3 Media coverage

- The number of cuttings for the period August to October 2008 is 901. These were received from a range of publications including the Wall Street Journal, New York Times, Financial Times, Times Higher Education, New Scientist, Nursing Standard, BBC Radio 4, BBC Look North, and other regional press and media.
- Research by Dr Ingunn Holen and colleagues from the School of Medicine and Biomedical Sciences, received worldwide coverage in August after their successful breast cancer drug trials. The story featured on the front page of the Daily Mail and the Daily Express and was also in Daily Telegraph, the Mirror and the Sun, and subsequently on Sky News, Channel Five News, the BBC and GMTV, generating a total of 40 cuttings, not including online articles.
- A study by Professor Noel Sharkey (Computer Science), which predicted that robots will be used to tackle crime in the next 75 years, also received extensive coverage including several international websites.

9.4 Awards

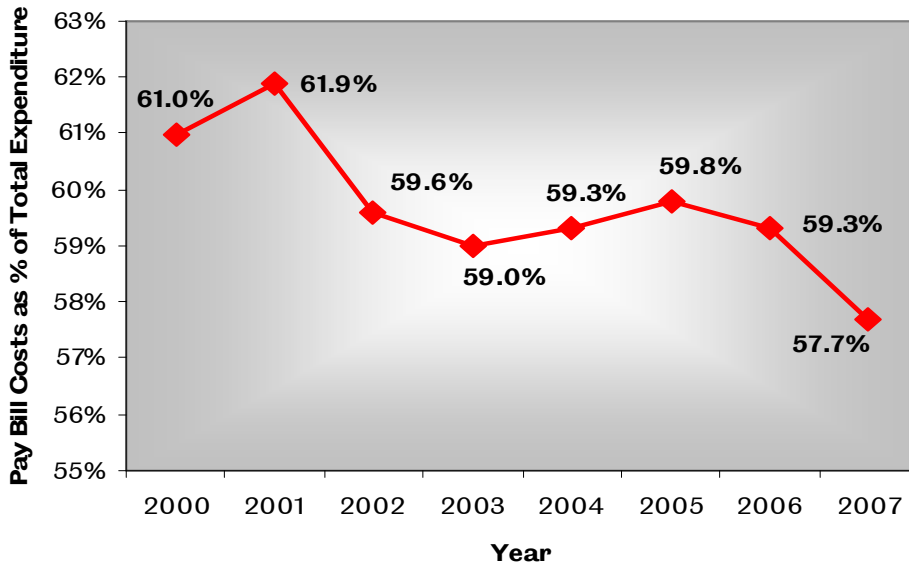
- The Information Commons building has taken the top prize at the Royal Institute of British Architects' Yorkshire White Rose Awards. The building, designed by architects RMJM, received the 'Yorkshire Building of the Year' award, as well as the gold White Rose Award for Architecture. It has already won a national RIBA award and two construction innovation and sustainability awards. The bronze White Rose Award went to Prue Chiles (Architecture) for the Hillsborough Park Pavilion. Dr Nigel Dunnett (Landscape) designed the green roof at Sharrow School, which was one of the sustainable features contributing to the School's award for Sustainable Futures.

- University spin-out companies Simcyp and Graduates Yorkshire won awards at the Yorkshire Post Excellence in Business Awards 2008. Simcyp won the Innovation of the Year award and Graduates Yorkshire won the University Spin-Out award.
- The University Print Service won an award for Web Site Design at the University Printing Managers Group Design and Print Awards Annual Conference in Bournemouth.
- Students from the University were hailed as community champions of Europe after winning the SIFE (Students in Free Enterprise) European Symposium. The eight Sheffield SIFE students undertook a number of local projects, including an initiative to help visually impaired school children run a business, work with local school on entrepreneurship and a project supporting the development of St Luke's Hospice charity shops.

10. CORPORATE RISK REGISTER AND BALANCED SCORECARD

The latest versions of these documents are attached (APPENDIX 2).

University Staff Costs – an overview and comparisons



The University's pay bill in 2007 was 57.7% of total expenditure. This has decreased from the previous year, and has shown a downward trend in over the seven year period shown. These figures may well increase in light of the recent pay awards in 2008 however. Sheffield's pay bill as a percentage of total expenditure sits in the middle of the Russell Group, which ranges from 46% (Cambridge) to 63% (Kings College).

Total headcount as at 31 July 2008 was 5,749 and FTE is 5,108.

The above information is just one example of a wide range of data analysed by the Department of Human Resources. A full Workforce Information report for 2008 has been prepared and will be circulated to Council members in due course.