



University Executive Board

Minutes of the Meeting of 9 April 2018

Attending	Professor Shearer West (Chair), Professor John Atherton, Professor Dame Jessica Corner, Professor Jeremy Gregory, Professor Andrew Long, David Hill, Chris Jagger, Jaspal Kaur, Kerry Law, Professor Todd Landman, Professor Nick Miles OBE, Margaret Monckton, , Breda Walls, Rowena Hall (Secretary)
Apologies	Dr Paul Greatrix, Professor Graham Kendall, Professor Sarah O'Hara Professor Chris Rudd, Professor Kevin Shakesheff
Attending	Haf Merrifield, Helen Lawrenson and Sally Blackamore for minute 17.111. Jenny Harron for minutes 17.117 and 17.118

PART I

17.107 Minutes of the meeting held on Monday 5 March 2018

The minutes of the meeting held on Monday 5 March 2018 (UEB/17/115) were confirmed as a true record.

17.108 Matters arising from the minutes

1. The FPVC Arts requested clarification of the source of funding for the Applied English proposal which had been approved in minute 17.103. The CFO confirmed that she would provide the FPVC Arts with confirmation of the source of the funding.

	ACTION	OWNER
.1	CFO would confirm the funding source for the Applied English proposal approve in minute 17.103.	CFO

2. The Vice-Chancellor confirmed that further work would be undertaken by the Registrar and the Secretary to continue to develop the action tracking process.

17.109 Chair's Business

The Vice-Chancellor confirmed that she had circulated an update to UEB members prior to the meeting.

17.110 Proposed Governance Structure

UEB RECEIVED paper UEB/17/116 sponsored by the Registrar. The Vice-Chancellor confirmed the paper contained initial thoughts on a proposed governance structure for UEB discussion. The Vice-Chancellor reported that the proposed structure was designed to ensure that decision making happened at the appropriate levels, to create an inclusive structure under UEB which brought senior leaders into the decision making process and aligned with the business and strategy of the University. Other benefits of the proposed governance structure were reported to include: streamlining and increased efficiency of decision making and the opportunity to ensure consistency in committee documentation.

UEB NOTED that challenges of the relationship between committees of Senate and UEB and that in some instances committees of Senate did not meet frequently enough to ensure the efficient passing of business. UEB RECOMMENDED that consideration be given to particular committees of Senate reporting to UEB as well as Senate. They would operate under a similar model as is used for the UEB committees that conducted business which required the oversight and/or approval of Council.

UEB NOTED that some committees of Senate, Senate itself and UEB already had Tri-Campus coverage. UEB RECOMMENDED that further consideration should be given to ensuring Tri-Campus decision making was reflected in the governance structure.

UEB welcomed the proposal to create a HR committee under UEB and RECOMMENDED that the relationship between the committee and the People Strategy Committee and the respective roles of each should be set out clearly.

UEB also welcomed the proposal to introduce a clear decision making framework for University business and the development and introduction of committee membership training.

UEB RECOMMENDED that further consideration should be given to the nomenclature used in the governance structure and how the membership of committees could be diversified.

	ACTIONS	OWNER
.1	The Registrar and Secretary would continue to develop the proposed governance structure in light of the comments received from UEB and table a revised paper for UEB approval by July.	Registrar Secretary
.2	UEB members would give consideration to how Tri-Campus decision making could be best reflected in the governance structure in readiness for a discussion at the next UEB Away Day.	UEB Members

17.111 Business Planning and Budget

UEB RECEIVED paper UEB/17/117 from the CFO.

The Deputy Director of Finance provided details of business planning progress since the UEB Away Day in January. It was reported that proposed investment funding allocation at portfolio level (capital and revenue) had been issued, bottom up budget reviews across Professional Services departments had been conducted, financial forecasts had been updated to reflect the latest information in relation to student recruitment, payroll forecasts, HEFCE grant funding and USS pension position and initial development of the continuous improvement plan had begun.

UEB NOTED a number of emerging pressures to the Medium Term Financial Plan funding envelopes for strategic activities and Professional Services including a forecasted reduction in overseas students particularly undergraduate, and a reduction in research income assumptions. These pressures had created a revenue shortfall over the MTFP period. UEB also NOTED that it was proposed that prior to the Faculty contribution rate review, £500K budget would be transferred

from each of the Faculties of Social Sciences and Engineering to support the Faculty of Arts which had a structural contribution shortfall.

UEB further NOTED that planned activities across Professional Services would exceed the affordable funding available. A meeting of Professional Services leadership would be held in April to jointly agree priorities and the results would be presented to UEB.

UEB AGREED the recommendations as set out in the paper, in particular that the University should continue to plan on the basis of the headline figures within the Medium Term Financial Plan, the adjustment of income targets between faculties and the proposed investment funding allocation at portfolio level.

The CFO requested feedback from UEB members on the Continuous Improvement Plan.

The CMCO confirmed that a review of recruitment targets had taken place in collaboration with FPVCS to identify where targets could be stretched. UEB AGREED that the forecasted financial information for recruitment would be reviewed later in the year.

UEB AGREED the recommendations as set out in the paper in particular that the University should continue to plan on the basis of the headline figures within the Medium Term Financial Plan, the adjustment of income targets between faculties and the proposed investment funding allocation at portfolio level.

	ACTIONS:	OWNER:
.1	Recruitment financial information would be reviewed later in the year.	CMCO
.2	UEB members to provide feedback to the CFO on the continuous improvement plan.	UEB members

17.112 Role of Associate Pro-Vice-Chancellor for Equality and Diversity

The Vice-Chancellor reported that the Associate Pro-Vice-Chancellor for Equality and Diversity was coming to the end of her tenure. The Vice-Chancellor stressed the importance of the work that needed to be done in respect of equality and diversity, to both her personally and to the University. It was proposed that the part-time role of APVC for Equality and Diversity be replaced with a full time Pro-Vice-Chancellor role for Equality, Diversity and Inclusion, to be offered on a job share basis. The role would report directly to the Vice-Chancellor.

UEB NOTED that in order to achieve the University’s aspirations for equality and diversity, a full time role was required and that the role should be at Pro-Vice-Chancellor level so that the role holder had the requisite authority to make progress on the various aspects of the agenda. UEB further NOTED that the creation of the role should not detract from responsibilities that all other UEB members had in respect of equality and diversity issues and nor should it be seen as a pre-requisite for the recognition of equality and diversity issues that the PVC sat as a member of a committee. These issues should be considered by committees as a matter of course.

UEB AGREED the creation of the role of Pro-Vice-Chancellor for Equality, Diversity and Inclusion and that the Vice-Chancellor and Director of Human Resources would progress the recruitment.

	ACTION	OWNER
.1	To create the role of Pro-Vice-Chancellor for Equality, Diversity and Inclusion and begin the recruitment process.	Vice-Chancellor Director of HR

17.113 Gender Pay Gap Narrative

UEB RECEIVED paper UEB/17/118 from the Director of Human Resources. It was reported that the University’s gender pay gap report was approved by UEB via circulation and published on 21

March 2018. The University would report its gender pay gap on an annual basis as required by legislation.

UEB discussed the gender pay narrative and NOTED some of the contributing factors. UEB regarded this as a serious matter which it would continue to address through the actions proposed.

IT WAS REPORTED that the FPVC E was leading a review of pay at level 7 of the Research and Teaching job family and that the results would be reported to UEB in June.

	ACTION	OWNER
.1	The review of level 7 pay in the Research and Teaching job family would be presented to UEB in June.	FVPC Engineering

17.114 Capability Policy and Procedure

UEB RECEIVED paper UEB/17/119 from the Director of Human Resources. It was reported that the negotiations with the Unions had concluded and the final version of the Capability Policy and Procedure required Council approval. UEB NOTED that the introduction of the policy would be accompanied by a schedule of training for staff.

UEB AGREED the Capability Policy and Procedure and that it should be recommended to Council for approval.

	ACTIONS	OWNER
.1	The Capability Policy and Procedure be presented to Council for approval	PMG

17.115 New Occupancy Proposals for the Existing Cripps Health Centre Building

UEB RECEIVED paper UEB/17/120 from the Chief Estates and Facilities Officer.

UEB NOTED that on completion of the new Cripps Health Centre, the existing Cripps Health Centre would become empty and that bids had been sought for the future use of the space. UEB NOTED that of the 7 bids received the following bids were recommended for further consideration:

- Professional Services relocation from KMC;
- Nottingham Clinical Trials Unit (NCTU); and
- A Centre for Excellence in Clinical and Inter-Professional Education and Research.

UEB AGREED that the recommended bids should undergo further due diligence and that the results of the due diligence should be presented to UEB in September. UEB also AGREED that the Cripps Foundation should be kept informed of the decision making process to repurpose the building. UEB further AGREED that the existing Cripps Health Centre should be renamed as "Cripps Building".

	ACTION:	OWNER:
.1	To carry out further due diligence on the recommended bids to repurpose the Cripps Building and present the result of the due diligence be presented to UEB in September.	Chief Estates and Facilities Officer/CFO

17.116 Project Transform Update

The CDO provided an update on the progress of the contractual negotiations with InfoSys to support the final stage delivery of the project. The CDO reported that the draft contract consisted of a master services agreement and statement of works and contained clear principles including as clear a scope and clear deliverables as possible, clear timeline and critical milestones, clear

accountabilities, assumption and dependencies and a method to deal with changes and commercial traceability between payments and milestones. A meeting would take in the next few days to go through the contract page by page. The CDO confirmed that the agreed contract would require the approval of Council.

UEB NOTED that the new project governance structure was in place and operating and that external programme assurance would be put in place. UEB further NOTED that KPMG had completed its 'Lessons Learnt Review'. KPMG would attend UEB in May to present the headlines of the review and the detailed report would be circulated to UEB at a later date.

17.117 Audit Recommendation Tracking (monthly update)

UEB RECEIVED paper UEB/17/123 presented by the Director of Internal Audit.

UEB NOTED that five overdue audit actions had been closed in the last two weeks leaving 46 overdue.

17.118 Internal Audit Plan.

UEB RECEIVED paper UEB/17/124 presented by the Director of Internal Audit.

UEB NOTED the proposals for the six month audit plan. UEB AGREED that:

- health and safety should be promoted to the list of priority audits and that the Director of Internal Audit should liaise with the Director of Human Resources to understand the scope of an ongoing external review;
- the proposed priority audit of library books and journals should be removed from the list as it is an executive rather governing body responsibility;
- the possible review of scholarships and bursaries should be removed from the list as a review led by External Relations was ongoing; and
- the Director of Internal Audit would give consideration to the scope and shape of a possible audit of equality, diversity and inclusion matters.

	ACTIONS:	OWNER:
.1	The Director of Internal Audit would amend the Internal Audit Plan in accordance with the recommendations of UEB	Director of Internal Audit
.2	The Director of Internal Audit would give consideration to the scope and shape of an audit of equality, diversity and inclusion matters and include a proposal on the next Internal Audit Plan.	Director of Internal Audit

17.119 Circulated Items

UEB RECEIVED paper UEB/17/125 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.