



**University of
Nottingham**

UK | CHINA | MALAYSIA

University Executive Board

Minutes of the meeting of 4 November 2019

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| Attending | Professor Shearer West (Vice-Chancellor and Chair) until minute 19.134, Professor John Atherton (FPVC Medicine and Health Sciences), Professor Dame Jessica Corner (PVC RKE), Professor Jeremy Gregory (FPVC Arts), David Hill (CDO), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Professor Andrew Long (DVC), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Professor Sarah O'Hara (PVC ESE), Professor Kevin Shakesheff (FPVC Science) until minute 19.134, Professor Sarah Sharples (PVC EDI) |
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| Apologies | Dr Paul Greatrix (Registrar), Professor Graham Kendall (Provost UNM), Professor Nick Miles (Provost UNNC) |
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| Attending | Rowena Hall (Secretary), Haf Merrifield (Director of Planning, Performance and Strategic Change) for minute 19.128, Esther Akanya (EDI Project Manager) for minute 19.131, Professor Michael George for minute 19.133, Richard Masterman (APVC Research Strategy Performance for minute 19.133) |
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19.125 Welcome, Declarations of Interest and Quoracy

- .1 The Chair welcomed Professor Amir Ghaemmaghami, Immunology and Immuno-Bioengineering and Professor Nicola McLelland, Head of School, Culture, Languages and Area Studies to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate.
- .3 Members were asked to declare any interests they had relating to the items on the agenda. No interests were declared.

19.126 Minutes of the Meeting Held on 7 October 2019 and Action Log

- .1 The minutes of the meeting on 7 October 2019 were agreed as an accurate record.
- .2 A revision to Minute 19.90 from the meeting on 2 July 2019 was proposed and AGREED. The last sentence of Minute 19.90.2 would be moved to a new minute 19.90.4.
- .3 There were no updates to the Action Log.

19.127 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.

- .2 UUK and the Russell Group were preparing policy statements in connection with the forthcoming general election and how possible outcomes might impact the higher education sector.
- .3 UEB considered the ongoing concerns regarding the Office for Students and its agreed responsibilities as regulator.

| | ACTION | OWNER | DUE |
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| .4 | Circulate the UUK/Russell Group policy statements to UEB following publication. | Secretary | 12 December |

19.128 University Strategy Approval

- .1 UEB RECEIVED paper UEB/19/122 from the Deputy Vice-Chancellor presented by the Director of Planning, Performance and Strategic Change.
- .2 UEB NOTED that the University Strategy had been through a further stage of development as a result of feedback from stakeholders.
- .3 UEB CONSIDERED the proposed new University Strategy and AGREED to RECOMMEND it to the University's Council for consideration and APPROVAL, subject to a number of minor drafting amendment. UEB AGREED that the target date in the 'Contributing to Sustainable Development' goal should be removed and replaced with a commitment to support the City of Nottingham to become the first carbon-neutral/net zero carbon city, as appropriate.
- .4 Members of UEB were invited to submit any further drafting considerations to the Director of Planning, Performance and Strategic Change.
- .5 The launch of the new University Strategy was planned for the week of 9 December, initially through online channels including a microsite to be supported by blogs and senior leader op-ed articles. This would be supported through January to April 2020 to maintain momentum with an increasing focus on implementation.
- .6 There would be a final report to Council to close GS2020 which would be made available to staff.
- .7 Planning and Resources Committee had endorsed a set of principles to help guide decisions about which performance indicators should be included in the performance framework for the Strategy. Once the most appropriate indicators were identified, targets would be set. UEB ENDORSED the principles.
- .8 UEB CONSIDERED that whilst external rankings were important and should and would be referenced as appropriate, they should not be used as performance targets for the Strategy, although individual metrics that formed part of league tables could potentially be adopted as targets. The weightings used in external rankings were regularly adjusted and could have significant effect on a university's position within the ranking. UEB AGREED that information should be provided to the University's Council on the methodology and mechanisms of current external ranking publications.
- .9 The proposed approach to the development of implementation plans in support of the Strategy was considered, in particular the pros and cons of having separate or combined implementation plans respectively for research and knowledge exchange activities, and for teaching and learning and student experience activities.

- .10 UEB NOTED that the implementation plans as currently proposed did not align with the strategic themes set out the Strategy which would likely to lead to significant complexity in operation. UEB AGREED that this should be reviewed.
- .11 UEB CONSIDERED that whilst there was significant work to undertake in order to create or refresh strategic delivery plans, the proposed completion date for the category three enabling plans should be sooner.

| | ACTIONS | OWNER | DUE |
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| .12 | Submit any further drafting considerations to the Director of Planning, Performance and Strategic Change. | UEB Members | 11 November 2019 |
| .13 | Provide Council with information on the methodology and mechanisms of the major external ranking publications | Director of Planning, Performance and Strategic Change. | 24 March 2020 |
| .14 | To consider how the proposed implementation plans might better align with the themes of the Strategy | Director of Planning, Performance and Strategic Change | 7 January 2020 |

19.129 Estates Development Framework

- .1 As part of the design and construction of the University's Estates Development Framework, UEB participated in a workshop session focussed on University Park campus. This followed workshop sessions held at the UEB Away Day in October which focussed on Jubilee and Sutton Bonington campuses.
- .2 UEB expressed concern that there were a number of estates related developments which were in the early stages of planning but not known to UEB and whether these planned developments would align to the Estates Development Framework. UEB were reassured by the DVC that the Estates and Infrastructure Committee had not approved any significant development plans in the last few months and would not do so until the Estates Development Framework had been agreed.
- .3 UEB NOTED that following agreement of the Estates Development Framework, there would be a prioritisation process for estates activity which would be implemented by Planning and Resources Committee.

19.130 EHRC Report on Tackling Racial Harassment: Universities Challenged

- .1 UEB RECEIVED and NOTED paper UEB/19/113 from the PVC EDI and the publication of the EHRC Report.
- .2 UEB NOTED that whilst there were appropriate mechanisms in place at the University to tackle racism and many initiatives in progress to ensure that the impact of racism on staff and students was addressed, incidents of racism and hate crime still occurred at the University. The various mechanisms and initiatives were not always joined up effectively and in many cases the burden fell to the victim to progress matters.
- .3 UEB AGREED that the Registrar and PVC EDI would progress the following initiatives:
- .1 a campaign to increase the visibility of hate crime along the lines of a 'See, Report, Support' approach,

- .2 an improvement in the University's reporting systems and consideration of how the University can ensure that there was a joined-up proactive and sensitive response to report.
- .3 a reiteration of the University's expectations of the values and behaviours of its staff, students and visitors.
- .4 UEB further AGREED that a session should be delivered at the next UEB Away Day focussed on behaviours and how to achieve a zero tolerance approach to identified behaviours.

| | ACTIONS | OWNER | DUE |
|----|--|----------------------------------|--------------|
| .5 | To update UEB on the progress of the agreed initiatives in six months' time. | PVC EDI, Registrar | June 2020 |
| .6 | To deliver a session at the next Away Day on achieving zero tolerance on identified behaviours | Director of HR, PVC EDI and CFRO | January 2020 |

19.131 Disabled Staff Review

- .1 UEB RECEIVED paper UEB/19/114 from the PVC GE and PVC EDI.
- .2 UEB NOTED the findings of the report and acknowledged that, in general, the relevant policies were fit for purpose, but issues lay in their inconsistent application alongside issues related to capacity, ambiguity of ownership of responsibilities and support for line managers. There was sense that current processes and systems resulted in disabled staff having to make repeated declarations of their disability.
- .3 UEB AGREED that:
 - .1 the report should be published to staff.
 - .2 an implementation group should be formed to consider the implementation of short term actions and develop proposals for the longer term considerations. Business cases would be required where additional spend was required to deliver particular actions.
 - .3 further consideration should be given to whether a network of disability champions should be created.

| | ACTIONS | OWNER | DUE |
|----|---|------------------------------------|---------------|
| .5 | To publish the report of the Disabled Staff Review | PVC EDI, PVC GE and Director of HR | December 2019 |
| .6 | To provide an update on the implementation of the actions arising from the report. | PVC EDI, PVC GE | June 2020 |
| .7 | To provide an update on further considerations relating to the potential introduction of a network of disability champions. | PVC EDI | December 2020 |

19.132 UCU Strike Action

- .1 UEB NOTED that:
 - .1 the task group established to manage the University's response to the industrial action in 2018 would be reconvened.

- .2 Heads of School had experienced significant strain during period of the 2017 industrial action and would need appropriate support.
- .3 among the most negative comments received in previous NSS results, related to the previous industrial action.
- .4 the current third years had experienced industrial action in their first year.
- .2 The Vice-Chancellor highlighted that UUK had worked hard to ensure that the agreed USS option to move forward was as low cost as possible to employees and universities within the limits of what the Pension Regulator would permit. The defined benefit scheme remained; therefore, the focus of UCU's industrial action was that there should no detriment to employees in respect to increased contributions.
- .3 There would also be industrial action in connection with pay which was negotiated on the University's behalf by UCEA.

19.132 Chancellor Candidate

- .1 UEB RECEIVED paper UEB/19/112 from the Vice-Chancellor.
- .2 UEB NOTED that Nominations Committee had been considering potential candidates for the role of Chancellor for two years but had not, until this point, identified a candidate who would fit well with the current values and activities of the University. The candidate identified in the paper was considered to be a strong candidate by Nominations Committee.
- .3 UEB considered the candidate and AGREED that they aligned well with the values of the University and the direction of the new Strategy. UEB was supportive of further consideration of the candidate by Nominations Committee and Council.

19.133 Partnerships and Networks

- .1 UEB RECEIVED paper UEB/19/115 from the PVC GE.
- .2 UEB NOTED that paper set out the findings of a task and finish group which had looked at the benefits of international partnerships and networks.
- .3 UEB NOTED the proposed 333 framework but was concerned that it was an overly complex mechanism.
- .4 UEB AGREED that a further clarification of the proposals was required and should be provided as part of an action plan which built on the comments made during the meeting and which would be circulated to UEB.

| | ACTIONS | OWNER | DUE |
|----|--|--------------|---------------|
| .5 | To develop an action plan building on comments received during the meeting and circulate to UEB. | PVC GE | February 2020 |

19.134 Financial Performance to Date

- .1 UEB RECEIVED paper UEB/19/116 from the CFO.
- .2 UEB was keen to receive more information on research financials. The CFO confirmed that further information would be provided when available.

19.135 Internal Audit Six Month Plan

- .1 UEB RECEIVED paper UEB/19/117 from the CFO.
- .2 UEB considered whether an audit of Timetabling should be included.
- .3 UEB NOTED that any further comments on the plan should be provided to the Director of Internal Audit.
- .4 UEB APPROVED the Internal Audit Plan subject to consideration by the Director of Internal Audit as to whether an audit on timetabling should be included in the Plan.

| | ACTION | OWNER | DUE |
|----|---|----------------------------|---------------|
| .5 | To consider whether an audit on timetabling should be included within the Internal Audit Six Month Plan and advise UEB. | Director of Internal Audit | December 2019 |

19.136 Committees Review 2019: Themes and Recommendations

- .1 UEB RECEIVED and NOTED paper UEB/19/118 from the CFO.
- .2 UEB members were asked to provide any further comments to the Secretary.

| | ACTION | OWNER | DUE |
|----|--|--------------|------------------|
| .3 | To provide any further comments on the Committee Review 2019: Themes and Recommendations | UEB Members | 30 November 2019 |

19.137 Health and Safety

- .1 UEB RECEIVED and NOTED paper UEB/19/119.
- .2 UEB NOTED that the style of the report would change significantly over the next few months becoming more high level and covering a broader remit. Reports would include performance against KPIs, incident reporting across the three campuses and risk analysis

19.138 UEB Sub-Committee Update

UEB RECEIVED and NOTED paper UEB/19/120 from the Secretary.

19.139 UEB Circulation Results

UEB RECEIVED and NOTED paper UEB/19/121 from the Secretary.

19.140 Roundtable

It was reported that:

- .1 staff morale continued to be challenged by a number of issues, including those connected to Campus Solutions and timetabling. There was significant additional effort underway to progress the ongoing issues that had arisen with Campus Solutions during the start of term activities. There had been a University-wide statement on the issues and progress alongside the introduction of status page to help staff track the resolution of problems.
- .2 the Registrar had already begun to review concerns raised in connection with timetabling and the implementation of the recommendations which arose from the 2018 Review of Timetabling. An update would be provided to Planning and Resources Committee.
- .3 the University had completed its private placement.
- .4 staff were keen to receive an update on the organisational changes connected to the Office of Global of Engagement. The PVC GE confirmed that a communication had already been provided University wide and that in most cases the noticeable changes would be minimal as activities continued but were embedded within different areas of the University.
- .5 the University would be applying to become an Academic Health Science Centre in partnership with the Nottingham University Hospitals NHS trust. There would be no requirement for the University to provide match funding.