



**University of
Nottingham**

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University Executive Board

Minutes of the meeting of 2 December 2019

Attending	Professor Shearer West (Vice-Chancellor and Chair), 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 Nick Miles (Provost UNNC), Professor Robert Mokaya (PVC GE), Professor Sarah O'Hara (PVC ESE), Professor Kevin Shakesheff (FPVC Science), Professor Sarah Sharples (PVC EDI)
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Apologies	Dr Paul Greatrix (Registrar), Professor Graham Kendall (Provost UNM), Margaret Monckton (CFO)
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Attending	Rowena Hall (Secretary), Professor Katharine Reid, Dr Jasmeet Kaler, Jason Carter (Director of Governance and Assurance) for minutes 19.147, 19.148 and 19.154.1, Sara Smith (Head of Information Compliance) for minute 19.148, Andy Nolan (Director of Sustainability) for minute 19.149, Richard Wigginton (Head of Capital Projects) for minute 19.149, Kirsten Henson for minute 19.149, Edith Prak (Director of Advancement) and Louise Savage for minute 19.150
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19.141 Welcome, Declarations of Interest and Quoracy

- .1 The Chair welcomed Katharine Reid, Professor of Chemical Physics and Jasmeet Kaler, Associate Professor, School of Veterinary Medicine and Science to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate.
- .3 There were no declarations of interest made by members.

19.142 Minutes of the Meeting Held on 4 November 2019 and Action Log

- .1 The minutes of the meeting on 4 November 2019 were agreed as an accurate record.
- .2 There were no updates to the Action Log.

19.143 Matter Arising from the Minutes of the Previous Meeting

Minute 19.133 Partnerships and Networks

The PVC GE provided further explanation for the framework proposed at the last meeting. For a partnership to be assessed as a phase four or five partnership it would need to display characteristics: there should be three thematic areas of complementary strength, enabled through three primary mechanisms leading to three mutually beneficial sets of outcomes.

UEB AGREED that the framework should be used to assess current partnership activity to ascertain how many partnerships would fall within phase four or five. The Global Engagement Committee would consider the results of this activity in the first instance.

19.144 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.
- .2 Council had approved the new University Strategy. The Vice-Chancellor expressed her thanks to the DVC and the Director of Planning, Performance and Strategic Change and her team for their hard work in the development of the strategy.
- .3 Industrial action had entered its sixth day.
- .4 The FPVC Arts was chairing a joint working group with the UCU to look at the complicated issue of casualisation. A working group would convene in the New Year to look at academic workload. UEB AGREED that:
 - .1 the work already undertaken regarding the implementation of University policy on the issuing of permanent contracts to fixed term staff should feed into the activity of the working group on casualisation.
 - .2 a pay gap working group should be convened to look at both gender and race pay gaps.

	ACTION	OWNER	DUE
.3	To convene a working group to consider gender and race pay gaps.	PVC EDI, Director of HR	February 2020
.4	To provide a quarterly overview to UEB on the activities of the casualisation, workload and pay gap working groups	FPVC Arts, PVC EDI and Director of HR	Quarterly

19.145 UEB Structure, Powers, Responsibilities and Accountabilities

- .1 UEB RECEIVED paper UEB/19/123 from the Registrar and presented by the Vice-Chancellor.
- .2 UEB AGREED the paper subject to a number of amendments:
 - .1 the organigram did not reflect the relationship of UNUK with UNNC and UNM precisely and that further nuancing of the reference to their Management Boards was required to make it clearer when UNUK was principal. The paper should reflect the reporting line into the Provosts from the management boards, who in turn reported to the Vice-Chancellor and Joint Venture Board.
 - .2 the final purpose of UEB should include both the original purpose to 'direct the affairs' and the proposed purpose to 'engage with colleagues'.
 - .3 the reference to 'oversee the Students' Union' in appendix 2 should be amended to read 'oversee the relationship with the Students' Union' and include the approval of the Students' Union's budget.

19.146 Research Strategy Update

- .1 UEB RECEIVED paper UEB/19/130 from the PVC RKE which was presented by the Director of Research and Innovation. The paper provided an update on the Research Strategy key performance indicators (KPIs) and addressed whether the strategy was on track to deliver the KPIs identified in the 2017 Research and Impact Strategy Business Case and whether additional income would be generated to offset the increase in cost base that resulted from the Research Strategy implementation.
- .2 Research income was approximately one year behind target which has been attributed to a phased start to the programme. However research margin and QR income targets were being met. The volume of potential REF 4* papers was ahead of target.
- .3 Philanthropic income was also behind target. The original business case had stated that philanthropic funds would be raised in order to offset costs, but this had not been achieved as there was a tendency to bring in philanthropic funds for new activity. The University was 25 points off its target for QS Academic Reputation score, the cause of which had not been determined at the current time.
- .4 UEB NOTED the recommendations presented in the paper which were designed to improve the evaluation of the impact of the Research Strategy on the University level KPIs. It was intended that they be implemented across the whole research portfolio, not just the specific research-strategy initiatives:
 - .1 Development of a 'simple' model to provide insight into the effectiveness of initiatives on future years' margins and income generation;
 - .2 Mapping of academic FTE, research infrastructure, support staff costs and internal funding of research to awards, income, margin, and research outputs;
 - .3 Ensure Research KPIs flowed through the organisation with responsibility and accountability for delivery joined up through consolidated action plans;
 - .4 Development of clear plans and prioritisation criteria implemented over the next 24 months to ensure sustained funding for programmes at the end of the Research Strategy.

	ACTIONS	OWNER	DUE
.5	To develop and implement the recommendations contained in the paper providing quarterly updates to UEB on their progress and effectiveness.	PVC RKE	Ongoing
.6	To conduct analysis to identify causes of the University's reputational decline and report to UEB.	PVC RKE, Director of Planning, Performance and Strategic Change.	June 2020

19.147 Governance and Assurance

- .1 UEB RECEIVED paper UEB/19/125 from the Registrar and presented by the Director of Governance and Assurance.
- .2 UEB NOTED that the Director of Governance and Assurance had conducted an initial investigation of University compliance and strategy development following his appointment in September and the foundation of the Governance and Assurance Division. High level issues had been identified which included the lack of a complete and accurate inventory of legal and statutory obligations and an absence of a record of the allocation of formal accountabilities and responsibilities for compliance activities.
- .3 UEB NOTED the developing strategy and supported the planned approach to improving compliance, which included the development of a formal policy on the University's

management of its legal and statutory obligations, a standard operating model for the functions within the Governance and Assurance Division and the introduction of a standard assurance reporting framework. UEB also supported the development of a centralised inventory, which once created would facilitate thorough risk assessment and the determination of areas for first focus.

- .4 The Director of Governance and Assurance reported that following attendance at a number of Office for Students' briefing sessions, there still remained a lack of clarity about the Office for Students' approach to implementation of its complex Regulatory Framework.

19.148 Information and Compliance Update

- .1 UEB RECEIVED paper UEB/19/126 from the Registrar and presented by the Head of Information Compliance
- .2 UEB NOTED the progress made with GDPR compliance including the introduction of a business partnering model, continued development of Information Asset Registers across the University and of the Register of Processing Activities as well as the introduction of the Data Protection Impact Assessment process. Development plans for 2020 included a full review of the GDPR policy and the introduction of a case management system for Freedom of Information and Subject Access Request handling.
- .3 UEB NOTED that there had been 167 data breaches in 2019, mainly of a low level nature and none of which required external reporting.

19.149 Estates Development Framework

- .1 UEB RECEIVED and NOTED paper UEB/19/129 from the CFO and presented by the Director of Sustainability.
- .2 As part of the design and construction of the University's Estates Development Framework, UEB received a presentation on sustainability from Kirsten Henson, a leading sustainability consultant. The presentation focussed on the different options available to the University for achieving its sustainability ambitions and highlighted particular challenges for the University. The presentation detailed approaches to construction, current energy use and emissions, potential development of renewable energy supplies and the development of carbon methodologies for construction and food supply.
- .3 UEB NOTED that the new Sustainability Committee would be critical to making decisions which approaches and interventions should be prioritised. Key areas might include: reducing energy demand and reliance on gas and increasing the supply of renewable energy, developing more sustainable approaches to construction including refurbishment in preference to rebuilding, developing more carbon efficient staff and student travel, reducing the carbon footprint of catering, reducing waste and increasing local urban greening carbon offset.

19.150 UEB Sub-Committee Update

UEB RECEIVED and NOTED paper UEB/19/127 from the Secretary.

19.151 UEB Circulation Results

UEB RECEIVED and NOTED paper UEB/19/128 from the Secretary.

19.152 Roundtable

It was reported that:

- .1 The Level 7 Promotions Committee had met and promotion decision outcomes had exceeded EDI targets.
- .2 Applications for the available SPHERE funding had closed with 27 applications received. Interviews for EDI co-ordinators were imminent with 109 applications received for the six posts.
- .3 UNNC was in the final stages of appointing a new Chief Financial Officer.
- .4 RIS implementation continued with a successful update to version 3.2.
- .5 The University had won the Outstanding Contribution to Leadership Development category for the stewardship of the Ambitious Futures national graduate leadership scheme at the Times Higher Education Awards 2019. The School of Physics was highly commended in the Research Project of the Year (STEM) category for the new generation of wearable brain scanners developed in collaboration with UCL. The External Relations team were also highly commended in the Outstanding Marketing/Communications Team category for the delivery of the 'Discover our World' campaign promoting the University's research to a global audience.
- .6 The Faculty of Engineering had won in three out of seven categories at the Engineer Collaborate to Innovate Awards 2019.
- .7 The University had been allocated £1m of QR related strategic priority funding. In order to receive the money, the University had to confirm that would be able to spend it between December 2019 and April 2020 on public engagement facing activities support by its research. The University had provided the required confirmation.
- .8 The University had come to the end of a 16 month ERASMUS+ monitoring period. Outgoing satisfaction was at 91% and incoming at 90%.

19.153 Any Other Business

- .1 The Director of Governance and Assurance provided an update on the occupation of part of the Trent Building by students.

	ACTION	OWNER	DUE
.2	To review the communication protocols for incident management	Director of Governance and Assurance	February 2020

- .3 The University had been invited to respond to a UCEA consultation on the three non-pay element of on the ongoing industrial action. UEB considered the University's draft response as prepared by the Director of Human Resources and provided feedback which included ensuring that an accurate response with regard to the University's use of zero rated contracts, was provided, ensuring that where support had been indicated for a suggestion or option, the support was stated to be strong and ensuring that activity already underway was clearly indicated in the response to questions.

