



## University Executive Board

### Minutes of the meeting of 7 February 2022

#### Attending

Professor Shearer West (Vice-Chancellor), Professor John Atherton (FPVC Medicine and Health Sciences), Professor Dame Jessica Corner (PVC RKE) for minutes 22.18 and 22.19, Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts), David Hill (CDO), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FPVC Social Sciences), Professor Katherine Linehan (PVC EDI and People), Professor Andrew Long (DVC), Professor Sarah Metcalfe (Interim Provost UNM), Professor Nick Miles (Provost UNNC), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Sarah Speight (PVC ESE), Professor Zoe Wilson (FPVC Science)

#### Attending

Rowena Hall (Secretary), Dr Peter Graham (Vice-Chancellor's Mentee), Professor Mark Bradley (APVC APVC Teaching and Curriculum Leadership), Dr Volker Wedekind (Head of the School of Education), Susannah Goh (Programme Director for Digital Nottingham), Russell Eacott (CMC Strategy and Delivery Consultant) for minute 22.12, Sue Ackermann for minute 22.13 (Director of Libraries), Sally Blackamore (Financial Controller) for minute 22.15, Gavin Scott (Environmental Manager) for minute 22.16, Dr Victoria Sedman (Researcher Training and Development Manager, Researcher Academy) for minute 22.17, Dr Alexander Tarr (Chair of the Concordat Task and Finish Group) for minute 22.17.

#### 22.9 Welcome, Apologies, Quoracy and Declarations of Interest

- .1 The Chair welcomed Dr Peter Graham, Vice-Chancellor's Mentee, Professor Mark Bradley, APVC Teaching and Curriculum Leadership, Dr Volker Wedekind, Head of the School of Education and Susannah Goh, Programme Director, Digital Nottingham, to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate.
- .3 There were no declarations of interest.

#### 22.10 Minutes of the 5 January 2022 Meeting and Action Log

- .1 The minutes of the meeting held on 5 January 2022 were confirmed as a true record.
- .2 The Action Tracker was NOTED.

#### 22.11 Chair's Business

1. The Vice-Chancellor had circulated a report to UEB prior to the meeting.
- .2 UEB considered the political landscape and whether the University was positioned as well as might be to engage with it.
- .3 UEB NOTED that dates for industrial action had been announced. The Vice-Chancellor provided a brief update on the latest USS position.



**22.12 Castle Meadow Update**

- .1 UEB RECEIVED a paper (UEB/22/16) from the DVC.
- .2 UEB NOTED that University-wide engagement activity continued led by the Chief Marketing and Communications Officer. More detailed engagement was taking place with a group of self-nominated staff who would participate in a workshop the next day. A similar session was being planned for Senior Leaders.
- .3 UEB considered how to achieve meaningful student engagement with the programme. It was NOTED that a Students' Union Officer had joined the programme's oversight group and that there was ongoing activity to recruit student interns.
- .4 A number of suggestions were made in connection with ensuring the diversity of staff and students engaged with the project:
  - .1 Diversity should be considered when recruiting student interns.
  - .2 An assessment of the diversity of the members of the self-nominated staff group should be carried out and appropriate action taken.
  - .3 A workshop should be considered for members of staff networks.
- .5 The DVC confirmed that there had been no final decision on all the functions and activities that would move to the Castle Meadow Campus, but the programme had been clear that the campus would be the location to realise the Digital Nottingham programme and there was an expectation that Business School would relocate there.
- .6 The civic and economic importance of the Castle Meadow Programme was highlighted. It would be discussed at the East Midlands Chamber the next evening, but further engagement was required across the city, county, and wider communities. The DVC and FPVC Arts would discuss how to develop the approach.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.7	To develop an approach for engagement with the project across the city, county, and wider communities	DVC, FPVC Arts	18 March 2022

**22.13 Curriculum Management and E-Assessment**

- .1 UEB RECEIVED a paper (UEB/22/17) from the PVC ESE which provided an update on the development of a business case for phase one of the Curriculum Management and e-Assessment Programme. The programme was a key enabler for the delivery of the ESE Strategic Delivery Plan. An update was scheduled to be provided at a forthcoming Council meeting.
- .2 As development of the programme had begun prior to the pandemic, it had subsequently been reframed and refreshed. The ongoing Curriculum Transformation Programme would apply to the content of teaching and the Curriculum Management and e-Assessment Programme to the tools and infrastructure required to deliver and manage the curriculum.
- .3 Feedback from UEB on the outline of the programme included:



- .1 The benefits realisation for the programme should be articulated much more strongly.
- .2 More clarity should be expressed on the significant risks associated with the programme and the dependency of other projects on its success.
- .3 There was a clear and urgent case for change, but this needed to be contextualised, given the other ongoing major change initiatives with reference to the capacity and capability of the University to deliver the initiative.
- .4 Assurance would be required that the programme would deliver a future-proofed approach.
- .4 The PVC ESE confirmed that students would be more involved in the programme as it progressed, but the key focus for student engagement was the Curriculum Transformation Programme.
- .5 UEB members were thanked for their comments and feedback.

**22.14 Office for Students’ Consultation**

- .1 UEB RECEIVED a paper (UEB/22/22) from the Registrar which provided an overview of the three ongoing Office for Students’ Consultations:
  - .1 New approach to regulating student outcomes
  - .2 TEF
  - .3 Student outcome and experiences data indicators
- .2 Internal views on how to formulate a draft response were being sought. Full details of the consultations would be circulated for UEB members to comment. The draft response would be submitted to the next meeting of UEB for discussion.
- .3 UEB NOTED that the Russell Group would submit a response to the consultation.
- .4 The PVC ESE highlighted that, if it remained as currently scoped, the window for the TEF submission was a short six-week period.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	To circulate full details of the OfS consultations and request comments and feedback from UEB members	Registrar	8 February

**22.15 Latest Revised Forecast**

- .1 UEB RECEIVED a paper (UEB/22/18) from the CFO which set out the latest revised forecast based on November’s financial position. The forecast reflected the student recruitment position and its impact on income for the year alongside other changes since the budget was set in the June 2021.
- .2 The forecast indicated a £5.5m improvement in the budgeted surplus. A number of assumptions originally included in the budget had not been required, or had not been utilised



to their full extent. The forecast included a reduction in the predicted income from commercial activities.

- .3 There was an opportunity to utilise the additional LRF1 surplus, along with an element of the retained risk contingency, to identify and launch activities totalling £6.4m to alleviate workload pressures and support delivery of the University's performance framework in 2021/22 as well as to contribute to the funding of additional backlog maintenance work. An approach would be proposed to Planning and Resources Committee for consideration and decision.
- .4 The Chief Financial Officer confirmed that the decisions about the allocation of additional funding would be determined, following submissions from across the University, by the members of the Emergency Finance Group.
- .4 UEB NOTED that increased inflation rates would be factored into the ongoing work to revise the MTFP.

#### **22.16 Carbon Management Plan 2030**

- .1 UEB RECEIVED and NOTED a paper (UEB/22/19) from the FPVC MHS which provided an overview of a carbon management plan for Scope 1 and Scope 2 emissions.
- .2 UEB NOTED that the plan set out a framework to achieve net zero carbon emissions by 2030 or earlier. The target would be achieved through a combination of demand reduction, energy efficiency, zero or low carbon and renewable energy generation, and carbon offsetting to potentially mitigate residual emissions.
- .3 UEB NOTED the challenges of delivering against the Scope 1 and Scope 2 targets which included investment and the decarbonisation of heat in the University's estate.
- .4 The Deputy Vice-Chancellor reminded UEB that there was a depth of expertise within the University which should continue to be used to support the development of sustainable solutions for carbon management.
- .5 It was reported that a paper on Scope 3 emissions (business travel, purchasing, construction and catering) would be submitted to UEB for consideration in the summer. Workshops and consultation were currently underway. The Vice-Chancellor was keen that the paper provide a view on the difference between the levels of emissions resulting from working from home and working on campus.
- .6 UEB APPROVED:
  - .1 The carbon management plan (2021-30) as set out in the paper to achieve Scope 1 and 2 emissions.
  - .2 The principle that the University should move away from gas use, particularly for new buildings.

#### **22.17 Concordat to Support the Career Development of Researchers**

- .1 UEB RECEIVED a paper (UEB/22/20) from the PVC RKE which provided details of the implementation of the Concordat, an action plan, a four year strategy to support implementation and a 10 year self-evaluation reporting document.



- .2 UEB was reminded of the key changes in the Concordat which included monitoring and reporting on the minimum of 10 days of CPD for research-only staff and the key challenge of ensuring better engagement and understanding of the Concordat.
- .3 UEB was keen to ensure that the priorities for activity were known and understood as the documentation contained a large number of actions. A question was raised about how planned activity sat alongside other internal programmes and plans. The PVC RKE confirmed that the new Research Strategy was an opportunity to ensure that the implementation of the Concordat did not operate on the side-lines of research activity, but was brought within the strategy and aligned to other activities. It was acknowledged that whilst the priorities for action could be articulated more clearly, they were achievable within the reporting period.
- .4 UEB would require regularly reporting on the progress of implementation to ensure that priorities were being met.
- .5 UEB NOTED the:
  - .1 Summary report for the 2019-21 reporting period.
  - .2 Progress update on the 2019-21 action plan.
  - .3 The four-year strategy plan for implementation in the period 2022-2026.
  - .4 Equality Impact Assessment
- .6 UEB RECOMMENDED the 10-year self-evaluation report for submission to Council.
- .7 The Registrar and Secretary would confirm the appropriate route for submission to, and the required action by, Council.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.8	To check and confirm the appropriate route for submission to Council	Registrar, Secretary	14 February

**22.18 HEBCIS Return 20/21**

- .1 UEB RECEIVED a paper (UEB/22/21) from the PVC RKE which set the University's draft HEBCIS Return for 2020/21.
- .2 The total income to be returned for 2020/21 was returning to pre-pandemic levels, but HEIF eligible income was down on 2019/20 and 2018/19, partly as a result of the sale of Biocity. It was possible that some of the reduction resulted from the internal approach to the calculation of facilities income from SMEs. This was being reviewed before the submission of the return in March.
- .3 UEB NOTED the draft HEBCIS Return for 2020/21.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To provide UEB with the final figures for the HEIF funding for 2020/21 compared to previous years.	PVC RKE	31 March 2022



**22.19 Roundtable Discussion**

- .1 The PVC ESE confirmed that work continued to explore partnering to establish a 16-19 specialist maths school in the East Midlands. A potential partner had been shortlisted and a business case was being developed which would be submitted to UEB to be considered for approval. In the meantime, the CEO and Chair of the Board of the shortlisted partner organisation would be invited to attend the next UEB Away Day where the project would be explored in more detail. It was suggested that Castle Meadow Campus might be considered as a location for the school alongside other options.
- .2 Plans for the Castle Meadow Campus would be shared with the East Midlands Chamber the next evening, at which, it was also intended to sign a partnership agreement between the University and the Chamber.
- .3 Business planning meetings had been held for Faculties in the previous week. Feedback would be provided to colleagues to support revised plans.
- .4 Work was underway to review the Medium Term Financial Plan. There were a number of challenges to be discussed which included inflation, research income and significant strategic investment cases in the pipeline.
- .5 A consultation on professorial banding had opened and would close on 16 March.
- .6 The Registrar reminded members that a period of industrial action would begin on 14 February. A revised guide for Senior Leaders had been provided.
- .7 The PVC EDIP reported that Advance HE was at the early stages of considering whether there should be just one equality charter for higher education. Updates would be provided.
- .8 A update was provided on a recent British Council visit to Russia which had included representation from the University.
- .9 A new Chair of the NUH Trust had been appointed. Early meetings with the new Chair were recommended.
- .10 It was reported that Professor Tony Avery had been appointed as the national clinical director for NHS England, a role he would take up on secondment from the University. UEB gave its warm congratulations to Professor Avery.
- .11 The PVC Arts asked members for comments and suggestions on the University's involvement with the Nottinghamshire County Show and the City's plans for celebrating the Queen's Platinum Jubilee.

	<b>ACTIONS</b>	<b>OWNER</b>	<b>DUE</b>
.12	Schedule a meeting between the Vice-Chancellor and relevant others with the Chair of the NUH Trust.	Executive Assistant to the Vice-Chancellor	31 April 2022.
.13	Provide comments and suggestions on the University's involvement with the Nottinghamshire County Show and the City's plans for celebrating the Queen's Platinum Jubilee.	UEB members	15 March 2022