



University Executive Board

Minutes of the meeting of 6 September 2022

Attending

Professor Shearer West (Vice-Chancellor), Professor Dame Jessica Corner (PVC RKE), 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 Nick Miles (Provost UNNC, present from minute 22.95), Professor Sarah Metcalfe (Interim Provost UNM), Professor Robert Mokaya (PVC GE), Sarah Speight (PVC ESE), Professor Jonathan Van Tam (FPVC Medicine and Health Sciences), Margaret Monckton (CFO)

Attending

Professor Mark Bradley (APVC Teaching and Curriculum Leadership, for minute 22.94), Dr Lisa Carroll (Commercial Director, for minute 22.98), Dr Mohammed Elmaghrbi (observer, Director of Student Recruitment, Faculty of Engineering), Helen Lawrenson (Deputy Director of Finance, for minute 22.95), Stephen McAuliffe (Deputy Registrar, for minute 22.94), Andrew Nolan (Development and Sustainability Director, for minute 22.96), Pip Peakman (Director of Research and Innovation, for minute 22.95), Gavin Scott (Head of Sustainability, for minute 22.96), Professor Zoe Trodd (Rights Lab Director, for minute 22.98), Sarah Troy-Brown (minutes), Jenny Vempati (Director of Internal Audit, for minute 22.97)

Apologies

Rowena Hall (Secretary), Professor Zoe Wilson (FPVC Science)

22.91 Welcome, Apologies, Quoracy and Declarations of Interest

- .1 The Chair welcomed Dr Mohammed Elmaghrbi, Director of Student Recruitment, to the meeting as an observer.
- .2 The Secretary confirmed that the meeting was quorate and there were no declarations of interest.
- .3 The Vice-Chancellor reminded members to ensure they prioritise UEB meetings over other diary commitments and to inform the Vice-Chancellor of any meetings they may not be able to make.

22.92 Minutes of the 5 July 2022 Meeting and Action Log

- .1 The minutes of the meetings held on 5 July 2022 were confirmed as a true record subject to the following amendment:
 - .1 The FPVC MHS would be revised and replaced with Professor Jonathan Van Tam.
- .2 The Action Tracker was NOTED and the following updates were REPORTED:
 - .1 Minute 22.58.3 in reference to the gender pay gap, work was ongoing and detailed data would be submitted to a future meeting;
 - .2 Minutes 22.68.6 and 22.68.9 related to the Medium Term Financial Plan had been completed;



- .3 Minutes 22.71.5 and 22.71.6 related to the Post-REF review, would be undertaken by the Interim PVC RKE.

	ACTION	OWNER	DUE
.3	The Secretary would amend the minutes of 5 July 2022 as directed.	Secretary	October 2022

22.93 Chair’s Business

- .1 The Vice-Chancellor had circulated a report to UEB prior to the meeting.
- .2 Members were reminded that focus on the performance framework in the delivery of teaching and learning and research was crucial.
- .3 The Registrar advised UEB that the Universities and Colleges Union (UCU) ballot on industrial action related to pay and pensions was due to open the following day.

22.94 National Student Survey Strategy

- .1 UEB RECEIVED the paper (UEB/22/110) from the PVC ESE, APVC Teaching and Curriculum Leadership, and the Deputy Registrar which set out the risks posed by the University’s declining National Student Survey (NSS) scores, the historic approach to NSS action planning, and a proposed strategy for next steps.
- .2 It was NOTED that unless the approach to addressing student satisfaction was changed, student dissatisfaction would continue and the University was at risk of not meeting ESE KPIs. It was REPORTED that the University had challenges in four main areas: assessment and feedback, organisation and management of courses, learning community, and student voice. A change in approach to student satisfaction would need to be underpinned by accountability and responsibility across executive leadership and leadership in Schools.
- .3 It was intended that there would be a mix of central oversight of the main four areas of challenge as well as local actions. Work was ongoing to map areas of best practice and identify what activity could be scaled up to other areas.
- .4 UEB NOTED the need for Faculties and School to prioritise NSS in their business plans and to ensure that this activity be cascaded through Schools. It was NOTED that a customer-service oriented approach was not always present across the University and such an approach would be beneficial. UEB suggested that consideration be given to good practice identified in post-92 institutions.
- .5 Resources available to support the work related to NSS in the eAssessment programme were DISCUSSED and the PVC ESE would discuss resources further with the CDO in order to ensure these were sufficient.
- .6 UEB APPROVED the strategy.

	ACTION	OWNER	DUE
.7	Resources available for NSS activity in the eAssessment programme would be discussed to ensure these were sufficient.	PVC ESE, APVC TCD, CFO, CDO	October 2022

22.95 Post Implementation Review 2017 Research Strategy

- .1 UEB RECEIVED the paper (UEB/22/112) from the Deputy Director of Finance and Director of Research and Innovation which set out the post implementation review of the 2017 Research Strategy. The purpose of the review was to provide an independent evaluation of the University’s performance against the goals of the 2017 Research and Impact Strategy, which included initial results from the 2021 REF.



- .2 It was REPORTED that there were five general learnings which could be applied to all future programmes.
- .3 Data lag was DISCUSSED, and it was NOTED that the significant uplift in research awards identified as an intended outcome in the 2017 Strategy had not emerged. Changes made now would impact research income in three to five years' time.
- .4 Improved dialogue with Faculties and Schools and better monitoring would be required to identify areas of the future research strategy where there were issues, in order to either establish interventions or to close down a particular activity. Stage gates and milestones would assist with such an approach.
- .5 UEB ENDORSED the post implementation review of the 2017 Research Strategy.

22.96 Scope 3 Carbon Emissions

- .1 UEB RECEIVED paper (UEB/22/113) from the Development and Sustainability Director and Head of Sustainability. The paper explained what Scope 3 emissions were and how they were calculated, set out the six most significant categories, progress to date, and a number of recommendations.
- .2 The paper made the following recommendations:
 - .1 Domestic internal flights within mainland Britain be stopped (subject to a limited number of exemptions which were yet to be finalised);
 - .2 High speed rail to be the default for Eurostar destinations (Paris, Brussels, Amsterdam);
 - .3 Direct flights to be prioritised;
 - .4 The introduction of a flight carbon charge of £50 per tonne which would be paid by the department booking the flight. The funds generated would be used to subsidise an agreed list of climate conscious travel initiatives and fund other additional carbon reduction initiatives.
- .3 UEB sought clarity on how the proposed carbon charge would elicit a change in travel behaviour and whether there was evidence to support this claim. It was CONFIRMED by the Development and Sustainability Director that there was no evidence that such a policy would elicit any change in travel behaviour. It was explained that the funds raised would be used to subsidise other forms of travel such as train journeys. It was CONFIRMED that such a charge would not be able to be recouped through research grants and would therefore need to be paid from School budgets. The potential impact on some staff groups was also NOTED, such as early career researchers.
- .4 UEB considered that all communications on travel include reference to hybrid options where virtual attendance at conferences may be appropriate. Communication of the policy would need to include a clear statement that Nottingham was a global University and as such an element of travel would be required.
- .5 The CDO NOTED that more work could be undertaken on how IT equipment was recycled within the University. Some institutions had clear policies on recycling of such equipment in order to get the best use out of their assets.
- .6 UEB APPROVED:
 - .1 Three of the four high level principles that related to the cessation of domestic flights, default high speed rail use, and prioritisation of direct flights;



- .2 The introduction of a flight carbon charge pilot for six to nine months. A review of the pilot would be submitted to UEB.

	ACTION	OWNER	DUE
.7	The introduction of a flight carbon charge would be piloted for six to nine months, and then reviewed. The review would be submitted to UEB.	Development and Sustainability Director	June 2023

22.97 Internal Audit Six Month Plan

- .1 UEB RECEIVED the paper (UEB/22/114) from the Director of Internal Audit (IAS) which set out the latest version of the rolling six-month internal audit plan.
- .2 UEB provided the following comments:
 - .1 It was REPORTED that Finance would be undertaking a review of financial planning; therefore, it was suggested that an audit of business planning, of which financial planning was a part, be undertaken instead;
 - .2 One of the objectives of the audit of the Compass Health and Safety System Project should establish how it had been possible to select a system through a procurement process that was subsequently identified as not fit for purpose and therefore not implemented.
 - .3 A future audit of the NSS strategy would be planned.
- .3 Resourcing in IAS was DISCUSSED and it was confirmed that the team had some capacity to undertake additional audits if required; however planned audits may need to be moved to accommodate additional requests.
- .4 UEB APPROVED the internal audit plan subject to the changes above.

	ACTION	OWNER	DUE
.5	The timing of a future audit of the NSS strategy would be planned.	PVC ESE Director of Internal Audit	November 2022

22.98 Modern Slavery Act 2015 Statement for 2022

- .1 UEB RECEIVED the paper (UEB/22/111) from the Commercial Director and Rights Lab Director which set out the University’s Modern Slavery Act 2015 Annual Statement.
- .2 It was REPORTED that during 2022 activity had been focussed on scaling up change both internally and externally. Work was ongoing with international campuses, as well as suppliers through the supplier management programme. Online training had been developed during August. It was NOTED that a student had been included on the working group.
- .3 UEB sought clarity on whether any human slavery issues had been identified. It was confirmed one concern had been flagged to the team during the last year. It was expected that Digital Core would enable the team to identify issues such as multiple staff being paid via a single bank account and other indicators.
- .4 UEB ENDORSED the University’s Modern Slavery Act 2015 Annual Statement. It was confirmed that the statement would be submitted to Council for approval.

22.99 Roundtable Discussion

- .1 A partnership agreement had been established with Good Course for the delivery of courses on hate crime and misogyny. These courses would be delivered in three minute sections and



could be accessed via mobile phones. The courses would be voluntary rather than compulsory and feedback would be elicited to improve future iterations.

- .2 The FPVC MHS REPORTED that recruitment for a Head of the School of Medicine was ongoing. In the meantime, the FPVC MHS was the interim Head of School.
- .3 The Horizon Europe guarantee scheme had been extended until December 2022 and researchers were encouraged to apply for funds.
- .4 It was expected that the specification for the Teaching Excellence Framework (TEF) would be released by the Office for Students by the end of September. It was NOTED that the governance structure for TEF was in place and work on case studies was already ongoing.
- .5 It was REPORTED that work on the impact of the cost of living on students was ongoing and this activity would identify a range of measures that could be taken to reduce the impact on students.