

University Executive Board

Minutes

02 December 2025

Present: Professor Jane Norman (Vice-Chancellor, Chair), Professor Sube Banerjee (FPVC MHS), Jason Carter (Chief Governance and Risk Officer), Professor Jeremy Gregory (FPVC Arts and FPVC Social Sciences), Professor Katherine Linehan (PVC ESE), Professor Zoe Wilson (FPVC Science), Chris Hunt (Chief Operations Officer), Professor Tom Rodden (PVC RKE), Helen McNamara (Chief People Officer), Professor Chris Tuck (FPVC Engineering),

Apologies: Matt Atkinson, Professor Sam Kingman (Deputy Vice-Chancellor), Kylie Colvin (Interim Chief Strategy Officer)

In Attendance: Emily Murtha (Secretary), Louella Houldcroft (Director of Communication and Advocacy), Kev Thompson (Director of Governance and Assurance) for minute 25.190 Sally Olohan (Director of Student Experience) for minute 25.192 Niall O'Loughlin (Director of Research and Innovation Strategy) for minute 25.188, 25.189 and 25.200, George Rice (Director of Knowledge Exchange and Business Engagement) for minute 25.200, Claire Jagger (Associate Director of Organisational Development) for minute 25.191, Professor David Fitzpatrick (Provost and PVC UNM) for minute 25.186 and 25.187, Professor Jon Garibaldi (Provost and PVC for UNNC) for minute 25.186 and 25.187

25.182 Welcome, Quoracy and Declarations of Interest

The Secretary confirmed that the meeting was quorate. There were no declarations of conflict of interest.

25.183 Minutes of the Away Day 15, 16 October and Meeting held 10 November, e-Circulation on 11 November and Action Log

1. UEB APPROVED the minutes of the Away Day 15, 16 October and Meeting held 10 November, e-Circulation on 11 November (UEB/25/159, UEB/25/160, UEB/25/146).
2. The Action Log was NOTED.
 1. UEB NOTED the correction of the action owner from The Director of Communications and Advocacy to The Chief People Officer for the following action and CONFIRMED that a paper will be submitted to FNSB prior to returning to UEB

| ACTION | OWNER | DUE DATE |
|---|--|----------|
| 05/11/2025 25.168.1 Present a paper on the principles and criteria for the Senior Leaders Group to UEB | Director of Communication and Advocacy | Jan-26 |

25.184 Chair's Business

1. The Chair REPORTED that the University of Nottingham has been awarded the Queen's Anniversary Prize for its work on modern slavery. This is a significant achievement, as only five Russell Group universities received the award. The submission was NOTED.
2. UEB NOTED that the University had been referred to the Health and Safety Executive regarding workplace stress. An internal review of the approach to workplace stress had been conducted involving the use of external legal advice and this was subsequently presented to the Health and Safety Executive (HSE). The response from the HSE had now been received which broadly agreed with the University's

approach and that the current position is satisfactory with a few minor enhancements being required. An update will go to the Health & Safety Committee in December for consideration and monitoring.

3. UEB NOTED that the Senior Leaders' meeting was positive. Heads of School are still considering the implications of the Future Nottingham proposals
4. UEB NOTED that the Chair and the Chief People Officer will meet with the trade unions this week to discuss the Future Nottingham proposal.
5. UEB NOTED that Unison and UCU are conducting strike ballots related to pay

25.185 Marketing Nottingham Nottinghamshire – NTU Collaboration

1. UEB DISCUSSED the opportunity to work with Nottingham Trent University, facilitated through Marketing Nottingham and Nottinghamshire, to promote the region, and AGREED that this should be used to showcase strengths in research, project work, and commercial activity.

25.186 International Governance Reports from UNNC

1. UEB RECEIVED and NOTED Paper UEB/25/147 providing an update from the University of Nottingham Ningbo China (UNNC), including financial performance, key decisions, and risk management.
2. UEB DISCUSSED the financial position.
3. UEB AGREED that the UK Director of Finance, the UNNC Director of Finance, the Provost for UNNC, and the Vice-Chancellor will arrange a meeting to review the financial position and address outstanding matters.

| ACTION | | OWNER | DUE DATE |
|------------------------|--|--|----------|
| 02/12/2025 25.186.1 | The UK Director of Finance, UNNC Director of Finance, Provost for UNNC, and the Vice-Chancellor to meet to discuss the UNNC financial position, the reporting of surplus, implications for UK accounting standards, and the potential impact on the break-even position. | Director of Finance, Provost for UNNC, | Jan-26 |

25.187 International Governance reports from UNM

1. UEB RECEIVED and NOTED Paper UEB/25/148 providing an update from the University of Nottingham Malaysia (UNM), including financial performance, key decisions, and risk management.
2. UEB DISCUSSED the different reporting formats used by international campuses for UEB, Senate, and Council, and AGREED that these should be standardised.

| ACTION | | OWNER | DUE DATE |
|------------------------|--|-----------------------------------|----------|
| 02/12/2025 25.187.1 | Standardise the international campus reporting formats for UEB, Senate and Council | Chief Governance and Risk Officer | Feb-26 |

25.188 2024/25 HEBCI Return

1. UEB RECIEVED paper UEB/25/149 providing a draft view of the 2024/25 annual Higher Education Business and Community Interaction Survey (IHEBCIS). Key point included:

1. UEB NOTED a 10% increase on the previous year, attributed to economic regeneration activity, while performance in contract research and consultancy has declined. It was observed that if this trend continues, it may impact future outcomes.
2. UEB APPROVED the figures for submission

25.189 Creation of an Alumni Investment Fund

1. UEB RECEIVED paper UEB/25/151, on the creation of an alumni investment fund. Key point included:
 1. UEB NOTED that previous attempts to create an alumni investment fund or angel network were unsuccessful, but the timing is now appropriate to progress with this initiative,
 2. UEB NOTED that £300k has already been set aside from a partial exit of one of the University's companies and approved the usage of this for the alumni investment.
 3. UEB APPROVED the creation of an alumni investment fund
 4. UEB APPROVED the use of existing University share capital sale proceeds of ~£300k as cornerstone funding.
 5. UEB NOTED the contingency plan if Midlands Mindforge Ltd do not raise substantive fund.

25.190 UEB Committee Structure

1. UEB RECEIVED paper UEB/25/152 outlining the proposed UEB committee structure to take effect from January 2026. Key discussion point included:
 1. UEB DISCUSSED how committees can make their work more visible following delegated decision-making and AGREED that the developed reporting template will be circulated to UEB.
 2. UEB NOTED that committee chairs should review the effectiveness of their committees and make appropriate changes, including to membership.
 3. UEB AGREED to establish an internal finance committee reporting to UEB.
 4. UEB AGREED that the People and Culture Committee should be included in the committee structure as reporting to UEB.
 5. UEB AGREED that the Global Engagement Committee, Environmental and Sustainability Committee, and Civic Committee should not be UEB committees, but oversight groups should be established for these areas, which can provide reports and papers to UEB as appropriate.
 6. UEB APPROVED the updated committee structure set out at Appendix 2, subject to the inclusion of an internal Finance Committee and the People and Culture Committee reporting directly to UEB, with a final review to be confirmed by circulation.
 7. UEB APPROVED the disbandment and re-establishment of the Estates and Infrastructure Committee and the Digital Strategy Committee under revised names and remits.

8. UEB ENDORSED the progression of further work to finalise the detailed remits and memberships for these reconfigured committees, for approval by the Operations Committee
9. UEB NOTED that these changes are proposed to take effect from January 2026

| ACTION | | OWNER | DUE DATE |
|------------------------|---|-----------|----------|
| 02/12/2025 25.190.1 | Circulate the final UEB committee structure and the reporting template to UEB members for review and confirmation by circulation. | Secretary | Dec-25 |

25.191 UEB Development Session – Objective Setting

1. UEB took part in an objective-setting development session delivered by the Associate Director of Organisational Development. Key discussion points included
 1. UEB DISCUSSED the approach to setting objectives, noting the need for clarity on shared objectives, prioritising key goals, and linking them to the University's direction. UEB DISCUSSED challenges with SMART measures, cyclical roles, and multiple reporting lines, and AGREED objectives should support progression.
 2. UEB AGREED that targets should be stretch targets, broken down into achievable steps and cascaded across the University from the VC down.
 3. UEB NOTED the need for flexibility to reflect changing circumstances, even when linked to pay, and that targets should drive feedback and motivation.
 4. UEB AGREED that objectives should be formalised and approved by January and were content to share organisational objectives with the wider University
 5. UEB DISCUSSED the objectives template and AGREED that it should be updated to include clearer expectations for setting and presenting objectives.
 6. UEB DISCUSSED the challenges of measuring objectives, noting that financial sustainability is a shared responsibility and that data should be a starting point for discussion, with influencing factors considered.
 7. UEB emphasised the importance of understanding reasons for missed targets, acknowledged the difficulty of measuring leadership and cultural change objectives, and suggested tools such as cultural diagnostics to support assessment.

| ACTION | | OWNER | DUE DATE |
|------------------------|--|--|----------|
| 02/12/2025 25.194.1 | Review and update the objective setting template | Associate Director of Organisational Development | Dec-25 |

25.192 Safeguarding Policy

1. UEB RECEIVED paper UEB/25/154 outlining the proposed updates to the Safeguarding Policy.
 1. UEB DISCUSSED safeguarding training requirements, noting that while training exists, tracking completion in UniCore is difficult. UEB NOTED that data on uptake is available but does not confirm whether the right individuals have completed the training
 2. UEB APPROVED the updates Safeguarding Policy

25.193 Anti-Bribery Policy

1. UEB NOTED paper UEB/25/155, the Anti-Bribery Policy, previously approved by the Assurance Committee, as a starred item for noting without discussion.

25.194 Anti Bribery – Guidance and Procedure

1. UEB NOTED paper UEB/25/156, the Anti-Bribery Guidance and Procedure, previously approved by the Assurance Committee, as a starred item for noting without discussion.

25.195 Anti Money Laundering Policy

1. UEB NOTED paper UEB/25/157, the Anti Money Laundering Policy, previously approved by the Assurance Committee, as a starred item for noting without discussion.

25.196 Fraud Policy

1. UEB NOTED paper UEB/25/158, the Fraud Policy, previously approved by the Assurance Committee, as a starred item for noting without discussion.

25.197 Any Other Business

1. The Chief People Officer reported that the People and Culture staff survey had closed with a 57% completion rate.
2. UEB NOTED that communications will be issued regarding a new policy on unsociable hours and weekend working, which is expected to benefit most staff but will have an adverse impact on some individuals.