



**University of
Nottingham**

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University Executive Board

Minutes of the meeting of 8 April 2019

Attending	Professor Shearer West (Vice-Chancellor and Chair), Professor John Atherton (FPVC Medicine and Health Sciences), Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts), David Hill (CDO), Professor Andrew Long (DVC), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Margaret Monckton (CFO), Professor Kevin Shakesheff (FPVC Science), Professor Sarah Sharples (PVC EDI)
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Apologies	Professor Dame Jessica Corner (PVC RKE), Professor Graham Kendall (Provost UNM), Professor Nick Miles (Provost UNNC), Professor Robert Mokaya (PVC GE), Professor Sarah O'Hara (PVC ESE)
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Attending	Jason Carter (Chief Information Security Officer, for minute 19.52), Dr Tanvir Hussain (Associate Professor, Engineering, observing), Dr Christine Lee (Associate Professor, School of English, observing), Professor Peter Licence (Chair of the Sustainability Committee, for minute 19.51), Andy Nolan (Director of Sustainability, for minute 19.51), Carol Steed (Leadership and Management Director, for minutes 19.49 and 19.50), Sarah Troy-Brown (Acting Secretary), Tim Watkinson (Director of Communications and Advocacy, for minute 19.48),
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19.45 Minutes of the Meeting Held on 5 March 2019 and Action Log

- .1 The minutes of the meeting of 5 March 2019 were agreed as an accurate record.
- .2 Updates were provided to the Action Log and NOTED by UEB.
- .3 The Committee AGREED to close minute 17.37.03.01 as this work was part of business as usual activity.

19.46 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.
- .2 The Vice-Chancellor and Deputy Vice-Chancellor had both attend the 'On Location' event which had taken place at the overseas campuses the previous week. Other attendees had included some members of Council and donors. The event had been successful and would continue albeit with a revised format.
- .3 Re-emphasis placed on the University's European strategy in the VC's circulated update was NOTED. Work was being undertaken by the Director of Global and Political Affairs to map out current partnerships and contacts with regard to the development of a North American strategy. Further discussion on this strategy would be led by the PVC GE at the forthcoming away day in April 2019.

- .4 The UNNC Joint Venture Board had taken place. UEB NOTED that there would be a review of all nine Sino-foreign universities by the Chinese government to ensure government regulations were met. UNNC would be the first such university reviewed and it was anticipated this would take place during May 2019.

19.47 Internal Audit Annual Opinion Action Plan

- .1 UEB RECEIVED paper UEB/19/44 presented by the Chief Financial Officer.
- .2 UEB would welcome further work on risk management and risk appetite following the previous session held at the October 2018 Away Day, and an update to be submitted to a future meeting.
- .3 Software for risk management was potentially available for use (this was the same package as currently used for management of audit recommendations) as was a compliance and assurance framework, however, permanent resources would be required to accelerate this activity and work was ongoing to establish a team.
- .4 UEB NOTED that insufficient feedback on Faculty risk registers had been received in the past. It was suggested that Faculty risk registers and the corporate risk register be considered by the Planning and Resources Committee.
- .5 Work was ongoing to ensure the sub-elements of the corporate risk register be considered by relevant UEB sub-committees.
- .6 A high volume of expired contracts had been identified as part of a review of procurement activity. It was suggested that information from outside the sector be used to benchmark activity in relation to better buying such as the Report on Productivity in NHS Hospitals (Carter Review).

	ACTIONS	OWNER	DUE
.7	Prepare an update on risk management and risk appetite for a future session at UEB. This would include the corporate risk register.	Registrar	May

19.48 Staff Engagement

- .1 UEB RECEIVED paper UEB/19/51 and a demonstration of the new Staff Room web page presented by the Director of Communications and Advocacy.
- .2 UEB AGREED to undertake UEB 'town hall' sessions in the next academic year. There would be three per year, one each on University Park, Sutton Bonington and Jubilee campuses. Similar sessions would be arranged when UEB members visited UNNC and UNM.
- .3 A review of communication with the student community was ongoing. Alternative channels for communication with staff included Facebook live which was currently used for student engagement on single issues.
- .4 The Governance team had established an O365 site for the dissemination of minutes from UEB sub-committees. There would be a link from the new Staff Room web page to this site.
- .5 It was suggested that nominated members be asked to write a short piece to amplify the work of the committees after each meeting. It was AGREED that the O365 site would be completed in the first instance, and then further work with nominated members would be undertaken at a later point.

- .6 UEB AGREED that the Director of Communications and Advocacy would be given access to review the communications implications of all papers in advance of meetings to ensure staff engagement activity be developed in parallel with the decisions to enhance their implementation and support with staff.

	ACTIONS	OWNER	DUE
.7	An annual engagement plan for UEB would be submitted to a meeting in the Autumn 2019.	Director of Communications and Advocacy	September
.8	The Director of Communications and Advocacy would be given access to review the communications implications of all papers in advance of meetings.	Secretary	May
.9	Members would share their staff engagement activity with UEB.	All	May
.10	The interim report on the review of communication with the student community would be circulated to members.	Director of Communications and Advocacy	May
.11	There would be a pink navigation button created to Campus Solutions on the new Staff Room web page.	Director of Communications and Advocacy.	May

19.49 UEB Personal and Professional Development Activity

- .1 UEB RECEIVED paper UEB/19/45 presented by the Leadership and Management Director.
- .2 UEB AGREED to consider individually whether or not to undertake a coaching triad. This would not be a compulsory activity.
- .3 There would be a session focussed on mentoring at the away day scheduled for June 2019.
- .4 UEB AGREED that members would undertake a 360 review every two years. This would be staggered to avoid it becoming an onerous process.
- .5 There was an expectation that all new Heads of School undertake a 360 review within the first six months of being in post. This would normally take place as part of a compulsory LMA development programme.
- .6 UEB AGREED to undertake leadership activity aligned to benchmarking activities that would expose them to alternative approaches outside the higher education sector.
- .7 A broad range of areas for further development had been identified by members however there were no particular themes for UEB as a whole.
- .8 Members would agree their formal development plans with their respective line managers through the PDPR process.

	ACTIONS	OWNER	DUE
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.9	The Learning and Management Director would contact members individually with regard to coaching triads and to arrange 360 reviews where appropriate.	Learning and Management Director	May
.10	Leadership activity with industry and partners external to the higher education sector would be arranged.	Learning and Management Director	Next academic year

19.50 LMA Portfolio Review: Update and Summary

- .1 UEB RECEIVED paper UEB/19/46 presented by the Leadership and Management Director.
- .2 UEB NOTED the importance of ensuring all senior leaders undertake a leadership programme through the LMA. When Heads of School roles were advertised, these would include an outline of compulsory development through LMA programmes to ensure this expectation was clear from the point of application.
- .3 The LMA programmes were currently UK based. Elements of the programmes could be shared with overseas campuses however, consideration would need to be given to ensuring this was tailored to the needs of the overseas campuses and also that some elements were delivered through external providers. There had been limited engagement from the overseas campuses and further consideration would be given to this.

	ACTIONS	OWNER	DUE
.4	Further consideration of how to engage with UNNC and UNM with regard to leadership and management development.	Learning and Management Director	June

19.51 UN Sustainable Goals

- .1 UEB RECEIVED paper UEB/19/47 and supporting presentation from the Chair of the Sustainability Committee and the Director of Sustainability.
- .2 Sustainability had been a common theme across new University strategy discussions held to date. UEB was supportive of sustainability activity and SDGs however further consideration would need to be given to the implications and related risks associated with this. UEB AGREED that this would be submitted to a future meeting for discussion.
- .3 UEB would welcome a clear SDG framework with baseline data on where the University was currently positioned along with benchmark data. This would enable UEB to determine appropriate targets and map activity within the new strategy. The SDG Accord as presented would provide a framework within which the University could evolve sustainability activity, rather than the Accord being a driver for activity.
- .4 Should sustainability become a central part of the University strategy, the role and positioning of the Sustainability Committee would be reviewed.
- .5 Further consideration would need to be given to activity undertaken with current and future strategic partners with regard to sustainability.

	ACTIONS	OWNER	DUE
.6	Further consideration would be given to the implications and related risks of the University becoming a signatory to the Sustainability Development Goals Accord. This	Chair of the Sustainability Committee and	September

	would include baseline and benchmark data. This would be submitted to a future meeting.	the Director of Sustainability	
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19.52 GDPR Plan

- .1 UEB RECEIVED and NOTED paper UEB/19/24 presented by the Chief Information Security Officer.
- .2 Following a review of the current status of GDPR compliance across the University the report set out a series of recommendations to improve and drive forward compliance. It was NOTED that these recommendations had been approved by UEB by circulation prior to the meeting.
- .3 A session with the National Cyber Security Centre had been scheduled for the next UEB meeting. There would be additional GDPR training.
- .4 UEB NOTED that basic data handling across the University was poor, and all areas were encouraged to use O365 to share information and data as this was more secure than email. It was further NOTED that password protection of files was insufficient in terms of information security. The procurement of new HR and finance systems would improve data handling in these areas.

19.53 Medium Term Financial Plan and Continuous Improvement Plan

- .1 UEB RECEIVED paper UEB/19/48 presented by the Chief Financial Officer and the FPVC Engineering.
- .2 UEB NOTED the MTFP update.
- .3 UEB APPROVED the change of name for CIP to "Getting in Shape, Investing in Our Future".
- .4 The programme would enable the delivery of strategic priorities for investment. It provided focus on savings as well as increases in income.
- .5 UEB NOTED detailed workstreams of the programme. Communication would be key in ensuring colleagues across the University understood how and why the programme was being run, and to ensure they engage positively with it.
- .6 Communications and messaging with regard to surpluses were discussed. UEB RECOMMENDED that to aid understanding across the University, internal messaging refer to 'investment' rather than 'surplus' which had caused confusion for some colleagues. However it was accepted that external messaging and accounts would continue to use the technical term 'surplus'.
- .7 UEB NOTED that it was intended that the proposed £68m savings would be sought from areas other than staffing resource. However, it was recognised that there may be some reduction in staffing resources through natural wastage, as well as a need to consider rebalancing the deployment of resources to ensure they were efficiently placed.
- .8 UEB RECOMMENDED the inclusion of end-users in the procurement of products to ensure that what may appear as a top line saving would not result in higher costs due to products not being fit for purpose.

19.54 HSBC Facility and Bank Mandate Update

UEB RECEIVED and APPROVED paper UEB/19/49 from the Chief Financial Officer.

19.55 UEB Sub-Committee Update

UEB RECEIVED and NOTED paper UEB/19/42 from the Secretary.

19.56 Circulated Items

UEB RECEIVED and APPROVED paper UEB/19/43 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.

19.57 Roundtable

The following items were reported by UEB members:

- .1 In response to recent developments in Brunei in relation to anti-LGBTQI legislation, links with Brunei were being reviewed. Colleagues who had been due to speak at a conference due to be held in a Brunei-owned hotel were being supported in their decision to withdraw from this. The Registrar confirmed no honorary degrees had been awarded to Brunei citizens. Support would be offered to Brunei students to ensure they were being treated fairly.
- .2 An update on professorial staffing changes within the Nottingham University Business School were NOTED. Recruitment for a new Dean was ongoing with some strong applications received to date.
- .3 The institutional submission to the Race Equality Charter would be made within the next year. Over the coming month a survey of staff and students from all ethnic backgrounds would take place. UEB were asked to promote the survey across their own areas.
- .4 Twycross Zoo was planning to transform into a national conservation centre. Examples of other international zoos moving towards conservation status were NOTED. The School of Veterinary Medicine and Science already had links with Twycross Zoo. Discussions with regard to a potential closer partnership with Twycross Zoo were ongoing through the FPVCs for MHS and Science. UEB members were advised to contact the FPVCs for MHS and Science should any other areas express an interest.
- .5 An update on senior staffing changes within the Faculty of Engineering was NOTED.
- .6 Release 1.1 and ARC of the Campus Solutions Programme were expected to go live after Easter. Work on the fees and finance element of the programme was almost completed and was expected to go live in July/August 2019 as planned. This would draw to a close the programme of work.
- .7 Consultation on the new University strategy was ongoing. Town hall sessions had been held on Sutton Bonington campus as well as UNNC and UNM. Further sessions were due to take place on Jubilee and University Park. 142 responses to the online consultation had been received to date. There were some job families that had not yet engaged with the consultation and further work would be undertaken in this regard. FPVCs were encouraged to hold discussions on the Green Paper in their Faculty Executive meetings.
- .8 A verbal update on consultation with UCU with regard to casual workers was RECEIVED and this consultation remained ongoing.
- .9 A celebration event for the Nottingham Festival of Science and Curiosity had taken place earlier in the week. The festival had been chaired by Professor Susan Anderson from the Faculty of MHS, and was a collaboration between the Nottingham Trent University, Nottingham City council, and the University. Events that had taken place so far had been successful.

- .10 UEB NOTED an update on the voluntary redundancy scheme in the School of Biosciences which had now closed.
- .11 The photographic portraits that celebrated international colleagues would be launched on 24 June 2019. These portraits would be displayed in the Council Room.