



**University of  
Nottingham**

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## University Executive Board

### Minutes of the meeting of 8 January 2018

<b>Attending</b>	Professor Shearer West (Vice-Chancellor and Chair), Professor John Atherton (FPVC, Medicine and Health Sciences), Professor Dame Jessica Corner (PVC, RKE), 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 Sarah O'Hara (PVC, ESE), Professor Sarah Sharples (PVC, EDI)
<b>Apologies</b>	Professor Graham Kendall (Provost UNMC), Professor Chris Rudd (Provost UNNC), Professor Kevin Shakesheff (FPVC, Science)
<b>Attending</b>	Rowena Hall (Secretary)

#### 19.01 Minutes of the meeting held on 3 December 2018 and Action Log

- .1 The minutes of the meeting of 3 December of 2018 were agreed as a true and accurate record.
- .2 Updates were provided to the Action Log.

#### 19.02 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.

##### **No Deal Brexit**

- .2 It was reported that the No Deal Brexit Group had considered but, on balance, rejected the option of bringing forward the end of the spring term, on the grounds that it would cause significant disruption and that any impact following a no-deal exit would not necessarily be immediate. It was agreed that conveying a message that there would need to be some flexibility and local judgement in dealing with unexpected issues.
- .3 Heads of School had been contacted and asked to provide details of their specific concerns associated with a No Deal Brexit.
- .4 Additional resources had been put in place to respond to any increased demands on welfare support services as a result of Brexit developments.
- .5 UEB AGREED that an update on Brexit preparation should be provided at the next UEB meeting.

##### **Strategy Exercise**

- .6 UEB AGREED that those members who had not already undertaken the strategy on a page exercise would so following the UEB Away Day.

### Support for Heads of School

- .7 Members considered options for providing additional support to Heads of School including a centralised development programme, compulsory attendance on courses run by the Leadership Management Academy, a buddy system with UEB Members, a formal designated forum for Heads of School or a more informal Heads of School lunch and developing an understanding of the support provided to Heads of School at other institutions.

	<b>ACTIONS</b>	<b>OWNER</b>	<b>DUE</b>
.8	An update on Brexit preparations would be presented at the next UEB meeting.	Registrar	February
.9	UEB Members who had not yet completed the strategy on a page exercise would do so following the UEB Away Day.	Vice-Chancellor	February
.10	The Leadership and Management Director would develop a framework to meet the development needs of Heads of School	Carol Steed/Vice-Chancellor	March (TBC)

### 19.03 Partnership with IntoUniversity

UEB RECEIVED paper UEB/19/2 presented by the PVC, ESE.

- .1 UEB NOTED that the University had sponsored IntoUniversity to establish and run three Nottingham Potential centres in Nottingham communities. The project had been running since 2011, with the current partnership due to expire in July 2019. The paper proposed that that partnership be extended for a further period of three or five years under the same contribution model. The PVC, ESE recommended that the new contract should include a break clause that could be exercised at the University's discretion.
- .2 UEB considered the benefit that the centres had brought to the local communities in which they operated and success of the centres and NOTED that the activities of the Nottingham Potential Centres were likely to form part of the new Access and Participation Plan which would be developed over the course of the next twelve months and which would be presented to UEB for approval.
- .3 UEB AGREED the extension of the partnership for a further five years subject to the inclusion of a break clause to be exercised at the University's discretion and to a strengthening of the targets set out in the agreement.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	Agree a contract extension with IntoUniversity for a period of five years with a break clause to be exercisable by the University and to a strengthening of the targets set out in the agreement.	PVC, ESE	April

### 19.04 Modern Slavery Statement

UEB RECEIVED paper UEB/19/1 presented by the CFO.

- .1 UEB considered the draft Modern Slavery Statement. The Chief Financial Officer received feedback on the paper following the implementation of which it was AGREED that the paper should be presented to Council for approval.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.2	Following amendment the Modern Slavery Statement should be presented to Council for approval.	CFO	29 January 2019

### 19.05 Dignity Officers/Staff Complaints and Grievances

- .1 The Director of Human Resources reported that the University had been experiencing challenges in its management of dignity issues and staff complaints and grievances. The challenges had resulted from a number of factors including:
- the pool of trained Dignity Advisors had reduced to just 11 individuals;
  - the Dignity Advisor pool had an uneven spread across APM and R&T job families and across seniority levels;
  - by the time staff concerns reached Dignity Advisors they had often escalated to a level beyond which resolution by a Dignity Advisor alone was likely;
  - the complexity and level of staff complaints and grievances had risen over time; and
  - Human Resources were struggling to identify appropriate members of staff to investigate complex cases and were relying on a very small group of trained staff. This situation had resulted for a number of reasons including that staff were trying to fit complex investigation around their day job and there was no mechanism for recognition of their activities.
- .3 The Director of Human Resources considered that a broader and more senior pool of staff trained to consider staff grievances and complaint would allow complaints to be investigated more quickly with consequent better outcomes.
- .4 UEB considered the concerns and suggested the following options for further consideration by Human Resources as part of an ongoing review of the Dignity Framework:
- clarify the role of the Dignity Advisor so that there was understanding of whether the role was designed to resolve concerns or support staff in the pursuance of raising an issue;
  - expand the pool of Dignity Advisors to include training senior staff as Dignity Advisors;
  - consider introducing a Senior Dignity Advisor role;
  - consider whether more staff should be trained as mediators and the appropriate demographic pool of mediators;
  - expand the pool of staff trained to investigate staff complaints and grievances.
  - develop an expectation that all level 7 staff could be called upon to investigate a staff complaint or grievance ; and
  - consider training some level 6 staff in the APM job family to investigate staff complaints or grievances.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	To consider UEB's suggestions and implement where appropriate and effective to meet the challenges being experienced by HR in respect of the investigation of staff complaints and grievances and the development of the Dignity Advisor network.	Director of Human Resources	March 2019
.6	To support the initiatives implemented by Human Resources in particular to develop the expectation amongst level 7 staff that they could be called upon to investigate complaints.	UEB members	Ongoing

### 19.06 Financial Performance

- .1 UEB RECEIVED paper UEB/19/5 presented by the CFO.
- .2 The CFO reported that year to date performance was on track as provided for in the budget but that activity was being stepped up with urgency in respect of the delivery of the continuous improvement plan.

- .3 The Medium Term Financial Plan was undergoing revision alongside preparations for the budget for the next financial year. Changes were likely to the assumptions to include a reduction in tuition fees and increased USS costs. The revised Medium Term Financial Plan would be presented to UEB for approval. Discussions on investment priorities would take place across the committee structure.
- .4 The University's bank had been asked to provide options in respect of credit facilities.
- .5 The proposed cost reduction plans would be developed over the coming months and workshops would take place in March and April to help build those plans.

#### 19.07 Report from UEB Committees

UEB RECEIVED and NOTED paper UEB/19/3.

#### 19.08 Circulated Items

UEB RECEIVED paper UEB/19/4 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.

- .1 In respect of the Unconditional Offer paper – UEB/18/42, UEB NOTED that members were broadly in favour of moving away from unconditional offers but that further consultation was underway with Admissions Officers in Schools before the paper would be brought back to UEB for a final decision.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.2	Revise the Unconditional Offer paper following consultation and present to UEB for consideration.	Registrar	March

#### 19.09 Roundtable

The following items were reported by UEB members:

- .1 The portrait diversification project would celebrate International Women's Day by displaying images of women across campuses in March. It was proposed to celebrate international colleagues through an exhibition of images of colleagues and teams in the Council Room and Trent Committee Room. The exhibition would open on 14 June. The portraits of former Vice-Chancellors and Chairs of Council that had been displayed in the Council Dining and those on display in the Trent Committee Room would be displayed appropriately elsewhere in the Trent Building.
- .2 Associate Professor Stacey Johnson had been appointed an MBE in the New Year Honours.
- .3 The EPSRC Inclusion Matters funded project – Diversity by Design, formally started in November 2018 and it needed to be trialled on vacancies outside the Faculty of Engineering. FPVCs were asked to encourage their Heads of School to participate in the project.
- .4 The Planning and Resources Committee Panel had reviewed Faculty and Professional Services' business plans which had set out their priorities for the forthcoming year. A number of UEB members had been part of the Panel. Feedback on the process and its value had been good.
- .5 Consultation continued with Nottingham University Business School with regard to changes in its senior leadership team. The Chair of the School's Advisory Board had expressed disappointment in the progress made in the last year but was very supportive

of current developments. The Advisory Board had undergone some membership changes.

- .6 Workshops had been held in relation to the development of data and science apprenticeships as part of which employers had opportunity to feed into the design.
- .7 Progress on Campus Solutions implementation was reported.
- .8 The Director of Research and Innovation would be leaving the University in April 2019.
- .9 Following interviews, three new potential Council Members had been recommended to Council for approval. Nora Senior had been appointed as the Vice-Chair of Council for a twelve month period following the end of Dame Elizabeth Fradd's tenure as a Council Member.
- .10 The draft Knowledge Exchange Framework was due to be published the next day and include a pilot scheme. UEB AGREED that the University should join the pilot and NOTED that the University would responds to the consultation on the draft framework.