



**University of  
Nottingham**

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## University Executive Board

### Minutes of the meeting of 4 February 2019

#### Attending

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 (FPVC, Social Sciences), Margaret Monckton (CFO), Professor Sarah O'Hara (PVC, ESE), Professor Kevin Shakesheff (FPVC, Science), Professor Sarah Sharples (PVC, EDI)

#### Apologies

Professor Graham Kendall (Provost UNMC)

#### Attending

Rowena Hall (Secretary), Emmanuel Adegbite Haf Merrifield for minute 19.15, Linda Goodacre and Andy Nolan for minute 19.17, Stephen Meek for minute 19.18, Helen Lawrenson and Sally Blackamore for minutes 19.20 through to 19.22,

#### 19.12 Minutes of the meeting held on 8 January 2019 and Action Log

- .1 The minutes of the meeting of 8 January of 2019 were agreed as a true and accurate record.
- .2 The PVC RKE confirmed that DORA had been signed.

#### 19.13 Chair's Business

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

#### 19.14 EU Taskforce and No Deal Incident Management Team Update

- .1 UEB RECEIVED paper UEB/19/13 presented by the Deputy Vice-Chancellor and the Registrar.
- .2 The no-deal communication prior to Christmas had not received a strong response but in the past few days most Schools and Departments had responded. The main issues identified had been student travel concerns including year abroad arrangements and supplier delays, particularly where items were difficult to stockpile.
- .3 A Brexit contact for each School and Department had been identified. Named contacts for UNNC and UNM would be required and to report on the specific concerns of the campuses.
- .4 A general crisis communications plan was in place and would be refined in the coming weeks in respect of Brexit developments.

- .5 The Vice-Chancellor and Deputy Vice-Chancellor would be overseas 'On Location' on 29 March. The Registrar and PVC RKE would act as the points of contact for Brexit matters.

	<b>ACTIONS</b>	<b>OWNER</b>	<b>DUE</b>
.6	Identify a Brexit contact at UNNC and UNM and request a report on the specific Brexit concerns of each campus for the no deal Brexit group.	PMG	28 February
.7	Refine the crisis communications plan in respect of Brexit developments.	PMG	28 February
.8	Ensure that the known locations of students abroad over the Brexit period are fully up to date.	PMG	15 March
.9	To consider whether the refund of the EU settlement fee which would be refunded by the government to applicants should be recouped.	CFO and DVC	28 February
.10	Ensure that communications regarding the International staff event on 19 March were sent out.	PMG	15 February

### 19.15 Developing the University Strategy Beyond 2020

UEB RECEIVED paper UEB/19/17 presented by the Deputy Vice-Chancellor and the Director of Planning, Performance and Strategic Change.

#### (a) Strategy Green Paper

- .1 UEB were requested to provide comments on the proposed format and sample section of the Green Paper.

.2 UEB NOTED:

- the purpose of the Green Paper was not to provide a UEB view unless a particular direction or activity could not be considered as part of the consultation.
- a statement from the Chair of Council would form part of the publicised strategy.
- the separation of the 'Our Organisation – people, values and culture' section from the student life section was to provide students a specific point at which to engage with the strategy development work.
- each section of the Green Paper would provide context and an opportunity to frame the discussion.

.3 Comments received from UEB included:

- the 'Our Organisation – people, values and culture' section should sit directly beneath the 'Mission, size and focus of the University' section.
- the role of Council in the development of the strategy should be set out.
- the heading used for the financial section should be reconsidered.
- whilst the necessity for the formulaic structure of the document was understood, it must also be designed to allow contributors the opportunity to think expansively and creatively.
- questions should be as open as possible to allow broad responses but ensure that activities that would not be possible were closed off.

#### (b) Overseas Campuses

- .4 UEB had considered the relationship between UNUK and UNNC and UNM at its most recent Away Day at which there was a broad consensus on direction. There was a need to ensure that the consensus was translated into agreed language to support the Green Paper drafting and subsequent consultation.

- .5 UEB AGREED with the majority of the statements set out in the paper and provided feedback which would be used to refine their wording. UEB remained undecided on the statement that the University of Nottingham was a single University with three campuses.
- .6 UEB AGREED that a final iteration of the paper should be tabled at UEB.

	<b>ACTIONS</b>	<b>OWNER</b>	<b>DUE</b>
.7	The VC and DVC would discuss how these statements should be developed further.	VC, DVC	28 February
.8	To develop a final iteration of the paper to be circulated to UEB.	DVC	April

### 19.16 EDI Draft Strategy

- .1 UEB RECEIVED paper UEB/19/10 presented by the Pro-Vice-Chancellor, Equality, Diversity and Inclusion.
- .2 The paper set out a draft strategic delivery plan for Equality, Diversity and Inclusion created on the assumption that the theme of EDI would be included within the University strategy. The plan was currently under University wide consultation. The four themes set out in the plan would apply across the University including UNNC and UNM but the content of delivery would be adjusted as appropriate. UEB's comments on the draft plan were sought to feed into the ongoing consultation.
- .3 Comments received from UEB included:
- the levels of bureaucracy need to be monitored carefully so that this activity is not perceived to be a burden to particular groups of staff.
  - the paper should set out the University's expectations of our senior leaders for delivery of aspects of the plan.
  - the benefit and impacts of successful delivery should be set out more explicitly.
  - there was a risk that staff perceived EDI activity and considerations to have been managed for them.
  - unconscious bias should be included.
  - consideration should be given to reducing the length of the plan.
  - consider an overall set of values and concepts for staff and students whilst acknowledging that the values for staff and students were likely to be achieved in different ways.
  - consideration of additional proposed models for delivery and embedding activity including that of specialist knowledge and resource would be useful.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	UEB members to complete the online consultation individually	UEB Members	15 March

### 19.17 Estates Master Plan

- .1 UEB RECEIVED paper UEB/19/14 presented by the Director of Estates and Facilities and the Director of Sustainability.
- .2 UEB NOTED that the Estates Master Plan would provide a framework to enable the University to make decisions about its estate and to shape cultural changes with respect to its use. A significant portion of the UEB Away Day in June had been allocated to consider further development of the plan. UEB direction was sought on a number of initial questions posed by the paper.
- .3 UEB comments included:

## (a) General

- a life span of 10 – 20 years was appropriate for the Estates Master Plan.
- where possible spaces used for teaching and research should be combined, collaborative and as open as possible with teaching and research activity visible.
- the location of professional services staff at Kings Meadow Campus brought obvious challenges, in particular the feeling of isolation from the activities of teaching and research.
- the available offering of University halls of residence was felt potentially to lead to segregation and inequality. It was acknowledged that there was an ongoing review of halls of residence.
- the Trent Building/Portland Building end of University Park was extremely quiet in the evenings; can the design of campuses be improved to ensure a more balanced use?

## (b) Faculties and the Estates

- the development of a requirements solicitation approach would be welcomed.
- the use of Faculty estates business partners should be development and improved.
- consider the appropriateness of the development of larger volume teaching space.
- consider how space can be shared better across disciplines.

## (c) Campuses

- consider more collaboration with NTU, for example, specific sports opportunities.
- understand the University's civic ambition and how it might utilise the wider city for its activities.
- ensure equality of experience for students across the campuses and provide the appropriate amenities at Sutton Bonington to develop a more vibrant community.
- understand fully the activities which are not owned by the University but take place in its space.
- ensure the estate is leveraged and is used as efficiently as possible.

## (d) Governance, Management and Ownership

- consider the length of the teaching day and how that might impact on use of the estate.
- different models for the ownership and management of the estate should be considered.
- ensure the building management tools are in place.
- whilst local input into the use of communal areas was important, teaching spaces should be University owned and controlled.

- .4 UEB NOTED that the objective of the estates session at the Away Day was to ensure that UEB was fully sighted on and developed a detailed understanding of significant issues facing the estate to enable it to make strategic decisions regarding the development of the Estates Master Plan.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	Development of workshop and presentation sessions for the UEB Away Day	CFO/ Director of Estates and Facilities	June 2019

**19.18 Institute of Policy and Engagement Launch**

- .1 UEB RECEIVED paper UEB/19/15 presented by the Director of the Institute of Policy and Engagement.

- .2 UEB NOTED that the paper had been considered and approved by the Knowledge Exchange Committee and had been tabled at UEB for information. UEB further NOTED the challenges around the timeline for the development of activity and the risk of funding not being leveraged before the end of the financial year.
- .3 UEB AGREED:
- The Director's proposal to develop an advisory board to support the work of the Institute.
  - Baseline data to support the objectives and success measures should be made available to UEB as soon as possible.
  - Further clarity should be developed on what activities fall within the remit of the Institute.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To provide baseline data to UEB on the objectives and success measures for the Institute	Director of the Institute of Policy and Engagement	April

#### **19.19 USS Pension Consultation**

- .1 UEB RECEIVED an update from the Chief Financial Officer on the developments regarding the USS Pension Scheme.
- .2 UEB NOTED that if Rule 76 was applied as a result of the failure to reach agreement, employers contributions would rise to 24.2% and employee contributions to 11.4%.
- .3 UEB further NOTED that a response was being prepared to the ongoing consultation which would be submitted by the deadline the following week.

#### **19.20 Financial Performance**

- .1 UEB RECEIVED and NOTED paper UEB/19/11 presented by the Chief Financial Officer and the Financial Controller.
- .2 UEB NOTED the Latest Revised Forecast would be presented at the next UEB meeting.

#### **19.21 TRAC RETURN**

- .1 UEB RECEIVED and NOTED paper UEB/19/12 presented by the Financial Controller.
- .2 UEB NOTED that the University had a statutory obligation to report the Transparent Approach to Costing (TRAC) return to Office for Students. The TRAC Return had been approved by Audit and Risk Committee and submitted to the Office for Students.
- .3 UEB NOTED that:
- recovery rates for publically funded teaching were appropriate.
  - non publically funded teaching recovery rates lagged behind the recovery rates of the University's peer group. The potential recovery in this area should be maximised.
  - a decline in research recovery rates continued.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To develop and lead a work stream to improve the recovery rate for non-publically funding teaching.	PVC, ESE	Ongoing

## 19.22 MTFP Revision and Continuous Improvement Plan

- .1 UEB RECEIVED paper UEB/19/16 presented by the Chief Financial Officer and Deputy Director of Finance.
- .2 UEB NOTED:
  - the revised assumptions including the inclusion of a £5M business development fund to support the development of commercial income.
  - the Continuous Improvement Plan targets which would need to be met in order to ensure that the surplus level as a percentage of income was maintained.
  - the five work streams that formed the Continuous Improvement Plan and the proposed 30% activity plan.
  - a dedicated project team had been identified to develop and deliver the Continuous Improvement Plan and the project will be sponsored by the FPVC Engineering.
  - support to the FPVC Engineering would be provided by a full time business lead.
  - allowing staff to devote time to the delivery of the Continuous Improvement Plan would be critical to its success.
  - an external facilitator would support the University to develop its 30% plans.
  - the governance and monitoring of delivery of the Continuous Improvement Plan would be by the Commercial Governance Board which in turn reported to Planning and Resources Committee.
  - The prioritisation of investment decisions would be discussed at the UEB next meeting.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.3	To include investment prioritisation plans on the agenda for the next UEB meeting.	CFO	March

## 19.23 Report from UEB Committees

UEB RECEIVED and NOTED paper UEB/19/18 from the Secretary.

## 19.24 Circulated Items

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

The Registrar reported that following approval of the Unconditional Offer paper by UEB, consultation had been undertaken with admissions officers as a matter of urgency, following which the University had made a public announcement on its decision to end unconditional offers.

## 19.25 Roundtable

The following items were reported by UEB members:

- an update on the Russell Group EU Advisory Group meeting.
- it was LGBT+ awareness month and the Trent Building would be lit up in recognition. International Women's Day would take place on 8 March. That online nominations for the three projects to celebrate the diversity of staff were open.
- the first meeting of a task and finish group had taken place in respect of the development of a cultural framework. Consideration would be given to using the term creativity framework going forwards.
- the Out of Cycle Promotions Process had been approved by the Remuneration Committee and communications would be sent out in the next week.
- draft subject level TEF submissions had been received for all subject areas. Faculty Pro-Vice-Chancellors were reminded to review the submission for their respective Schools if they hadn't already.

- the new Commercial Director would start in post on 15 April. A procurement specialist had been recruited for a twelve month period and would report into the Commercial Director.
- Roger Godfrey had passed away. He was an alumnus of the University and had been a Council member, including a period as President of Council, for over forty years.