



**University of
Nottingham**

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University Executive Board

Minutes of the meeting of 5 March 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), Professor Andrew Long (DVC), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Professor Sarah O'Hara (PVC ESE), Professor Kevin Shakesheff (FPVC Science), Professor Sarah Sharples (PVC EDI)

Apologies

David Hill (CDO), Professor Graham Kendall (Provost UNM), Professor Nick Miles (Provost UNNC)

Attending

Professor Roshan Nair, Associate Professor Holly Blake, Haf Merrifield (Director of Planning, Performance and Strategic Change) for minute 19.29, Jenny Vempati (Director of Internal Audit) for minute 19.31, Ryan Keyworth for minutes 19.32, 19.33 and 19.34, Ben Sumner (Deputy Director of Research and Innovation) for minute 19.34, Linda Goodacre (Director of Estates and Facilities) for minute 19.35, 19.36 and 19.37, Rachel Atkin (Director of Student Recruitment) for minute 19.38, Helen Lawrenson (Deputy Director of Finance) for minutes 19.38, 19.39 and 19.40.

19.26 Welcome and Thanks

- .1 Professor Robert Mokaya was welcomed to his first meeting of the University Executive Board in his role as Pro-Vice-Chancellor for Global Engagement. Professor Roshan Nair and Associate Professor Holly Blake were welcomed as observers of the meeting.
- .2 The FPVC Arts and his team were thanked for their delivery of a digital transformation session which had preceded the meeting and formed part of a series of events which provided opportunities for staff members to showcase activities to and meet with University Executive Board.

19.27 Minutes of the meeting held on 4 February 2019 and Action Log

- .1 The minutes of the meeting of 4 February 2019 were agreed as a true and accurate record.
- .2 Updates were provided to the Action Log.
- .3 Minute 19.05.04 – It was confirmed that as part of this minute, UEB had suggested that the pool of staff trained to investigate staff complaints and grievances should be expanded.

19.28 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.
- .2 UEB NOTED that UNM was undergoing an audit by the Malaysian Ministry of Education.

19.29 Strategy Development Exercise

- .1 UEB RECEIVED paper UEB/19/32 presented by the Deputy Vice-Chancellor and Director of Planning, Performance and Strategic Change.
- .2 UEB NOTED the strong consensus found in the draft strategy ideas, some difference in emphasis and the variance in styles and formats used. UEB were reassured by the exercise that a summary strategy when developed by the University could effectively be presented on a page or two, provided it was supported by further underpinning documentation. UEB NOTED that a shorter style strategy would enable colleagues to place the strategic objectives at the forefront of their plans and would make it easier to cease activities that were inconsistent with those objectives.
- .3 The DVC confirmed that the purpose of the Green Paper, which would be published in the next few days, was to surface the areas of focus for the strategy and help identify the areas that the University wanted to be known for.
- .4 UEB CONFIRMED that if a short style strategy were adopted, the statements within it should not be generic but each should mean something specific to the University and differentiate it from its peers.

19.30 UEB – Powers and Scheme of Delegation

- .1 UEB RECEIVED paper UEB/19/30 presented by the Registrar.
- .2 UEB NOTED that the University required a clear governance framework to set out the operation of high level interactions within its management structure. The role of the executive board would be a key element within that framework. UEB further NOTED that UEB was not a committee of Council or Senate and consequently did not report to either; however the Vice-Chancellor acted on behalf of both.
- .3 UEB NOTED that a RACI matrix project had been undertaken in 2016.
- .4 UEB AGREED that development of the draft paper should continue in the light of the comments received and UEB members should be offered a further individual opportunity to feed into that work. UEB further AGREED that the next iteration of the paper should set out the operation of international governance with respect to UNCC and UMN and should provide clarity on the activities delegated to UEB by Council.

	ACTIONS	OWNER	DUE
.5	Prepare a further iteration of the paper to take account of individual feedback from UEB members, provide clarity on the activities delegated to UEB by Council and set out the operation of international governance.	Registrar	June
.6	Circulate the outputs of the previous RACI matrix project.	Registrar/Director of Human Resources	April
.7	A copy of the results of the Leadership and Management Director's self-review of UEB with reference to the perception of the role of UEB would be made available.	Registrar/Director of Human Resources	April

19.31 Compliance Audit

- .1 UEB RECEIVED paper UEB/19/28 presented by the Director of Estates and Facilities.
- .2 UEB NOTED the findings of the report by Capitec on Estates Compliance and the three proposed strands of remedial work: compliance, critical asset management and long term maintenance. UEB further NOTED that a task and finish group would be convened and led by the CFO to action the remedial work, working closely with the Estates and Infrastructure Committee, the Health and Safety Committee and Planning and Resources Committee, The task and finish group would report to UEB.
- .3 UEB AGREED it was imperative that action was taken to start to deliver the proposed remedial work immediately.

	ACTION	OWNER	DUE
.4	To establish a task and finish group and deliver regular reports to UEB on the progress of the remedial plan.	CFO	Ongoing

19.32 Response to the British Safety Council

- .1 UEB RECEIVED and NOTED paper UEB/19/35 presented by the Registrar.
- .2 UEB NOTED the content of the paper and its recommendations interceded with aspects of the Compliance Audit item already considered and that the implementation of some of the recommendations and reporting to UEB would be managed by the same task and finish group convened and led by the CFO. The others would be pursued via Health and Safety Committee.

	ACTION	OWNER	DUE
.3	To deliver regular reports to UEB on the progress of implementation of the recommendations.	CFO, Registrar	Ongoing

19.33 Halls Review

- .1 UEB RECEIVED and NOTED paper UEB/19/29 presented by the Director of Estates and Facilities.
- .2 UEB NOTED that the paper was an introduction to the development of a strategy for halls of residence. Areas that needed to be considered as part of the strategy included the timeframe for the strategy, whether additional rooms should be offered on campus and if so, how many, the demographic ambition for halls of residence on campus, the quality level, price and choice of accommodation offerings and the speed of modernisation of existing halls of residence.
- .3 UEB AGREED that high level options for the strategy should be scoped out and submitted to UEB for consideration at its meeting in April.

	ACTION	OWNER	DUE
.4	To prepare a scoping document for consideration by UEB.	Director of Estates and Facilities	April

19.34 Size and Shape

- .1 UEB RECEIVED and NOTED paper UEB/19/33 presented by the Director of Student Recruitment and the Deputy Director of Finance.

- .2 UEB NOTED the progress against the Size and Shape plan agreed by UEB in October 2015, in particular that whilst the size targets had been met, shape targets had not. The difference in shape would result in a reduced income as against the MTFP and options were presented to address the variance along with associated risks and benefits.
- .3 UEB AGREED there should be a further look at the student number plans for 2019/20 to ensure that they were as accurate as possible. UEB further AGREED that the MTFP should be updated to reflect the gap in size and shape and NOTED that expenditure would have to be reduced for 2019/20 in line with reduced income.
- .4 UEB NOTED that the current Size and Shape plan ended in 2020/21 and AGREED the proposed timeline for the development of the next Size and Shape plan.

19.35 Medium Term Financial Plan Prioritisation

- .1 UEB RECEIVED and NOTED paper UEB/19/43 presented by the Deputy Director of Finance.
- .2 UEB NOTED that ongoing work to determine investment demands underpinning the University's business plans over the next five years had identified an affordability gap. Capital investment priorities had also changed, particularly in Estates.
- .3 UEB NOTED options to reduce the emerging gap, which included phasing some digital activity over longer periods, stripping estate investment plans back to essential whilst retaining investment in accommodation and maintenance. Additional external funding sources could be targeted to assist the research programme along with increasing research margin.
- .4 UEB NOTED a prioritisation process which would rank projects across portfolios was under development and would be presented to PRC for review at its next meeting.

19.36 Financial Performance

UEB RECEIVED and NOTED paper UEB/19/27 presented by the Chief Financial Officer.

19.37 Report from UEB Committees

UEB RECEIVED and NOTED paper UEB/19/22 from the Secretary.

19.38 Circulated Items

UEB RECEIVED paper UEB/19/25 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.

19.39 Roundtable

The following items were reported by UEB members:

- .1 Academic promotion committees had met earlier in the week to consider promotions to levels 6 (Associate Professor) and 7 (Professor). At level 7, 38 promotions were confirmed with 13 still to be decided pending final references, out of a total of 64 applications. At level 6, 65 promotions were confirmed from of a total of 85 applications.
- .2 The Faculty of Social Sciences had not been successful in appointing a Faculty Operations Director, but would work closely with HR to participate in the current selection process to fill the vacancy.
- .3 The Faculty of Social Sciences had not been successful in appointing an interim dean for the Business School, but discussions and plans were ongoing with the School. The University

had retained the services of Witt Kieffer to assist with the recruitment of a new permanent Dean.

- .4 Nominations for the 'Celebrating international colleagues in photographic portraits' initiative were open until 15 March.

19.40 Any Other Business

The CFO provided an update on the preparation of the University's response to the USS consultation and confirmed that the draft response would be circulated to UEB for comment prior to Council for approval.