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Nottingham**

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University Executive Board

Minutes of the meeting of 7 May 2019

Attending Professor Shearer West (Vice-Chancellor and Chair), Professor Dame Jessica Corner (PVC RKE), Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts), David Hill (CDO), Jaspal Kaur (Director of Human Resources), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Professor Andrew Long (DVC), 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 Professor John Atherton (FPVC Medicine and Health Sciences), Professor Graham Kendall (Provost UNM), Professor Nick Miles (Provost UNNC)

Attending Jason Carter (Chief Information Security Officer, for minute 19.62), Daisy S (National Cyber Security Centre, for minute 19.62), Linda Goodacre (Director of Estates and Facilities, for minute 19.63), Emma Szembek (Deputy Director of Widening Participation, for minute 19.64), Zoe Betts, (Solicitor at Pinsent Masons, for minute 19.66), Jenny Vempati (Director of Internal Audit, for minute 16.68), Dr Karen Braithwaite (Head of Operations, School of Veterinary Medicine and Science as an observer), Min Rose, (Deputy Director, Research and Innovation as an observer), Rowena Hall (Secretary)

19.59 Welcome Declarations of Interest and Quoracy

- .1 The Chair welcomed the Head of Operations, School of Veterinary Medicine and Science, Dr Karen Braithwaite and the Deputy Director, Research and Innovation, Min Rose to the meeting as observers.
- .2 Members were asked to declare any interests they had relating to the items on the agenda. No declarations of interest were made.
- .3 The Secretary confirmed that the meeting was quorate.

19.60 Minutes of the Meeting Held on 8 April 2019 and Action Log

- .1 The minutes of the meeting of 8 April 2019 were agreed as an accurate record subject to the correction of the date contained in minute 19.57.11, to 12 June 2019.
- .2 Updates were provided to the Action Log and NOTED by UEB.
- .3 UEB AGREED that the responsibility for action 19.02.10 should transfer to the LMA Steering Group.

ACTION	OWNER	DUE
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.4	To develop a version of the strategic finance programme tailored specifically to the needs of UEB members.	CFO	September
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19.61 Chair's Business

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

	ACTIONS	OWNER	DUE
.2	To circulate the Vice-Chancellor's goals and objectives paper to UEB.	VC/Secretary	May
.3	To circulate the U21 briefing note to UEB.	VC/Secretary	May

19.62 National Cyber Security Centre

- .1 UEB RECEIVED a presentation from the National Cyber Security Centre which provided information on the creation and purpose of NCSC, the services provided by it including advice, guidance and development of industry standards, its approach to the triage and management of cyber incidents and the current threat landscape experienced by the higher education sector including motivations and case studies.
- .2 UEB NOTED details of tools provided by NCSC to help organisations mitigate the risk of high level cyber incidents and that specific advice was being developing for the research community which would be published in the summer.
- .3 UEB further NOTED that the best way to give comfort to industry partners about the levels of IT security adopted at the University would be to achieve the appropriate accreditations like ISO 27001 and Cyber Essentials.

19.63 Halls Review

- .1 UEB RECEIVED a presentation from the Director of Estates and Facilities on the potential approach to developing the University's halls of residence portfolio.
- .2 UEB NOTED:
- the significant consultation which had already taken place with staff in relevant departments and with students.
 - the halls of residence development strategy would likely be a ten year strategy and require phased investment of £200m and an annual maintenance budget.
 - further scrutiny, iteration and approval of the strategy would take place as appropriate through the University committee structure.
- .3 UEB NOTED the current portfolio of halls of residence no longer met the University's ambitions. Notably, there was felt to be a less than optimum number of rooms, the quality needed improvement and the level of choice available to students was unsatisfactory with no self-catered halls or cluster flats. In some cases there was a need for major structural investment.
- .4 The ambition was to allow students to choose the campus, hall and room package that best suits their requirements and budget. Catering should ideally be available 24/7 and offer a broad choice to all students.
- .5 UEB further NOTED that if it was required to maintain the current level of accommodation offer on campus whilst work was undertaken to improve or refurbish existing halls of residence, decanting facilities would be required. There was an option to achieve this on

Jubilee Campus either through an extension to Southwell Hall or utilising the bonded warehouse site. Modular accommodation similar to Beeston Hall could be developed and would need to be in place in good time prior to the start of any of programmes of refurbishment or rebuilding although Beeston hall had originally been planned for this purpose.

- .6 The presentation centred on a zoning approach to accommodation on University Park.

East Zone

This area might cover Cripps, Lenton, Worley and Hugh Stewart Halls and retain a traditional approach to halls of residence, catered with small kitchen spaces and with only a small number of en suite rooms. The existing halls in this zone would require substantial improvement to achieve the required standard. The work to each hall would be approved and carried out as part of a separate project.

Central Zone

This might cover Lincoln, Derby and Sherwood Halls and include the development of a catering and study hub. They might provide a combination of catered and self-catered accommodation which would be achieved by refurbishing the existing halls and adding on self-catered wings. This area might also include a small hall dedicated to providing the special needs of elite athletes.

An extension to Rutland Hall might provide overspill for the hotel and 3* temporary student accommodation.

West Zone

This might cover Cavendish, Lancaster and Willoughby Halls. Given the modular construction of the current halls which had led to maintenance challenges and the limited size of rooms and social space, it was suggested that these halls might be demolished. They might be replaced with a student village to include a central hub for catering, study and socialising and which could eventually link to Broadgate Park. This zone might provide the student houses and cluster flats lacking in the current portfolio and would likely be the last zone in the programme to be created.

UEB suggested that the development of the central hub might be prioritised.

Visiting staff and student accommodation

There were existing houses both on and off campus used in many cases to provide accommodation to visiting staff in addition to the University's hotel and B&B provision. This provision might be enhanced by utilising Cripps Hall to provide a student hotel including versatile accommodation with catering facilities and study space. Cripps Mews might be adapted to include en suite pods within some bedrooms.

- .7 UEB NOTED that accessible accommodation should be provided across the portfolio rather than centred in a particular zone or hall. There were currently six student bars, but it was envisaged that in the future there might be one in each zone.
- .8 It was acknowledged that the expansion of the School of Veterinary Science and Medicine would mean that the accommodation provision at Sutton Bonington would need to be reconsidered and this would be an immediate priority.
- .9 UEB AGREED that the portfolio of halls of residence needed both expansion, refurbishment and redevelopment. University accommodation was significantly oversubscribed and there was very little risk that additional bedrooms would not be filled. UEB was supportive of the direction of travel and instructed the Director of Estates and Infrastructure to begin a programme to develop detailed plans for the halls of residence portfolio to include financial detail, room number and phasing proposals. Following development of the detailed plans, they should be consulted on and approved as appropriate through the University committee structure.

	ACTIONS	OWNER	DUE
.10	To provide details of the portfolio of University houses to UEB	CFO	July 2019
.11	To develop a full programme of work for the refurbishment and redevelopment of the halls of residence portfolio and to report progress to UEB regularly.	CFO, Director of Estates and Facilities	June 2019

19.64 Access and Participation Plan

- .1 UEB RECEIVED paper UEB/19/56 from the Registrar, presented by the Deputy Director for Widening Participation.
- .2 UEB NOTED the background to the development of the draft Access and Participation Plan and the longer term approach of the Office for Students, with more ambitious targets for achieving equality for students focused on the whole student lifecycle and success rather on access alone.
- .3 The University had been required to identify gaps in access, success and progression for different groups of students and set aims, objectives and ambitious targets to eliminate those gaps. Annual impact reports were required for submission to the Office for Students to demonstrate progress. The draft plan responded to the gaps identified and provided targets for improvement.
- .4 UEB considered the proposed aims of the plan and the identified target groups. It was NOTED that the plan did not include a target relating to employment, as gaps in this data had not been identified. The challenges of using the POLAR data were NOTED and that whilst some initiatives were already underway in connection with some of the aims, there was scope for further activity.
- .5 UEB NOTED the formation of the Access and Participation Plan Steering Group which would report into the Education and Student Experience Committee and the Reputation and Recruitment Committee. The Group would develop the detail of the plans designed to meet the targets and monitor progress in order to provide the required annual impact report on progress. It would be supported to do this by a data analytics group. UEB NOTED whilst Campus Solutions promised to provide the necessary data to measure the impact of intervention, historic data was not available.
- .6 UEB AGREED the draft plan and recommended that following finalisation, it be presented to Council for APPROVAL via Chair's action as had previously been agreed and onward submission to the Office for Students by 24 May 2019.
- .7 UEB NOTED THAT the Office for Students was likely to challenge the University's bursary spend given that the OFS' financial aid toolkit had not shown positive impact of spend on attainment. The Widening Participation Review Group had considered a number of different models and recommended the University adopt a flat model of £1k. This would provide a saving of £3M to be used to fund new initiatives to help meet the Access and Participation Plan aims including targeted support for care leavers and other specific groups.
- .8 UEB AGREED the flat rate bursary of £1k and the reinvestment of any savings into initiatives to meet the Access and Participation Plan.

	ACTIONS	OWNER	DUE
.9	To provide any further comments on the draft Access and Participation Plan.	UEB	10 May 2019
.10	To recommend the draft Access and Participation Plan to the Chair of Council for approval.	Registrar	Prior to 24 May 2019

19.65 IT Operating Model – Strategic Outline Case

- .1 UEB RECEIVED paper UEB/19/59 from the Chief Digital Officer.
- .2 UEB NOTED the work undertaken to date for the strategic outline case for changing the University's IT operating model and the outcome to date of an initial scoring process for each option. A number of stakeholders had taken part in the scoring process.
- .3 UEB NOTED that the process for the selection of any new model needed to be transparent , with a clear engagement and communication plan for its delivery. Both would be critical to the success of the project.
- .4 UEB NOTED the next steps for the development of the strategic outline case and that it would be submitted to UEB for consideration and approval in July prior to submission to Council in October for approval.

	ACTION	OWNER	DUE
.5	The business case for the IT Operating Model would be submitted to UEB for consideration and approval	CDO	July 2019

19.66 Health and Safety Presentation

- .1 UEB received a training presentation from Zoe Betts, Pinsent Masons, which included details of the legislative framework governing health and safety — in particular corporate manslaughter, approaches to managing and minimising the risk of accidents happening in the work place, the importance of risk assessments and a sector specific case law update.
- .2 UEB NOTED importance of visible leadership to the development of robust health and safety practice and policies and for the inclusion of health and safety guidance in an induction programme for senior leaders of the University.

	ACTION	OWNER	DUE
.3	Include coverage of health and safety responsibilities in senior staff induction.	Secretary	September 2019

19.67 Draft Internal Audit Plan

- .1 UEB RECEIVED paper UEB/19/60 from the Chief Financial Officer and presented by the Director of Internal Audit.
- .2 UEB AGREED the six month internal plan subject to the inclusion of an audit in the leadership space to be scoped out by the Director of Internal Audit.

	ACTION	OWNER	DUE
.3	An audit on leadership capability to be included in the six month internal audit plan, to be scoped out by the Director of Internal Audit	CFO, Director of Internal Audit	July 2019

19.68 Financial Performance year to date

- .1 UEB RECEIVED and NOTED paper UEB/19/63 from the CFO.

19.69 UEB Sub-Committee Update

- .1 UEB RECEIVED and NOTED paper UEB/19/61 from the Secretary.

19.70 Circulated Items

- .1 UEB RECEIVED and APPROVED paper UEB/19/62 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.

19.71 Roundtable

The following items were reported by UEB members:

- .1 The University had received an enforcement notice from the Health and Safety Executive concerning asbestos located in the School of Medicine. Remediation activity would take place over the coming months as a matter of urgency.
- .2 The University had received a positive report following UKVI's audit of systems and processes. The report contained a number of recommendations in connection with attendance monitoring which would be appropriately considered and implemented following publication of UKVI's revised rules in this area.
- .3 The strategy green paper consultation had closed with over 1,000 responses. A report on the responses would be prepared and with an opportunity to discuss at future UEB meetings.
- .4 HEBCIS results had been released which showed the University had moved up five places to sixth overall. Full details would be circulated to UEB.
- .5 The School of Culture, Languages and Area Studies had been awarded its Athena Swan bronze award.
- .6 A meeting was being arranged for the Vice-Chancellor to meet with the new leader of Nottingham City Council.
- .7 The Campus Solutions' cutover for the ARC system had taken place over the weekend and would go live on 10 May.
- .8 The Faculty of Engineering was ready to submit its formal application for ISO45001 certification following a period of 18 months' preparation.
- .9 There had been a positive meeting with UCU focussing on casualisation and engagement of teaching affiliates. A joint statement would be published followed by HR guidance in September.
10. A guest blog providing more information on Ramadan had been published on the University's website.
- .11 Every unit had reached the required threshold for the publication of NSS results with the exception of Clinical Medicine.