



**University of
Nottingham**

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University Executive Board

Minutes of the meeting of 17 September 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), 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 Dame Jessica Corner (PVC RKE), Professor Graham Kendall (Provost UNM), Professor Nick Miles (Provost UNNC)
Attending	Rowena Hall (Secretary), Christina Lee (Associate Professor, School of English), Helen Lawrenson (Deputy Director of Finance) for minute 19.107, Ben Coupland (Finance Programme Manager) for minute 19.107, Jenny Vempati, (Director of Internal Audit Service) for minute 19.108, Andy Sweeney, (Director of Estates Operations) for minute 19.109

19.101 Welcome, Declarations of Interest and Quoracy

- .1 The Chair welcomed Christina Lee, Associate Professor, School of English, to the meeting as an observer.
- .2 Members were asked to declare any interests they had relating to the items on the agenda. The CFO and PVC ESE declared their interests in item 7 – Strategic Review of NOVA, as trustee of the board and member respectively.
- .3 The Secretary confirmed that the meeting was quorate.
- .4 The Vice-Chancellor congratulated Professor Robert Mokaya on his appointment as Pro-Vice-Chancellor Global Engagement and Professor Nick Miles on his appointment as Provost of University of Nottingham, Ningbo China.

19.102 Minutes of the Meeting Held on 2 July 2019 and Action Log

- .1 The unreserved minutes of the meeting of 2 July 2019 were agreed as an accurate record.
- .2 Updates were provided to the Action Log and NOTED by UEB.

19.103 Chair's Business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.
- .2 The Secretary of State for Education had written to the Office for Students advising the regulator to move forward with implementation of the Subject Level Teaching Excellence Framework. Dame Shirley Pearce's report resulting from her independent review of the Teaching Excellence and Student Outcomes Framework and which acknowledged the volume of activity required to implement the subject level framework had been provided to the Secretary of State but was not yet publicly available.
- .3 The No-Deal Brexit Group continued to meet and had initiated a worst case scenario simulation exercise. UEB NOTED that the recent results of a freedom of information request suggested the University was more advanced than many of its peers in its preparations for Brexit.
- .4 The recent Government announcement that post-study work visas would be reintroduced had been welcomed within the sector.
- .5 Midlands Innovation had written to the Department for Transport to the importance of the HS2 project to the economic prosperity of the Midlands region.

19.104 UEB Structure, Powers, Responsibilities and Accountabilities

- .1 UEB RECEIVED paper UEB/19/93 from the Registrar.
- .2 UEB NOTED that the proposals contained in the paper followed on from the development and publication of the University's Operating Model in October 2018.
- .3 UEB DISCUSSED at length the role and status of UEB as part of the University's governance structures and whether UEB should work to a scheme of delegation.
- .4 UEB CONSIDERED that whilst the Vice-Chancellor might choose to operate the executive board in many ways akin to cabinet and executive decision making group, its designation was more akin to an advisory body. Whilst each member had delegated responsibilities and accountabilities within their areas of leadership, when they met as a group it was as a collective advisory group to the Vice-Chancellor.
- .5 UEB suggest a number of considerations for possible inclusion in the upcoming effectiveness review of Senate.
- .6 UEB NOTED that there would be a paper at the next meeting which proposed a framework of high level principles for operational activity across the three campuses.
- .7 UEB further NOTED that the revised UEB sub-committee structure had been operating for a year. A review of its operation had been conducted with the resulting report and recommendations to be provided to the Chairs of the sub-committees. An overview of the review and its recommendations would also be provided to UEB.
- .8 UEB AGREED:
 - .1 the document outlining the relationship between Council, Senate and UEB should be continue to be developed and submitted to UEB for further consideration.
 - .2 the draft UEB scheme of delegation and requested that any further comments should be supplied to the Registrar within the next ten days.
 - .3 the relationship document and UEB scheme of delegation should be reviewed by legal counsel prior to its final approval.
 - .4 there was value in continuing the work on the RACI document with a focus on the prime responsibilities, particularly in light of the University's new strategy.

- .5 outputs of the completed activity would be shared widely across the University with the assistance of the Director of Communications and Advocacy.

	ACTIONS	OWNER	DUE
.6	To circulate the RACI document to UEB members for further comment	Secretary	October
.7	The Director of Governance and Assurance to update and develop the RACI document further following the publication of the new University strategy.	Director of Governance and Assurance	January 2020
.8	Revise the scheme of delegation and relationship document in line with discussions and submit to UEB for further consideration.	Registrar	December

19.105 Research Integrity and Research Ethics Committee

- .1 UEB RECEIVED paper UEB/19/65 from the PVC RKE and presented by the FPVC MHS.
- .2 UEB NOTED that improvements were required to the University's oversight and governance of Research Integrity. There were three strands of activity ongoing which touched on the area:
- .1 a review of the management of research integrity at the University had been conducted by the PVC for Research Strategy and Performance, which made recommendations in relation to the operational management of research integrity within Research and Innovation.
 - .2 the FPVC MHS was in the initial stages of carrying out a cross University review of the governance of ethics generally which would include research ethics and integrity.
 - .3 the new Assurance Committee would meet for the first time in October. It would report to UEB on matters of compliance and assurance.
- .6 Whilst this work continued, it was proposed to implement an interim solution to strengthen research integrity governance for 2019/20. The proposal provided for the expansion of the Terms of Reference of the existing University Research Ethics Committee to include research integrity, to change the name of the Committee to the Research Integrity and Ethics Committee, and to address the membership of the Committee as the terms of the current members expired to ensure that it had the appropriate expertise to oversee research integrity.
- .7 UEB NOTED that Senate approval of the change to the name and Terms of Reference of the University Research Ethics Committees was required.
- .8 UEB AGREED that as an interim measure to address research integrity governance the proposals should be submitted to Senate for consideration and approval.

19.106 Strategic Review of NOVA

- .1 UEB RECEIVED and NOTED paper UEB/19/96 from the CFO on the University's strategic relationship with the Nova Education Trust which had been commissioned externally.
- .2 UEB NOTED:
- .1 the report focused both on the current relationship and its future potential. In order to maximise its potential, the report concluded that the university would need to manage the relationship more effectively.

- .2 As a trustee of the board, the CFO should be in a position to ensure that money was not moved out of the trust, before its debt to the University was repaid.
- .3 NUAST was oversubscribed and an additional location for the school would need to be identified by Nova within the next 18 months.
- .3 UEB AGREED the oversight and management of the ongoing relationship with Nova via the steering group would be brought within the remit of the Civic and Regional Committee.

	ACTION	OWNER	DUE
.4	To amend the Terms of Reference of the Civic and Regional Committee to include the oversight and management of the relationship with the Nova Education Trust.	Secretary, FVPC Science	October

19.107 Getting in Shape

- .1 UEB RECEIVED paper UEB/19/97 from the FPVC Engineering and presented by the Deputy Director of Finance and the Finance Programme Manager.
- .2 The FPVC Engineering provided an overview of the development of the programme. He expressed concern that there was relatively low confidence across the University that the programme would be delivered successfully; therefore it was important that it had clear leadership and sponsorship.
- .4 UEB NOTED the development of the multi-disciplinary team, the ongoing recruitment of lean practitioners, the programme of lean training across the University, the convening of an APM conference dedicated to the Getting in Shape programme and the introduction of lean training for Senior Leaders.
- .5 The 2019/20 target for the programme was added financial value of £12m which would be built into budgets. A number of projects within the programme were already underway, some of which would be passed on to the Faculty Operations Directors and Professional Services Group to manage.
- .6 Proposals for an incentivisation scheme for Schools, Faculties and Professional Services Departments were in development.
- .7 UEB RECOMMENDED that:
 - .1 case studies of programme activity were publicised and that the colleague(s) who had developed or generated the idea for the activity should be named.
 - .2 there was a risk that the programme could be perceived as an austerity programme; therefore, communications with colleagues should focus on how the changes would positively influence ways of working.
- .8 UEB AGREED that it would sponsor the Getting in Shape Programme but NOTED that the likelihood of success of the programme was dependant on the University's ability to adapt to a changing culture in relation to efficiencies in our systems and processes.

19.108 Internal Audit Annual Opinion

- .1 UEB RECEIVED paper UEB/19/98 from the CFO and presented by the Director of Internal Audit.
- .2 UEB NOTED that, as agreed, the draft Internal Audit Annual Opinion had been submitted to UEB for information prior to its consideration by the Audit and Risk Committee.

- .3 The Director of Internal Audit was confident that in 12 months' time, she would be able to provide a more positive outlook. There were many developments and activities in progress which were likely to have a significant impact on the opinion.
- .4 UEB was concerned that despite the implementation of a host of initiatives designed to improve the opinion, the opinion still remained qualified and the positive direction of travel was not reflected very strongly in its narrative. In particular, it was considered that the University was closer to full compliance with the CUC HE Code of Governance than the opinion suggested. It was also questioned what other measures needed to be undertaken that were not already in progress. Following a request for advice, the Director of Internal Audit suggested that the University was following the right path and should continue to focus on the list of initiatives identified.
- .5 UEB AGREED that the draft Internal Annual Audit Opinion should continue to be submitted annually to UEB following its initial draft.

	ACTION	OWNER	DUE
.6	To add the draft Internal Annual Audit Opinion to UEB's annual work plan.	Secretary	October

19.109 Estates Compliance Management Update

- .1 UEB RECEIVED paper UEB/19/99 from the CFO and presented by the Director of Estates Operations.
- .2 UEB NOTED the seven priority areas identified as a result of external audits of the University's health and safety performance. The areas had been prioritised using a risk based approach, and following the completion of remedial asbestos works, reviews had begun of the next two priority areas: fire and legionella. Progress was ongoing; however it had been slowed by the focus on the urgent remedial asbestos works.
- .3 The new fire safety officer was in post and a revised Fire Policy was with the Compliance Task and Finish Group for comment, following which it would be submitted to the Health and Safety Committee for approval.
- .4 UEB further NOTED both the strategic and operational Estates risk registers. It was not possible to accurately score the risk register or create a full action plan until the reviews of the priority areas had been completed. The Capitec report confirmed that the University did not have sufficient information to know whether it was compliant or not in certain areas. Whilst it had been planned that the University should reach the forecasted risk level in each area by December 2019, it was more likely that this would be reached by March 2020.
- .5 The Director of Health and Safety was working to accelerate the clarification of the role and appropriate membership of the Health and Safety Committee. The number of meetings would increase from three to four or five per year as required. In between the meetings of the Health and Safety Committee, an executive group made up of some of the committee members would meet to oversee activity in train.

	ACTION	OWNER	DUE
.6	To provide a progress report at each meeting of UEB on Estates health and safety compliance matters until further notice	Director of Estates and Facilities	Ongoing

19.110 UEB Sub-Committee Update

UEB RECEIVED and NOTED paper UEB/19/100 from the Secretary.

19.111 Circulated Items

UEB RECEIVED paper UEB/19/101 from the Secretary. UEB NOTED the outcomes of the circulated papers and comments received.

19.112 Roundtable

It was reported that:

- .1 The white paper consultation on the University's strategy would close on 30 September but had already generated 336 comments from over 200 colleagues split equally across the Research and Teaching, and Administrative, Professional and Managerial job families. Responses were largely positive with some critical comments regarding the high level nature of the paper and particular phraseology. A summary of the white paper would be submitted to the next meeting of UEB alongside a draft strategy for consideration. The strategy would be submitted to UEB at its November meeting for recommendation to Council for approval at its meeting on 26 November.
- .2 A £10 per head contribution from the University for staff Christmas parties had been agreed. If parties were held internally at University facilities that would be increased to £15 per head contribution. It was AGREED that UEB and the Executive Office/Vice-Chancellor's Office would aim to hold a joint event at a University facility.
- .2 Dr Kathy Johnson would step down as the Head of M3, Engineering at the end of the year. Initial recruitment plans were underway to fill the role.
- .2 Dr Andy Fisher had been made a National Teaching Fellow.
- .3 The first cohort of students had started their course at the Lincoln Medical School which had recently been visited by the Minister of State for Health.
- .4 The FPVC MHS had been elected the Chair of the UK Medical Schools' Council.
- .5 USS had accepted Option 3, which required slightly lower contributions than in the event of Rule 76 being triggered. The Pensions Regulator remained concerned that the option was not sufficient to manage the deficit. The UCU was not content with the arrangement. An industrial action ballot had been initiated on pensions and pay by the UCU and Unison.
- .7 The East Midlands Development Corporation continued its work around the HS2 plans and the decommissioning of the Ratcliffe power station. Midlands Engine had challenged universities in the area to develop a unified voice in proposals for the development of the site. Loughborough University had taken the lead on the developments. The FPVC Science requested that colleagues with academic interest in the HS2 developments or energy and who would like to be involved in the development of the proposals, contact him.
- .8 Mymagpie, an online careers app, would be launched the following week. Nottingham was the first University to launch the app. The PVC ESE thanked the Director of Careers and Employability for both her work and that of her team in connection with the launch.
- .9 Confirmation and Clearing had progressed well overall. The University had under recruited on slightly international undergraduate students but had exceeded target for home and EU undergraduate students. This had resulted in the University being roughly on target for recruitment for 2019/20. The shortfall of international undergraduates resulted from an under recruitment to the foundation programmes in Engineering by Kaplan. There had not been any significant accommodation challenges.

- .10 The PVC GE had recently returned from a visit to India during which the announcement about the post-study work visa had been made. The visa changes alongside a transformation of the Indian higher education system likely to result in a rationalisation of the number of Indian universities, providing the University with a strong opportunity to raise its international student numbers.
- .11 The School of Law, the School of Politics and International Relations and the School of Mathematical Sciences had all received a bronze Athena award. The changes to the internal review and support mechanism were achieving results.
- .12 The Equality, Diversity and Inclusion Strategic Delivery Plan would be launched the next day. Colleagues would be invited to express interest in joining the SPHERE Programme Board. Directors of Equality, Diversity and Inclusion had been invited to express an interest in assuming the role of Chair or Deputy Chair of the board. Professor Raheela Khan, had been appointed as the Chair and Dr Amal Treacher Kabesh, the Deputy Chair.

	ACTION	OWNER	DUE
.13	To provide UEB members with log in details for Mymagpie	PVC ESE	November