



## Minutes of the Meeting held on 22 March 2022

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**Present:** Sir Keith O'Nions (Chair), Dr Pearl Agyakwa, Vicky Bailey, Rachel Gomes (present from 3909, except minutes 3918.1-3918.3), Ian Kenyon (up to minute 3914), Sonya Leydecker (up to minute 3918.1), Professor Andy Long, Professor Jo Lymn, Sherry Madera (up to minute 3918.5), Piyali Mitra, Professor Roshan das Nair, Richard Newsome, Stephen Odell, Nora Senior, George Sullivan, Professor Shearer West

**Apologies:** Lynette Eastman, Chris Taylor

**In attendance:** Professor Duncan Angwin (for minute 3918.5), Ravi Bhalla (except for minute 3915), Sally Blackamore (for minute 3918.3), Jason Carter (for minutes 3900 and 3903), Laura Clayton (for minute 3898), Professor Dame Jessica Corner (for minute 3916), Professor Richard Emes (for minute 3916), Dr Paul Greatrix, James Hale (for minute 3918.4), David Hill (for minute 3918.2 and 3918.3), Stephen McAuliffe (for minute 3918.2), Professor Sarah Metcalfe (for minute 3911-3913), Professor Nick Miles (for minute 3914), Margaret Monckton, Keji Mustapha (except for minute 3915), David Myers (for minute 3918.3), Andrew Nolan (for minute 3918.4), Daryl Ormerod (for minute 3917), Taidhgh O'Regan (for minute 3919), Rosalie Parkin (for minute 3918.3), Pip Peakman (for minute 3916), Robert Phillips (for minute 3918.2), Carolyn Stanhope (for minute 3918.3), Angela Storer (for minute 3918.5), Sarah Troy-Brown (minutes), Tim Watkinson (up to minute 3917)

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### 3904 Welcome, Apologies, Quoracy

- .1 The Chair welcomed members and guests to the meeting.
- .2 Apologies were received from Lynette Eastman and Chris Taylor.
- .3 The Secretary confirmed that the meeting was quorate

### 3905 Declarations of Interest

There were no interests declared.

### 3906 Minutes

Council AGREED the minutes of the meeting held on 8 February 2022 as a true and accurate record of the meeting and NOTED the Action Log (C/22/16).

### 3907 Chair's Business

- .1 The Chair acknowledged the current conflict in Ukraine and NOTED the role of universities in maintaining links between countries through scholarships and collaboration.
- .2 The Chair UPDATED Council on recent media reports related to Evraz plc for which Council member, Stephen Odell, had been a non-executive director. Mr Odell confirmed to Council that he had recently stood down as a board member of

Evraz plc following sanctions that had been imposed on a Russian who was a major stakeholder in the company. The Chair advised that he had been kept informed by Mr Odell throughout the recent issues and thanked him for his statement to Council and openness about these matters.

### **3908 Vice-Chancellor's Update**

- .1 Council NOTED the Vice-Chancellor's update (paper c/22/17).
- .2 The Castle Meadow Campus programme included a workstream on communication and engagement, and it was intended that this workstream would stimulate discussion on opportunities that this campus would provide.
- .3 The consultation that had followed the government's response to the Augar Review would focus on lifelong learning, minimum entry requirements, and student number controls. The freeze on student tuition fees and repayment terms that had also been included in the response, were part of a policy commitment and had not been included in the current consultation.
- .4 The Deputy Vice-Chancellor CONFIRMED that home student numbers were being maintained at a constant level rather than being grown as this would provide some flexibility in relation to planning. There were higher risks NOTED in relation to international student numbers as result of, for instance, the Augar Review and the current geopolitical situation.
- .5 A member sought clarification of the impact of a recent decision to withdraw the offer of an honorary degree and the related media reports. The decision to withdraw the offer of an honorary degree had been taken by the Honorary Degrees Committee in line with its published principles. It was CONFIRMED that this matter was not a reportable event to the Office for Students.

### **3909 Programme: Castle Meadow Campus**

- .1 Council RECEIVED paper C/22/24.
- .2 The paper provided an update on progress of the Castle Meadow Campus (CMC) since it had been purchased in November 2021.
- .3 Council NOTED the following:
  - .1 Stakeholder engagement had commenced with staff, donors, and some businesses. A communication strategy was being developed;
  - .2 The overall project was amber however it was CONFIRMED that the strategic design activity would be concluded by May. Spatial modelling had taken longer than expected due to some difficulties in accessing the site as the University was not due to take vacant possession of the campus until October 2022;
  - .3 Work was ongoing to recruit project management professionals to support the programme however, the national demand for transformation skills was particularly high post-COVID due to strategic projects being restarted across all sectors;

- .4 A member sought clarification of how wider project dependencies were being identified and managed. It was CONFIRMED that a portfolio approach had been taken to the largest 13 projects of which Digital Nottingham was one;
- .5 Clarity was sought on how spend on the programme and on maintenance of the site in the future would be managed. It was CONFIRMED that the business case for Castle Meadow Campus had included refurbishment of the buildings. The Digital Nottingham business case would include spend for the technology required for this site. Business cases would be submitted for consideration as they were required. Council would require a matrix of all costs related to the Castle Meadow Campus in order to maintain an overview of the overall spend;
- .6 Risk in delays to the supply chain were NOTED. However, it was CONFIRMED that refurbishment of the campus would not need to be completed before buildings could be used.

ACTION		Owner	Due
.4	A matrix of all costs related to the Castle Meadow Campus would be provided to Council to enable it to maintain an overview of the overall spend.	Chief Financial Officer  Deputy Vice-Chancellor	June 2022

## FINANCE MATTERS

### 3910 Finance Performance to January 2022

- .1 Council RECEIVED and NOTED paper C/22/28.
- .2 The Chief Financial Officer REPORTED that the surplus to date had exceeded that expected at the first Latest Revised Forecast (LRF1) through a combination of permanent and temporary underspends. Work had commenced on LRF2 which would be reported before Easter.
- .3 It was CONFIRMED that £6.4m had been reinvested in order to utilise the additional LRF1 surpluses to alleviate workload pressures in some areas and support the delivery of the University's performance framework in 2021/22

## SUBSTANTIVE ITEMS

### 3911 RESERVED

### 3912 UNM Proposed Governance

- .1 Council RECEIVED and NOTED paper C/22/27.
- .2 The Chief Financial Officer provided an overview of the proposed governance for UNM post purchase. The proposal included consideration of the Malaysian Ministry of Higher Education requirements as well as governance structures in place for other similar campuses in Malaysia.
- .3 Council NOTED the following key points:

- .1 Similar to the structure for UNNC, the Provost would not be a member of the UNiM company board but would, however, attend the meetings to provide regular updates;
- .2 The Registrar NOTED that it would be important to ensure appropriate student representation and engagement at various committees;
- .3 It was suggested that it would be helpful to use scenario testing of the transition arrangement in order to map out the process of transition;
- .4 It was CONFIRMED that members of Council would not be members of the company board in order to maintain Council independence;
- .5 It was expected that the final proposal would be submitted to the June meeting.

### **3913 UNM Report**

- .1 Council RECEIVED and NOTED paper C/22/23.
- .2 The Provost UNM provided an update on activity at UNM since October 2021.
- .3 Council NOTED the following key points:
  - .1 Malaysia's international borders were expected to open from 1 April 2022;
  - .2 The UNM strategy had been developed and was aligned with the University's Strategic Plan. It had been endorsed by the University Executive Board (UEB) in March 2022. Engagement through workshops with stakeholders had fed into the development of the strategy;
  - .3 The size and shape of staff and the balance of professional services and academic staff would be reviewed in the future;
  - .4 Student numbers had exceeded the 2021 target; however they had remained lower than 2020. It was expected that numbers would improve in the following year as the Malaysian international borders had reopened.

### **3914 UNNC Report**

- .1 Council RECEIVED and NOTED paper C/22/21.
- .2 The Provost UNNC provided an update on activity at UNNC over the previous nine months which included an overview of student and staff numbers, highlights in teaching and learning, and research and knowledge exchange, the financial position, and ongoing project updates.
- .3 Council NOTED the following key points:
  - .1 The average Gaokao (A Level equivalent) score of undergraduates had been improved, and students were in the top 10% on average from across 28 provinces in China;
  - .2 A special plan had been established by the Chinese government for students who would have applied and attended universities outside China but who were unable to do so due to the pandemic. Some of these students had attended

UNNC instead and this plan had helped to offset lost international student income during the same period;

- .3 An online student portal had been launched which would provide students with a one-stop shop for services;
  - .4 Research performance against key performance indicators was positive; four new spin-out companies had been established; and 23 new patents had been granted;
  - .5 The new Innovation and Enterprise Building had opened in September 2021. A large renovation programme was now ongoing to upgrade facilities on campus. This activity included increasing the number of classrooms and better use of place in the Teaching Building and Portland Building, and refurbished spaces for Clinic and Wellbeing Services.
- .4 It was requested that a SWOT analysis be included in future reports.

<b>ACTION</b>		<b>Owner</b>	<b>Due</b>
.5	A SWOT analysis would be included in the future UNNC reports.	Provost, UNNC	June 2022

### 3915 RESERVED

### 3916 Update on Research Performance

- .1 Council RECEIVED and DISCUSSED paper C/22/31.
- .2 The Pro-Vice-Chancellor Research and Knowledge Exchange (PVC RKE) presented information on key performance indicators (KPI) and an outline of actions being taken to deliver enhanced research performance.
- .3 Council NOTED the following key points:
  - .1 Actions for the delivery of the research strategy included an outline business case for the Research strategy that was being developed; institutional KPIs that would be embedded via the integrated planning process; a KPMG internal audit of Research Performance governance which had been commissioned; and a framework of reviews of Schools and Units of Assessment post REF 2021 that was expected to commence in June 2022;
  - .2 The Research Planning Group, chaired by the Deputy Vice-Chancellor, had undertaken a review of research financial sustainability and a performance action plan was being progressed;
  - .3 Research and Innovation Services was being reorganised in order to better support research across the University. The next phase of this activity would seek to strengthen the support for Facilities and Schools.
  - .4 Overall, research bids by value were higher than in previous years. Research Awards, which were a leading indicator of research income, had shown recovery and growth during 2020/21 and 2021/22 following the drop that had occurred due to the pandemic during 2019/20.
- .4 Council DISCUSSED the following:

- .1 In terms of innovation, the University compared strongly against other institutions. The Knowledge Exchange Framework (KEF) placed the University in the top 10% of institutions working with business;
- .2 Investment in spin out companies had resulted in two to three spin out companies being set up annually. There were currently 26 spin out companies in total;
- .3 The performance framework would be submitted to the June meeting. This report would identify research performance and would include benchmarking data against competitors;
- .4 There was a need to broaden the number of academic colleagues who held large grants, and also to diversify the types of funders in order to improve the sustainability of research.

### **3917 University of Nottingham Students' Union: Strategy & Performance Monitoring**

- .1 Council RECEIVED and DISCUSSED paper C/22/37.
- .2 The Chief Executive of the University of Nottingham Students' Union (UoNSU) and the Students' Union Development Officer presented an update on UoNSU strategy and performance monitoring.
- .3 Council DISCUSSED the following key points:
  - .1 The theory of change approach to monitoring impact of the UoNSU strategy had enabled different perspective on areas such as, for example, how to prioritise resources;
  - .2 The measure of satisfaction of UoNSU at other campuses was lower than at University Park. Work was ongoing to improve this satisfaction and build a sense of community. UoUSU hoped to invest more in campus hubs in the future;
  - .3 UoNSU was appointing its first role with a focus on civic engagement. It would seek support from the University in developing understanding of local decision making;
  - .4 Benchmarking against other students' unions was difficult due to a lack of data however, UoNSU was following the market leaders in developing a strong strategic narrative.

### **3918 Strategic Investments Outline**

- .1 **Principles for Council Consideration of Business Cases**
  - .1 Council RECEIVED paper C/22/38.
  - .2 The paper set out a proposal for all business cases in excess of £10m investment to be submitted to Council twice. The first instance would be an outline business case in order to familiarise the case with Council and to seek feedback; the second instance would request formal approval of Council.

- .3 Council ENDORSED the proposal for all business cases in excess of £10m investment to be submitted to Council twice.

## **.2 Education Administration Continuous Improvement Team Business Case Preview**

- .1 Council RECEIVED paper C/22/32.
- .2 The paper set out an overview of the proposed Education Administration Continuous Improvement Team (EACIT) business case. The overview included EACIT successes, the delivery plan, and next steps in development of the business case.
- .3 Council DISCUSSED the following key points:
  - .1 PwC had provided external assurance to the programme, and had confirmed that the programme was on track, however clarity was required on where the programme would need to be in three years to set out a clear aim and to enable success to be measured;
  - .2 The final version of the business case would include capacity and change capabilities, and how these areas would be addressed.

## **.3 Digital Core – Council Briefing**

- .1 Council RECEIVED paper C/22/30.
- .2 The paper set out an overview of the Digital Core business case and summarised investment required, key risks, and project dependencies.
- .3 Council DISCUSSED the following key points:
  - .1 Digital Core had been included in the budget approved the previous year;
  - .2 Management of the budget for the project and mitigations to control spend were DISCUSSED. The Programme Director CONFIRMED that the contract had included variable costs in one area only; other prices had been fixed. Lessons had been learned from previous programmes and a different approach would be taken as there would be tight controls around the design authority for any changes;
  - .3 The programme included a data workstream and progress had been made on understanding data structures and data quality. There would be four distinct phases of data migration;
  - .4 A change impact assessment had been undertaken and all employees would be impacted at a high level. In some areas, such as Finance and Human Resources, this impact would be significant; and in other areas the impact would be small (such as booking annual leave).

## **.4 Project Pinnacle**

- .1 Council RECEIVED paper C/22/29.

- .2 The paper set out an overview of the Project Pinnacle business case for the refurbishment of the existing Tower building to form the new Professional Services hub.
- .3 Council DISCUSSED the following key points:
  - .1 Refurbishment of the building would be the most sustainable approach and was expected to give the building a further 60 years of life;
  - .2 The Chief Financial Officer NOTED that there was benefit in staff seeing each other face to face, and in order for there to be a vibrant campus, therefore it had been decided to require staff to be present on campus for a minimum of 60% of their working hours;
  - .3 Work was ongoing on hybrid and agile working to develop policies on these areas;
  - .4 Should the investment not be approved, the investment pipeline would be reviewed to identify other activity to be progressed.
- .5 **NUBS Quality Investment Strategy**
  - .1 Council RECEIVED paper C/22/18.
  - .2 The paper set out an overview of the Nottingham University Business School (NUBS) quality investment strategy which would include a request for investment in both new posts and the non-pay budget for improvement of the School's capabilities in key areas of research capacity and quality, teaching, student experience, and external engagement.
  - .3 Council DISCUSSED the following key points:
    - .1 Inhibitors that could limit the success of the strategy would be a lack of engagement with other Schools for teaching and research as a result of not having the right expertise in place;
    - .2 The final business case would include how the strategy would help to future-proof NUBS against its competitors;
    - .3 Further information on how research grant income would be increased would be required in the final business case. It was NOTED that research grants for business schools were traditionally small however, there were larger gains to be made through collaborative work with other Schools;
    - .4 Castle Meadow Campus was DISCUSSED and the detail of how this campus would be used was being worked through.

## **COMMITTEE AND OTHER REPORTS**

### **3919 Finance Committee Report**

Council RECEIVED and NOTED paper C/22/19.

**3920 Senate Report**

Council RECEIVED and NOTED paper C/22/35.

**3921 Council Agenda Forward Plan**

.1 Council RECEIVED and NOTED paper C/22/34.

<b>ACTION</b>		<b>Owner</b>	<b>Due</b>
.2	The following items would be added to a future agenda: <ul style="list-style-type: none"> <li>- Trusted Research;</li> <li>- Equality, Diversity, and Inclusion Annual Report 2020/21;</li> <li>- CUC Code of Governance Compliance Report.</li> </ul>	Registrar  Senior Governance Manager	June 2022