



COUNCIL

Minutes of the Meeting held on 22 November 2022

Present: Sir Keith O’Nions (Chair), Dr Pearl Agyakwa, Vicky Bailey, River Butterworth (from minute 3994), Sultan Chaudhury, Lynette Eastman, Professor Rachel Gomes, Ian Kenyon (online), Sonya Leydecker, Sherry Madera, Piyali Mitra, Richard Newsome (until minute 3995, rejoined at minute 4001), Stephen Odell, Nora Senior, Professor Shearer West

Apologies: Ravi Bhalla, Professor Joanne Lymn

In attendance: Dr Paul Greatrix (Registrar), Alison Dubas (minutes), Rowena Hall (Associate Director of Governance and Executive Services), Rachel Atkin (Director of Student Recruitment (for minute 4004), Sally Blackamore (Financial Controller for minutes 3998, 3999 and 4000), Jason Carter (Director of Governance and Assurance (for minute 3996), Professor Jeremy Gregory (FPVC Arts), Professor Sam Kingman (FPVC Engineering), Helen Lawrenson (Deputy Director of Finance for minute 4003), Professor Sarah Metcalfe (Provost UNM for minute 3994), Professor Nick Miles (Provost UNNC for minute 4002), Margaret Monckton (CFO), Andy Naylor (CEO Nottingham Technology Ventures Ltd. for minute 4005), Pip Peakman (Director of Research and Innovation for minute 4003), Helen Pennack (CMCO for minute 4004), Jason Phoenix (Castle Meadow Programme Director for minute 3997), Emma Rowsell (Director of Student and Campus Life for minute 4006)

3990 Welcome, Apologies, Quoracy

- .1 The Chair welcomed members to the meeting.
- .2 Apologies were received from Professor Joanne Lymn and Ravi Bhalla.
- .3 The Secretary CONFIRMED the meeting was quorate.

3991 Declarations of Interest

There were no declarations of interest.

3992 Minutes of the Meetings held 11 October 2022 and Action Log

The minutes of the meeting held 11 October 2022 were APPROVED as an accurate record.

3993 Chair’s Business

- .1 The Chair reported that, following a recruitment process, Nominations Committee had RECOMMENDED to Council that Dr Michelle Haslem and Rakesh Sharma be appointed as Council members for four year terms from the 1 January 2023 and 1 April 2023 respectively. Council APPROVED the appointments and NOTED that

Rakesh would be invited to attend and observe future Council meetings ahead of assuming his role in April 2023.

- .2 Subject to approval by Nominations Committee, Sahil Rishi would be appointed as the co-opted member on Audit and Risk Committee. Council members were supportive of the candidate's appointment.

3994 UNM Report

- .1 Council RECEIVED and NOTED the report from the Provost UNM (paper C/22/109).
- .2 RESERVED.
- .3 Council NOTED the following key points:
 - .1 Although student recruitment numbers had improved during 2022, UNM's student number targets had not been achieved. Several factors had contributed to this, which included the current economic climate and the continuing impact of the pandemic;
 - .2 The number of foundation, postgraduate taught and postgraduate research students had increased during 2021/22;
 - .3 A series of key performance indicators (KPIs) had been developed to support the delivery of the UNM strategy;
 - .4 Full face to face teaching had resumed in September 2022;
 - .5 The outcome of the Malaysian Research Assessment Instrument (MyRA) audit was awaited, but it was anticipated that UNM would retain its five star status;
 - .6 Despite a delay in returning to campus and resumption of in person teaching, UNM remained in a strong financial position;
 - .7 A significant level of funding had been invested to address the backlog of maintenance work. This included upgrading student accommodation and flood remediation work.

3995 Vice-Chancellor's Report

- .1 Council RECEIVED and NOTED a report from the Vice-Chancellor (paper C/22101).
- .2 The following key points were NOTED:
 - .1 The Minister of State for Science, Research and Innovation had announced that, as part of a wider package, an extra £100m of QR research funding would be provided. Funding had been allocated to Universities based upon REF results;
 - .2 The appointment of a Senate member to Council to fill the current vacancy had been discussed at the Senate meeting the previous week. Senate had agreed that the vacancy should be temporarily filled until the recommendations of the Senate Effectiveness Review had been implemented

and new process for the appointment of Senate members to Council had been introduced.

3996 Health and Safety

- .1 Council RECEIVED and NOTED the Health and Safety Committee report from the Chair of the Health and Safety Committee and the Director of Governance and Assurance (paper C/22/111).
- .2 The new Director of Health and Safety had assumed post at the beginning of November 2022.
- .3 Development of risk registers and hazards maps for Faculties and Professional Services departments continued to progress well. The registers and maps would identify key health and safety risks within each area and enable appropriate mitigations to be implemented. Each Faculty and Professional Services department would be responsible for the management of its risks and hazards, which would be regularly reported to the Health and Safety Committee.
- .4 Following routine inspections by the fire service, it had been identified that there were gaps in the University's recording of fire evacuation testing and fire alarm testing. Council was assured that testing had taken place, but those tests had not consistently been logged. Urgent action was being taken to address the gap.
- .5 A question was asked about the timeline for resolving the fire alarm system issues at the Kings' Meadow Campus. Actions to address these issues were being developed and it was expected that recommendations would be submitted to the Health and Safety Committee meeting in January 2023 for consideration.
- .6 Council Members DISCUSSED that there had been flooding concerns within areas of the School of Medicine and that there might be potential risks associated with radiation sources stored and processes within the location. Council members sought assurance that these risks were under control. The Chair of the Health and Safety Committee advised Council that flooding concerns had been raised through reports submitted to the Estates and Infrastructure Committee and were being addressed as a matter of urgency.

ACTION		Owner	Due
.7	At its February 2023 meeting, a report would be submitted to Council which would provide assurance over the risks associated with the safe management of radiation sources in QMC in view of the recent floods.	Chair of Health and Safety Committee/ Director of Governance and Assurance/ Director of Health and Safety.	February 2023

Post Meeting note: The flooding concerns within areas of the School of Medicine and the risks associated with radiation sources had been investigated as a matter of urgency. It was NOTED that no higher level risk in relation to radiation sources had been identified.

3997 Castle Meadow Campus Risk Report

- .1 Council RECEIVED and NOTED the Castle Meadow Campus Risk Report from the Castle Meadow Programme Director (paper C/22/108).

- .2 The overall risk rating for the Castle Meadow Campus programme remained amber. There would be detailed consideration of the Castle Meadow risk register at the January 2023 meeting of Audit and Risk Committee, to understand the detail of each risk and mitigating action being implemented.
- .3 The infrastructure business case for Castle Meadow Campus would be submitted to the February 2023 meeting of Council for discussion and to the March 2023 meeting for approval.
- .4 A communications plan for a series of regular updates to be published to the University community was underway. Communications would apprise staff and students of developments and plans for the campus.
- .5 Discussions with external companies regarding potential partnerships and occupancy of space at the Castle Meadow Campus continued and there remained a high level of interest from potential tenants.

3998 Financial Performance

Council RECEIVED and NOTED paper C/22/112 from the Financial Controller.

3999 Financial Statements 2021/22 and External Audit Summary

- .1 Council RECEIVED paper C/22/115 from the Chief Financial Officer and Financial Controller.
- .2 The Chief Financial Officer reported that a draft version of the Financial Statements had been received by Finance Committee and Audit and Risk Committee. The audit was not yet complete and there were some outstanding matters. Council members RECEIVED a copy of the outstanding matters during the meeting and were assured that each matter was being addressed and would be resolved in time for completing the financial statements and accounts.
- .3 The accounts had not altered since the papers had been circulated to Council. However, it was NOTED that, following finalisation of the audit, figures could be adjusted.
- .4 Council DISCUSSED environmental, social and corporate governance (ESG) and members observed that they would welcome a future agenda item on ESG and the development of a dashboard to report this data.
- .5 Council AGREED that the final version of the Financial Statements would be shared with the Chairs of Audit and Risk Committee and Finance Committee. Should the Chairs be satisfied with the final accounts and there would not be any material changes, the Financial Statements could be APPROVED by the Chairs. If there were material changes to the accounts, the Financial Statements would be submitted back to Council for final consideration and approval. The Chairs of Audit and Risk Committee and Finance Committee and members of Council CONFIRMED they were supportive of the approach.

ACTION		Owner	Due
.6	ESG would be scheduled as a future agenda item and Council would have the opportunity to review a report that highlighted ESG issues and challenges.	Secretary	October 2023

4000 Delegated Financial Authorities

Council RECEIVED and APPROVED the amendments to the delegated financial authorities as outlined in paper C/22/113.

4001 Vice-Chancellor Objectives

- .1 Council RECEIVED paper C/22/110 from the Vice-Chancellor, which set out the objectives for the 2022/23 academic year. Objectives had been devised in discussion with the Chair of Council and with reference to the University's performance framework.
- .2 Following a discussion with UEB, two further objectives had been added. The Vice-Chancellor would assume the role of Chair of Universitas21, which would support the delivery of an objective around influencing government policymakers. An objective that focussed upon increasing the capacity and capability in leadership positions throughout the University had also been included.
- .3 Council members provided feedback on the Vice-Chancellor's objectives and the following points were DISCUSSED:
 - .1 Although it was understood that a weighting was not applied to the objectives, it was recognised that there could be instances where there needed to be a focus on a particular objective in order to better drive its progress and delivery;
 - .2 The objective to increase capacity and capability in leadership was a positive addition;
 - .3 That a number of risks in the delivery of objectives related to culture and staff engagement and members DISCUSSED action that would be taken to improve staff engagement. The Vice-Chancellor advised that consideration was being given to convening a new kind of advisory group. At an early leadership stage in their career, colleagues would be invited to join the group and would have the opportunity to be involved in discussions to support the executive in addressing particular issues or challenges;
 - .4 Complexities in leadership and management and accountabilities and responsibilities associated with those roles. Enhancements to the means of recruiting and developing future leaders would be addressed and colleagues recruited to such roles would be closely supported in their development, to enable them to have a clear understanding of the role of a leader and the responsibilities involved.
- .4 Council NOTED its support for the Vice-Chancellor's objectives. The Vice-Chancellor thanked Council members for their comments and confirmed that the objectives would be published on the University's website.

4002 UNNC Report

- .1 Council RECEIVED and NOTED the report from the Provost UNNC (paper C/22/102).
- .2 Council NOTED the following key points:
 - .1 A set of KPIs had been developed for UNNC. Some KPIs had been achieved and the focus would move to those KPIs that required further progression;

- .2 The progress made against the strategic priorities for 2022/23. The average GaoKao score had improved and work had been undertaken to improve the student experience, which included upgraded catering facilities and improved sports facilities;
 - .3 The results of the Nottingham Student Experience Survey 2021 for UNNC. Overall student satisfaction was 90.1%. The target for 2022/23 was 93%;
 - .4 That UNNC remained in a strong financial position, with opportunity for continued investment in future years;
 - .5 A memorial service had been held for the late President of UNNC Yang Fujia, who had been instrumental in its founding.
- .3 Council DISCUSSED the fact that the KPIs for the UK, China and Malaysia were different and CONSIDERED whether there were opportunities to develop a set of KPIs that were applicable to all three. However, it was recognised that there would always be instances where some KPIs were specific to either the UK, China or Malaysia.

4003 Post Implementation Review Research Strategy

- .1 Council RECEIVED paper C/22/104 from the Director of Research and Innovation and the Deputy Director of Finance.
- .2 The purpose of the paper was to review and analyse performance against the goals of the 2017 Research and Impact Strategy and to identify lessons that could be learned and used to inform the delivery of the Research Strategy for 2022/23-2026/27.
- .3 One of the key learnings was the need for clear baseline data, definitions of targets and deliverables to enable the University to measure progress against the delivery of the strategy. A mechanism was needed to identify areas where targets were being achieved and where interventions were required to achieve others.
- .4 Council was keen to understand how the learnings from the post implementation review might inform future reviews and drive improvements. The Deputy Director of Finance advised that a repository of lessons learned would be created, which would be available to colleagues working on other significant strategic change programmes. Council SUGGESTED that the development of a programme initiation document would also be beneficial in driving future improvements in the delivery of significant projects.
- .5 Council highlighted the importance of understanding the culture of an organisation before the delivery of large strategic change projects. There should be a method to understand and account for cultural changes needed as part of the project's planning phases.
- .6 Members expressed the wish that, for future post implementation reviews submitted to Council, it would be beneficial to have sight of the original, approved business case to compare against the review. This would identify whether the business case had delivered its objectives.
- .7 Council was invited to ENDORSE the findings outlined within the paper. It was clarified that, by endorsing the findings, Council was also signalling its support for

the values of a post implementation review and the significance of the lessons learned that could be applied to future projects. Council ENDORSED the findings as outlined in paper C/22/104.

4004 Progress Against Size and Shape (Student Recruitment) Ambitions

- .1 Council RECEIVED and NOTED paper C/22/106 from the Chief Marketing and Communications Officer and Director of Student Recruitment.
- .2 The paper outlined the progress made against size and shape ambitions. A review of the ambitions was underway, which would result in recommendations about actions required to meet the targets.
- .3 Council NOTED the following key points:
 - .1 Postgraduate taught international growth had been strong up to 2020/21. The University had not met its international Undergraduate targets;
 - .2 The proportion of students recruited via different channels. There had been an increase in the number of students recruited directly via UCAS, but there had been a decline in the number of students recruited to 2+2 programmes;
 - .3 The work that would be undertaken to improve and sustain international student recruitment. This included the ongoing implementation of the digital engagement programme and further optimisation of agent routes.

4005 Midlands Investment Vehicle (MIV)

- .1 Council RECEIVED and NOTED paper C/22/103 from the CEO Nottingham Technology Ventures Ltd, which provided the background to the MIV.
- .2 In establishing the MIV, the founding Universities had agreed some heads of terms that would govern the ongoing relationship between MIV and each University. UEB had approved the University to enter into a framework agreement following finalisation of the terms by Midlands Innovation Board.
- .3 Recruitment for a CEO of MIV was underway.
- .4 Council NOTED there was a potential reputational risk to entering into the MIV. The framework agreement would need to be carefully managed to mitigate against any reputational risk.

4006 Prevent and Safeguarding

- .1 Council RECEIVED paper C/22/114 and a presentation on Safeguarding from the Director of Student and Campus Life.
- .2 The presentation informed Council of updates to the University of Nottingham's Safeguarding policy, the establishment of the Safeguarding Steering Group which had replaced the former Prevent Steering Group and that Report and Support was the system being used by the University for reporting safeguarding concerns. Almost 500 reports had been received via the Report and Support system during 2021/22, the majority of which had been submitted by students. Reports related to harassment, bullying and domestic abuse.

- .3 The Office for Students (OfS) provided a framework for monitoring compliance with the Prevent duty and the University was required to make an annual submission to the OfS of its Prevent training figures and incidents.
- .4 Systems were in place that enabled the University to monitor student attendance. Council NOTED that such monitoring was required for specific groups of students, such as those who studied at Nottingham on a Visa. Council was assured that strong safeguards were in place around the use of the data.
- .5 Council AGREED the Accountability Statement and Data Return for signature by the Chair of Council before submission to the OfS.

ACTION		Owner	Due
.6	A note would be circulated to Council that detailed the safeguards in place regarding the use of data to monitor student attendance.	Secretary	January 2023

4007 Audit and Risk Committee

Council NOTED the report from the meeting of Audit and Risk Committee held on 14 November 2022 (paper C/22/118).

4008 Finance Committee

Council NOTED the report from the meeting of Finance Committee held on 7 November 2022 (paper C/22/119).

4009 Nominations Committee

Council RECEIVED and NOTED the Nominations Committee report (paper C/22/117) and CONFIRMED that the approval of external Council members had been addressed as part of the Chair's Business item at the beginning of the agenda.

4010 Council Agenda Forward Plan

Council NOTED the Council Agenda Forward Plan (paper C/22/107).

4011 Suspensions and Discipline Cases

The Registrar REPORTED that three students had been excluded from areas on campus as a result of their behaviour and one student had been suspended from residential accommodation as a result of their behaviour. Two students had been excluded from the University pending police investigations.