



University Executive Board

Minutes of the meeting of 2 July 2024

Present: Professor Shearer West (Vice-Chancellor and Chair) from minute 24.83, Professor Jane Norman (DVC) chaired the meeting until minute 24.83, Professor Sube Banerjee (FPVC MHS), Helen Dunn (Interim Director of Human Resources), Professor David FitzPatrick (Provost UNM), Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts and interim FPVC Social Sciences), David Hill (CDO), Professor Sam Kingman (FPVC Engineering), Professor Katherine Linehan (PVC People and Culture), Professor Tom Rodden (PVC RKE), Professor Sarah Speight (PVC ESE), Professor Zoe Wilson (FPVC Science)

Attending: Rowena Hall (Secretary), Louella Houldcroft (Director of Communications and Advocacy) from minute 27.78, Helen McNamara (Interim Deputy Director of Human Resources), Rav Kalsi (Principal Executive Officer), Jason Carter (Deputy Registrar and Director of Governance and Assurance) for minutes 24.78 and 24.79, Carolyn Stanhope (Digital Core Senior Business User, HR) for minute 24.77, Rob Phillips (Programme Manager) for minute 24.77, Jason Carter (Deputy Registrar and Director of Governance and Assurance) for minutes 24.78 and 24.79, Professor Kevin Gough (Chair of the Farm Review Group) for minute 24.80, Angela McDonald (Associate Director of Risk and Assurance) for minute 24.82, Jamie Tennant (Associate Director of HR Digital and Shared Services) for minute 24.84.

Apologies: Margaret Monckton (CFO), Professor Jon Garibaldi (Provost UNNC)

24.74 Welcome, Quoracy and Declarations of Interest

- .1 The Secretary confirmed that the meeting was quorate and there were no declarations of conflict of interest.
- .2 Dr Hafez Abdo (Associate Professor, NUBS) was welcomed to the meeting as an observer.

24.75 Minutes of 6 June Meeting and Action Log

- .1 Subject to an amendment to minute 24.66.3 to ensure a correct reference relating to the Nottingham Reward Scheme, the minutes of the meeting held on 6 June (UEB/24/97) were CONFIRMED as a true and accurate record.
- .2 The Action Log was NOTED and the following updates AGREED:
 - .1 Action 24.14.6 – the action to discuss the research infrastructure requirements as part of Reshaping our Estate programme was on hold and a decision about where the activity should report would be made at a later date.
 - .2 Action 21.130.6 – the action to deliver six monthly reports to UEB on the Timetabling for 2024 project would be closed and the reporting requirements moved to the Strategic Portfolio Board.



.3 Action 22.85.6 – further progress on the development of the East Midlands Maths School was dependent on securing the proposed site. The Senior Responsible Officer role for the project had transferred to the FPVC Science. The action would be closed and further reports submitted to UEB in due course.

.3 The Secretary would liaise with the Interim Director of HR to review HR actions.

24.76 Chair's Business - Deputy Vice-Chancellor

.1 The DVC confirmed that she looked forward to assuming the role of interim Vice-Chancellor in November and continuing to work with University Executive Board members following the departure of the Vice-Chancellor who had accepted a role as the Vice-Chancellor at the University of Leeds.

.2 The Registrar confirmed that the recruitment of the University's next Vice-Chancellor would commence formally in September with the process anticipated to be completed before the end of the year.

24.77 Digital Core Delivery and Organisational Readiness Update

.1 UEB RECEIVED paper UEB/24/94 which provided an update on the delivery of the Digital Core Programme.

.2 A successful first-time operation of payroll following the implementation of the UniCore system remained the biggest programme risk and the last outstanding significant area of concern. It would be important to ensure that the payroll team remained focused on the migration to UniCore. Additional work, including the administration of payments under the Mutually Agreed Resignation Scheme (MARS), would detract from this focus.

.3 UEB reiterated the importance of ensuring that the delivery of the November payroll function would not be negatively affected by the implementation of the UniCore system.

.4 It was confirmed that payroll delivery could be de-coupled from the go-live of the UniCore system if required, and the existing Resourcelink system could be used to ensure a successful payroll run. However, the use of the UniCore system remained the preferred option for the programme team. Assurances were provided to UEB that stringent criteria were in place to determine which system would be used.

.5 UEB NOTED that its members were the accountable leads for organisational readiness in their teams and each would be asked to nominate a Senior Accountable Person to guide and implement required activity in their Faculties/Departments.

.6 UEB considered whether training for the UniCore system should be mandatory and, on the basis that there were no plans to restrict access to the system in the event that training was not completed by an individual, AGREED that training should be strongly recommended.

.7 UEB suggested that training should ideally be delivered in bitesize modules with staff able to access different modules as needed and that the uptake of training per department should be published regularly.

.8 UEB would continue to receive monthly updates on the programme in lead up to the UniCore go-live.



24.78 Partnership Due Diligence

- .1 UEB RECEIVED paper UEB/24/102 which outlined the high-level findings and related recommendations following a review of due diligence processes associated with research and teaching partnerships, financial investments and gift acceptance and ethical fundraising.
- .2 It was suggested that in addition to conducting due diligence prior to entering a partnership arrangement, existing partnership arrangements should be reviewed regularly.
- .3 UEB AGREED the proposal to commission a Getting in Shape Rapid Improvement Event to address the potential risks identified from the review including the establishment of a committee to provide appropriate oversight.

	ACTION	OWNER	DUE
.4	To progress the delivery of a rapid improvement event to address the risks identified from the partnership due diligence review.	Director of Governance and Assurance	30 September

24.79 Timetable for Consideration of Issues Raised by the Students’ Union

- .1 UEB RECEIVED paper UEB/24/103.
- .2 Some aspects covered by Partnership Due Diligence review (UEB/24/102) had been included as part of a wide-ranging paper submitted to the University by the Students’ Union. There was some alignment between the Students’ Union paper and some of the issues raised by those involved in the encampment on Jubilee Campus.
- .3 The paper proposed a timetable and approach for consideration of the matters raised in the Students’ Union paper using existing committee routes. Work would be done to map out the issues raised against the committees listed.
- .4 It was suggested that further work was required to ensure that the staff at the Students’ Union and the Students’ Union Officers were fully briefed on the University’s governance structure.
- .5 UEB AGREED the timeline and approach as set out in the paper but NOTED that whilst the timeline was unlikely to meet all the expectations of the Students’ Union, it was necessary to ensure that the issues raised were considered appropriately and at the right level of decision-making.

	ACTIONS	OWNER	DUE
.6	To schedule a briefing session on the University’s governance structure with staff at the Students’ Union.	Secretary	29 August 2024
.7	To ensure that a briefing session on the University’s governance structure continued to be included in the induction for Students’ Union Officers and that the session should be expanded as appropriate.	Secretary	29 August 2024



24.80 University Farm Review - Research Value and Purpose

- .1 UEB RECEIVED paper UEB/24/93 which outlined the findings of the Farm Review Group established to review the research and teaching value of the farm facility.
- .2 Professor Gough provided an overview of the research value of the farm confirming the steady increase in farm-related research activity, current grant pipeline, contribution to REF returns in REF2014 and REF2021, QR funding, and details of farm-related University spin-out companies. The significant amount of teaching conducted using the farm was also outlined.
- .3 The review concluded that the farm facility made a significant and demonstrable contribution to the research, teaching and knowledge exchange activities of the University, specifically through both the School of Biosciences and the School of Veterinary Medicine and Science.
- .4 UEB thanked the members of the Farm Review Group and Professor Gough for their work and the resulting report. The report had enabled UEB to better understand the value of the farm facilities to the University
- .5 UEB NOTED that the paper set out different options for investment in the farm facility to support significant research growth. It was AGREED that a further paper should be developed setting out the options for the farm in more detail. The paper should include detailed information about research growth opportunities, potential cost recovery and commercial income, and options around how the farm could be supported better as a University research and teaching facility with clearer governance lines.

24.81 Vice-Chancellor's Business

- .1 The Vice-Chancellor had circulated an update to UEB prior to the meeting.
- .2 Warm congratulations were offered to the Vice-Chancellor by Members on her appointment as the new Vice-Chancellor of the University of Leeds.

24.82 Strategic Risk Management - Risk Appetite

- .1 UEB RECEIVED paper UEB/24/92 which provided a summary of risk appetite statements developed following a UEB risk session in January 2024. The draft statements identified levels of tolerance which would support the University to understand whether risks were being managed effectively.
- .2 UEB NOTED that a risk appetite statement for the Finance Stability risk (drafted but awaiting Finance Committee approval) and for Environmental Sustainability (awaiting CFO familiarisation with the portfolio) were pending and would be circulated to UEB in due course.
- .3 There was some discussion about the risk appetite for governance and reputation and whether the stated low appetite might preclude agility and bold decision-making. The Registrar confirmed that the low appetite for risk related to the process around decision-making than a restriction on the content of the decisions. We would need to ensure that our structures supported agile decision-making.
- .4 Further work on the statements was recommended as follows:
 - .1 To ensure that the people and culture risk statement referenced students sufficiently.



- .2 To consider whether the change management statement supported the ambition required to deliver the Future Nottingham programme.
- .5 Subject to the comments made during the meeting, the risk appetite statements were AGREED.

	ACTION	OWNER	DUE
.6	To circulate risk appetite statements for the Finance Stability and Environmental Sustainability risk when finalised.	CFO, Associate Director Risk and Assurance	30 November

24.83 Future Nottingham Update

- .1 The DVC confirmed that recruitment was underway for the strategic delivery leads for each workstream and the date for the Senate Away Day was being finalised.
- .2 It was planned to submit the strategic case for change to the Finance Committee and Council in October and November respectively. The case for change would be socialised beforehand to ensure that it met Council’s expectations.

24.84 Immigration – Key Updates and Review

- .1 UEB RECEIVED paper UEB/24/96 which provided a summary of recent immigration and work visa legislative changes and outlined options for the University’s visa reimbursement policy.
- .2 UEB AGREED the recommended option B as set out in the paper to maintain the current visa reimbursement policy. It was acknowledged that it was possible that immigration and work visa legislation might change further following the General Election.

24.85 Feedback

The interim Director of Human Resources provided feedback on the meeting and highlighted the creative thinking that had taken place in connection with many of the items discussed.

24.86 Any Other Business

It was confirmed that following a review, it had been determined that the Vice-Chancellor would chair the Gift Acceptance Committee and reporting lines would change from Reputation and Recruitment Committee to UEB.