



## University Executive Board

### Minutes of the meeting of 3 September 2024

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**Present:** Professor Shearer West (Vice-Chancellor and Chair) until minute 24.125, Professor Sube Banerjee (FPVC MHS), Professor Mark Bradley (Interim PVC ESE), Helen Dunn (Interim Director of Human Resources), Professor David FitzPatrick (Provost UNM)), Professor Jon Garibaldi (Provost UNNC), Dr Paul Greatrix (Registrar), Professor Jeremy Gregory (FPVC Arts and Interim FPVC Social Sciences) until minute 24.121, David Hill (CDO), Professor Sam Kingman (FPVC Engineering), Professor Katherine Linehan (PVC People and Culture), Professor Jane Norman (DVC) and chair from minute 24.125, Professor Tom Rodden (PVC RKE), Professor Zoe Wilson (FPVC Science)

**Attending:** Rowena Hall (Secretary), Rav Kalsi (Principal Executive Officer), Sally Blackamore (Finance Director), Louella Houldcroft (Director of Communications and Advocacy), Anto Rajamani (Associate Professor), Professor Henner Wapenhans for minute 24.116, Professor Chris Gerada for minute 24.116, Jenny Vempati (Director of Internal Audit) for minute 24.117, Angela MacDonald (Associate Director of Risk and Assurance) for minute 24.118, Rachel Newnham (Senior Assurance Manager) for minute 24.118, Kev Thompson (Deputy Director Governance and Assurance) for minute 24.118, Mark Barber (Digital Core Programme Director) for minute 24.119, Rob Phillips (Programme Manager, DTS) for minute 24.119, Carolyn Stanhope (Digital Core Senior Business User for HR) for minute 24.119, Jason Carter (Director of Governance Assurance) for minute 24.119, Professor David Park (Dean of Nottingham University Business School) for minute 24.120.

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#### 24.113 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 Anto Rajamani, a clinical Associate Professor and the Registrar's mentee, was welcomed to the meeting as an observer.

#### 24.114 Minutes of Meetings on 6 August and Action Log

- .1 The minutes of the meetings held on 6 August (UEB/24/132) were CONFIRMED as a true and accurate record.
- .2 The Action Log was NOTED.

#### 24.115 Chair's Business

The Vice-Chancellor had circulated a note on transition arrangements before the meeting.

#### 24.116 Zero Carbon Translation Centre - Concept Paper

- .1 UEB RECEIVED and NOTED paper UEB/24/139 which set out the concept of the Zero Carbon Translation Centre (ZCTC) designed to realise the benefits and opportunities created by the Zero Carbon Cluster.



- .2 UEB was supportive of the principle of establishing the ZCTC but NOTED that significant work remained to develop the proposal in full and to clarify how it would fit within the University's structures, now and in the future.
- .3 There was some discussion about the structure of the ZCTC. It was NOTED that current plans were not for it to be established as a subsidiary company. Discussion would take place with UKRI to ensure that the planned approach was still appropriate.
- .4 UEB reiterated its support for the development of the proposals and made a number of recommendations to the project team:
  - .1 To work closely with the Future Nottingham programme to ensure that the development of the ZCTC proposals aligned with the Future Nottingham workstreams.
  - .2 To liaise with Human Resources to ensure that organisational approach to the ZCTC including approaches to people, recruitment, and pay and reward were appropriate.
  - .3 To work with Finance to ensure that the costs and financial projections were correct and to understand any relevant implications to the legal structure of the ZCTC.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	To liaise with UKRI to understand the advantages and disadvantages of potential structures for establishing the ZCTC.	PVC RKE, Professor Gerada and Professor Henner Wapenhans	31 October
.6	To continue to progress the development of a full business case for the establishment of the ZCTC and to submit to UEB for approval.	Professor Gerada and Professor Henner Wapenhans	Ongoing

**24.117 Six Month Audit Internal Plan**

- .1 UEB RECEIVED paper UEB/24/142 from the Director of Internal Audit which set out the latest version of the rolling six-month internal audit plan and included both audits linked to strategic risks and to core controls.
- .2 It was CONFIRMED that following queries about the closure of some audit actions where it had been identified that the required activity had not been full embedded in the business, verification of priority one actions would take place throughout the life of the audit action.
- .3 The remit of the planned audit on the Mutually Agreed Resignation Scheme was outlined to include assurance of the process, the legal requirements, efficiency, fairness and staff experience.
- .4 It was suggested that a future audit to review health and safety compliance and assurance would be best timed for the summer of 2025.
- .5 UEB recommended the internal audit plan to Audit and Risk Committee for discussion and approval.

**24.118 Assurance Framework (statutory obligations) Annual Report**

- .1 UEB RECEIVED paper (UEB/24/137) which provided an overview of the process leading to, and a detailed view of, the findings of the self-attestation process conducted as part of the Assurance Framework.
- .2 UEB NOTED the following highlighted by the Assurance team:
  - .1 A continued disconnect between central policy publication and local implementation. Work continued to ensure appropriate training was developed and rolled out.



- .2 Strong engagement from local teams in many areas to support increased compliance.
- .3 The number of control points assessed as green had increased from 46% to 52% and the number of red ratings had reduced in all areas of obligation.
- .4 The team would continue to meet with local representatives to ensure progress on improvement plans.
- .3 There was some discussion on the obligations created by consumer protection legislation and whether the results of self-attestation were based on the perception of risk of breach rather than actual risk. It was suggested that over-caution may have led to a lack of agility in some instances.
- .4 UEB was advised that a new consumer protection policy had been published, but at the date of the self-attestation, training on the policy had not been rolled out. Since the release of the mandatory training programme there had been strong engagement.
- .5 It was suggested that greater context was provided to the consumer protection results before presentation to Audit and Risk Committee and that the paper be reordered so that the positive progress was highlighted first.
- .6 Detailed sessions had been delivered at Assurance Committee to consider compliance with UKVI obligations and required actions.
- .7 It was suggested that the use of annual mandatory training was not always the most effective way of ensuring compliance. Training needed to be accessible and timely so that staff could review it when required. It was further suggested that some of language used by Subject Matter Experts was too technical and not accessible by non-experts.
- .8 UEB NOTED the content of the report and AGREED that it should be submitted to Audit and Risk Committee, subject to the suggestions made during the meeting.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.9	To amend the paper as suggested before submission to Audit and Risk Committee.	Deputy Director Governance and Assurance	13 September

**24.119 Digital Core Update – Approach to Business Readiness**

- .1 UEB RECEIVED paper UEB/24/138 which provided an update on the delivery status of the Digital Core project.
- .2 The Programme Director provided information on the results which had emerged from the April payroll comparison, and there was discussion about the tolerance limits for payroll reconciliations.
- .3 It was NOTED that in a normal month using the current system, there were typically over 300 errors that required correction before payroll was run. Further data on the forecasted speed of correction of discrepancies was requested.
- .4 The discrepancy ranges set out in the paper were NOTED, but it was commented that variances would likely impact the University’s lower paid staff most. Therefore, data on the percentage relative to pay scale for the discrepancies was requested.
- .5 Staff had been encouraged to check their payslips in recent staff newsletters, but the advice would be repeated. It was confirmed that any discrepancy in pay would be likely to be as a result of the UniCore system calculating payroll information more accurately than the current payroll system. Staff would be advised of how to raise payroll queries following the go-live.
- .6 UEB members were asked to liaise with their senior accountable leads to understand the state of business readiness in their areas.



- .7 It was NOTED that that an additional meeting of UEB had been scheduled for 8 October at which UEB would determine whether the UniCore project should go-live as scheduled.
- .8 PwC had been commissioned to complete a go-live readiness review which would look at technical, testing, support, training and security as aspects of the programme and provide an independent assessment of readiness for go-live. Feedback on the findings would be provided to the University throughout the course of the review.
- .9 It was AGREED that firm recommendations for decision would be provided at the meeting on 8 October, accompanied by clear risk and mitigation plans. It would not be appropriate to provide significant amounts of data for members to conduct their own analysis at the meeting. It was further agreed that in advance of the meeting, the following information should be provided to UEB:
  - .1 Details of the measures and metrics that would be used to determine whether sufficient progress was being made during September.
  - .2 Details of the go-live support that would be in place.
  - .3 Further data on the timescales for correction of pay discrepancies and percentage of discrepancies relative to pay scale

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
10.	In advance of the meeting of UEB on 8 October the project would provide the following to UEB: <ul style="list-style-type: none"> <li>(a) Details of the measures and metrics that would be used to determine whether sufficient progress was being made during September.</li> <li>(b) Details of the go-live support that would be in place.</li> <li>(c) Further data on the timescales for correction of pay discrepancies and percentage of discrepancies relative to pay scale</li> </ul>	Programme Director	30 September 2024

**24.120 Modern Anti-Slavery Act 2015: Annual Statement 2024**

- .1 UEB RECEIVED paper UEB/24/131 from Professor Park, Chair of the University’s Modern Anti-Slavery Committee, which set out the University’s draft modern slavery and human trafficking statement for the financial year ending 31 July 2024.
- .2 The statement summarised how the University’s structures, processes, recent actions and future plans directly addressed the government’s key modern slavery themes.
- .3 It was suggested that Professor Park link with the Deputy Director of Communications as plans developed to publish the University’s history of involvement with slavery and to ensure that the University’s significant progress and success in this area was appropriately shared across the University and externally.
- .4 Professor Park confirmed that a check would be done to ensure that Council approval of the statement was required.
- .5 UEB RECOMMENDED APPROVAL of the Annual Statement to Council.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
6.	To work with the Deputy Director of Communications to develop a plan to share the University’s progress and success in connection with Modern Anti-Slavery appropriately.	Chair of the University’s Modern Anti-Slavery Committee	30 September 2024



7.	To confirm whether Council approval of the statement was required	Chair of the University's Modern Anti-Slavery Committee	30 September 2024
8.	To submit the Annual Statement to Council for approval	Chair of the University's Modern Anti-Slavery Committee	6 September 2024

**24.121 Feedback**

The FPVC Science reflected on the discussions that had taken place during the meeting and how they would form a firm foundation for decisions that would be required at future meetings.

**24.122 Roundtable**

- .1 It was REPORTED by the Registrar that the advertisement for the President and Vice-Chancellor role at the University had been released.
- .2 It was REPORTED by the Provost UNNC that the decision not to proceed with the CBI building in the high-tech zone in Ningbo had been approved.