



## University Executive Board

### Minutes of the meeting of 6 December 2022

**Present** Professor Shearer West (Vice-Chancellor), Neil Crout (PVC RKE), 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 (FPVC Social Sciences), Professor Katherine Linehan (PVC EDI and People) Professor Nick Miles (Provost UNNC), Professor Sarah Metcalfe (Provost UNM) via Teams, Professor Jane Norman (DVC), Professor Robert Mokaya (PVC GE), Professor Sarah Speight (PVC ESE), Margaret Monckton (CFO), Professor Sir Jonathan Van-Tam (FPVC Medicine and Health Sciences) via Teams, Professor Zoe Wilson (FPVC Science).

**Attending** Rowena Hall (Secretary), Rebecca Davies (Programme Manager, Digital Strategy Programme), Dr Lisa Yon (Associate Professor, Vet School), Jason Phoenix, (Programme Director CMC) for minute 22.124, Helen Lawrenson, (Deputy Director Financial Management) for minute 22.124, Stephen McAuliffe (Deputy Registrar) for minutes 22.125 and 22.126, Ruth Eccles (Head of Professional and Work-based Learning) for minute 22.125, Leonie Mathers (Deputy Director Advocacy) for minute 22.126, Matthew Rackley (EU Development Manager) for minute 22.127, Jason Carter (Director of Governance and Assurance) for minute 22.128, Kev Thompson (Associate Director of Risk Management) for minute 22.128, Chris Garrod (Faculty Operations Director) for minute 22.128, Katie Burrows (Head of Business Continuity and Change) for minute 22.128, Jenny Vempati (Director of Internal Audit) for minute 22.129, Jamie Tennant (Associate Director of HR Digital and Shared Services) for minute 122.132, Megan Garner (Head of Employment Shared Services) for minute 122.132.

#### 22.121 Welcome, Apologies, Quoracy and Declarations of Interest

- .1 The Chair welcomed Rebecca Davies (Programme Manager, Digital Strategy Programme) and Dr Lisa Yon (Associate Professor, School of Veterinary Medicine and Science) to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate and there were no declarations of interest.

#### 22.122 Minutes of 15 November 2022 and Action Log

- .1 The minutes of the meeting held on 15 November 2022 were confirmed as a true record.
- .2 The Action Tracker was NOTED.

#### 22.123 Chair's business

- .1 The Vice-Chancellor had circulated an update to UEB members prior to the meeting.
- .2 It was reported that the Covid-related lockdown of the campus at UNNC had been lifted.
- .3 Several UEB members, including the Vice-Chancellor, had attended a recent lunch for Heads of School, at which plans to professionalise Head of School recruitment and support for onboarding and transition were shared. It was reported that Heads of School were supportive



of the plans and were able to provide further suggestions for the support of, and structure around, the Head of School role.

- .4 UEB discussed the experiences of the FPVC Arts and FPVC Engineering who had attended Council meetings in place of the DVC whilst the post had been vacant. The benefits of UEB members attending the informal Council sessions and dinner were NOTED.

#### **22.124 Castle Meadow Campus Update (Infrastructure Business Case)**

- .1 UEB RECEIVED the paper (UEB/22/154) which provided an update on progress made in the finalisation of the initial occupation strategy for Castle Meadow Campus (CMC), and a brief overview of the infrastructure business case for the campus.
- .2 The focus of CMC would be primarily postgraduate for the first four to five years of its operation, with Nottingham University Business School's (NUBS) postgraduate and executive education offer being based at the campus and a similar model adopted by the School of Computer Science. KPMG would become a key tenant at CMC with further co-creation opportunities being explored with research and community partners.
- .3 Detailed costings for the CMC infrastructure business plan were still under preparation, but the Deputy Director of Finance was able to confirm that financial requirements would be in the region of that presented to Council at the time of the acquisition of the campus.
- .4 The CMC Programme Director was content that the CMC Board had a clear line of sight between the planned development of CMC and the University's strategy, and of its relationship to the Performance Framework. To ensure that remained the case, the development of CMC would take place in a number of phases.
- .5 It was important that the CMC Board be reminded that one of the stated ambitions of the programme should remain the opportunities for building a better student experience and that the language used in connection with the programme should not distract from this student focus with reference only to the transfer of staff or programmes of study to CMC.
- .6 In view of the strategic approach to the development of partnership opportunities at CMC, it was suggested that the use of the term 'partner' should be used in preference to 'tenant' where appropriate.
- .7 Significant activity was ongoing within NUBS to enable all staff to share in the vision for the School. Staff who were less supportive of the plans for NUBS to deliver activities at CMC had cited the challenges of delivery across two campuses. Those challenges were not insurmountable as demonstrated by several of the University's Schools that operated very successful models of teaching delivery across more than one campus. Opportunities would need to be found to share those examples with colleagues in NUBS.
- .8 There was consensus that the growth of NUBS, and the required enhancement in the quality of its research and teaching provision, could not be achieved without delivery beyond Jubilee Campus and a transformation in its operating model. This should be seen by colleagues in the School as an opportunity to achieve real step-change in delivery.
- .9 The Vice-Chancellor thanked the programme team for its work to date on the project and looked forward to receiving the infrastructure business case for consideration by UEB.



**22.125 UoN Degree Apprenticeships Review Part 2**

- .1 UEB RECEIVED the paper (UEB/22/145) from the PVC ESE which was a follow-up to that considered by UEB at its previous meeting. The paper provided a series of recommendations for the University’s future approach to degree apprenticeships.
- .2 The recommendations focused on the University’s positioning as a specialist provider focused on delivery sectors where the University had a recognised strength and which complemented other priorities. Criteria for approval of programmes would be developed.
- .3 UEB NOTED that it would only be necessary to teach-out a small number of existing programmes that did not meet the established criteria and/or lacked an assured market demand.
- .4 The establishment of a centralised delivery function was proposed to mitigate risks related to Ofsted and minimise delivery burdens felt by Schools/Departments. Schools/Departments would retain programme expertise, academic oversight and income.
- .5 UEB AGREED the recommendations for the direction of the University’s apprenticeship provision which included the establishment of a centralised delivery function.

|    | <b>ACTION</b>  | <b>OWNER</b> | <b>DUE</b>   |
|----|--|--------------|--------------|
| .6 | To deliver progress reports to UEB annually on the University apprenticeship provision | PVC ESE      | January 2024 |

**22.126 Student Living Strategy**

- .1 UEB RECEIVED the paper (UEB/22/146) from the Registrar, presented by the Deputy Registrar and Deputy Director of Advocacy, which provided an update on the development of a Student Living Strategy (SLS) as part of the Universities for Nottingham Civic Agreement.
- .2 The SLS sought, in partnership with Nottingham Trent University and Nottingham City Council, to provide solutions and improvements to manage the challenges of student living in the City and the specific challenges of off-campus living.
- .3 UEB NOTED, and was supportive of, the progress to date and the priorities for the strategy which were focused on accommodation across the City, encouraging neighbourliness, and ensuring students were valued members of the communities in which they resided.
- .4 UEB further NOTED the importance to the University of ensuring that the holistic picture of the contribution that students made to Nottingham was understood and recognised across the City. This included economic, social, and cultural benefits brought to local communities. It was also important that students felt valued locally as part of an excellent student experience and increased graduate retention.
- .5 UEB APPROVED the Registrar and Deputy Registrar to finalise the SLS.

**22.127 Preparedness for UK Government’s ‘Plan B’ to Horizon Europe Association**

UEB RECEIVED and NOTED the paper (UEB/22/147) from the PVC GE which provided details of the current external political context for the UK Government’s aim to associate to the EU’s Horizon Europe funding programme and details of the efforts being made to ensure the University was aware of and prepared for change to the research funding environment enacted by a pivot to Plan B.



**22.128 Assurance (Statutory Obligations) – Update and Deployment Plan**

- .1 UEB RECEIVED the paper (UEB/22/148) from the Registrar and Director of Governance and Assurance. The paper reported on the progress made in the development and piloting of the University Assurance Framework (AF) and proposed plans for its wider deployment.
- .2 The AF had been developed in response to the need to transition the University’s historical assurance approach to that of a more proactive framework, which would provide earlier indications of risks to activities and operations and where earlier management intervention was required.
- .3 An overview of the pilot stage of the AF was provided and included feedback from the Faculty of Engineering team who had participated. UEB was pleased to NOTE that the design and approach to the deployment and operation of the AF was practical, and the self-assessment process and development of improvement plans was facilitated and well supported by a centralised team.
- .4 The AF had provided clear sight of where the Faculty was performing well in terms of statutory compliance and where action was required. This supported the FPVC and Faculty Operations Director to be accountable for compliance and oversee the completion of actions allocated to individuals under the associated improvement plan. Key gaps under the AF would be fed into risk management activity and, if required, escalated through to committees and the risk register.
- .5 The success and effectiveness of the AF would be dependent on senior level ownership and support within each Faculty and Department and ensuring that a named individual, working in collaboration with the Assurance Team, was responsible for completing the self-attestation process and driving the delivery of actions under the improvement plan. The FPVC Engineering was strongly supportive of the AF and reported that the process had been beneficial in identifying his compliance accountabilities as FVPC and ensuring the necessary Faculty executive attention would be paid to improvement activities.
- .6 UEB NOTED that a coordinated approach to the delivery of improvement activity would be necessary as some identified actions would be repeated across Faculty and Department plans and others would require support for delivery by Professional Services Departments.
- .7 An annual report would be delivered to UEB which would provide a full organisational view of compliance and improvement activity for the areas covered by the AF. This approach would ensure that UEB was well-placed to provide the requisite assurance to Audit and Risk Committee and Council.
- .8 UEB APPROVED the roll out of the AF across the University and directed FPVCs and Professional Service UEB members to commit appropriate time, resource and focus to the undertake the activities outlined in the paper.

|     | <b>ACTION</b>  | <b>OWNER</b>                         | <b>DUE</b> |
|-----|--|--------------------------------------|------------|
| .9  | To share example improvement plans developed as part of the pilot projects | Director of Governance and Assurance | 13 January |
| .10 | To report to UEB annually on the compliance position of the University.    | Director of Governance and Assurance | Annually   |

**22.129 Internal Audit Annual Opinion for 2021/22**

- .1 UEB RECEIVED the paper (UEB/22/149) from the Director of Internal Audit.
- .2 UEB NOTED the internal audit annual opinion gave reasonable assurance based on the audits and health-checks undertaken during the year. In general, there was a sound system of governance, risk management and control in place, with some exceptions.



- .3 The monitoring of audit actions continued to be overseen by Audit and Risk Committee through quarterly reporting. Any concerns between reports were escalated to the Chief Financial Officer. The audit plan was submitted to UEB every six months for review and approval.

**22.130 Proposals for Developing Professional Services**

- .1 UEB RECEIVED the paper (UEB/22/151) from the Registrar which set out a summary of the work undertaken to enhance the effectiveness of Professional Services delivery in support of the University’s strategy.
- .2 Recommendations contained in the paper focused on two main areas: the role and remit of the current Professional Services Steering Group and the role and remit of the Faculty Operations Director.
- .3 There was some discussion on the proposed change of line management of the Faculty Operations Director role from the relevant FPVC to the Deputy Registrar. A concern was raised that transferring line management from Faculties to Professional Services would risk the disconnection of Faculties and Professional Services and that FPVCs would feel loss of connection to their Faculty Operations Director. It was also suggested that the converse was true. Central line management would ensure that Faculties worked better together and more closely with Professional Services towards University goals, and break down the barriers that had been created between Faculties and Professional Services. A view was expressed from an FPVC that the relationship between FPVC and Faculty Operations Director would not be harmed as a result of a line management change as the purpose of the role had been, and would remain to be, to support the Faculty.
- .4 It was NOTED that a number of different approaches to the line management of the Faculty Operations Director role were operated across the Russell Group. The University would not be an outlier if the transfer of line management was approved.
- .5 A number of UEB members considered that too much time and emphasis had been placed on the location of, and seniority of, a role’s line management. Focus would be better shifted to the principal concerns in support of the delivery of the University’s ambitions.
- .6 It was confirmed that the membership of the Principal Operations Board would not include Faculty Operations Directors. Membership was focused on the sub-set of professional services directors who owned core University processes. Working groups would be set up to feed into the Board and Faculty Operations Directors would participate in those groups. It was NOTED that streamlined membership of the Board would provide better clarity of accountabilities.
- .7 It was confirmed that the Principal Operations Board membership would not include a member of UNNC or UNM staff, but appropriate and effective engagement with the campuses would be a focus of activity for the Board.
- .8 UEB APPROVED the recommendations set out in the paper.

|     | <b>ACTION</b>   | <b>OWNER</b>                           | <b>DUE</b> |
|-----|---|--|------------|
| .9  | To brief the Faculty Operations Directors on the discussion at the meeting and the outcome of the recommendations.  | Registrar                              | 13 January |
| .10 | The Professional Services Executive (Registrar, CFO, CDO and Director of Human Resources) would meet with FPVCs to discuss the new arrangements for Faculty Operations Directors. | FPVCs, Professional Services Executive | 31 January |



|     |   |                                 |            |
|-----|---|---------------------------------|------------|
| .11 | The Professional Services Executive would meet with the members of the Principal Operations Board to establish ways of working and priorities which would be reported to UEB. | Professional Services Executive | 31 January |
| .12 | To regular report to UEB on the progress of the implementation of the recommendations.  | Registrar                       | Quarterly  |

**22.131 Estates and Infrastructure Committee Review**

UEB RECEIVED the paper (UEB/22/150) from the FPVC Engineering and APPROVED its recommendations.

**22.132 Equality, Diversity and Inclusion: Our Strategic Way Forward**

- .1 UEB RECEIVED a presentation (UEB/22/152) from the PVC EDIP which provided an overview of the University’s progress against the EDI SDP and future priorities. A presentation was also delivered on Inclusive Recruitment.
- .2 A number of areas of good practice at the University were highlighted as was the challenge of engaging the disengaged on EDI topics.
- .3 The PVC EDIP was working closely with the Director of Human Resources to review and refresh the People SDP, which would replace the EDI SDP. Activity was ongoing to review the large number of EDI-related actions contained in various other action plans.
- .4 Work was being undertaken together with the PVC ESE in connection with APP activity and with the PVC RKE on research culture.
- .5 UEB was advised of the approach to rolling out inclusive recruitment and the pilot projects for the Research and Teaching job family.
- .6 Each UEB member committed to chairing a future University keynote EDI event and to act on directions provided by HR to embed inclusive recruitment practices within their Faculties or Departments.
- .7 Points NOTED by UEB included:
  - .1 There were clear benefits to ensuring inclusive recruitment became an embedded practice, but activity was still required to address people’s potential bias more directly.
  - .2 Talent attraction remained a challenge for UNNC and UNM.
  - .3 Recruitment activity was fragmented and siloed across the University, which presented challenges for understanding how individual recruitment decisions impacted on the University’s collective ambitions.

|    | <b>ACTION</b>   | <b>OWNER</b> | <b>DUE</b>   |
|----|---|--------------|--------------|
| .8 | Each UEB member to chair a future University keynote EDI event upon request from the PVC EDIP | PCV EDIP     | Ongoing      |
| .9 | To embed inclusive recruitment practices as directed by HR.                                   | UEB members  | 31 July 2023 |



**22.133 Roundtable**

- .1 The FPVC Social Sciences reported that the growth and enhancement business plan for Nottingham University Business School had been considered at a Gateway meeting, and following revision, it would be ready for consideration and approval at committee level. It was AGREED that the draft business case would be submitted to UEB in January for discussion.
- .2 The PVC GE provided an overview of a recent visit to Indonesia to develop partnerships and recruitment opportunities.
- .3 Interviews for the Head of the Business School at UNM would take place in the following week.
- .4 Winter graduation ceremonies would take place the following week.
- .5 The FPVC Medicine and Health Sciences reported that:
  - .1 The draft memorandum of Understanding with Nottingham University Hospitals NHS Trust would be circulated to UEB for final approval before its signature the following week.
  - .2 Recruitment for the new Dean of the School of Medicine had reached its final stage.
  - .3 A report by the previous APVC for Research, Medicine and Health Sciences on research in the School of Medicine had been finalised and shared with senior colleagues in the School. The report would be shared and discussed with the Vice-Chancellor and Deputy Vice-Chancellor.

|    | <b>ACTION</b>   | <b>OWNER</b> | <b>DUE</b>      |
|----|---|--------------|-----------------|
| .6 | To share and discuss the School of Medicine Research Report with the Vice-Chancellor and Deputy Vice-Chancellor | FVPC MHS     | 31 January 2023 |
| .7 | To provide the FPVC MHS with clarification on the responsibilities for CMA compliance.                          | Registrar    | 31 January 2023 |