



## University Executive Board

### Minutes of the meeting of 5 January 2022

#### Attending

Professor Shearer West (Vice-Chancellor), Professor Dame Jessica Corner (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 Andrew Long (DVC), Professor Sarah Metcalfe (Interim Provost UNM), Professor Nick Miles (Provost UNNC), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Sarah Speight (PVC ESE), Professor Zoe Wilson (FPVC Science)

#### Attending

Rowena Hall (Secretary), Professor Ruth Goodridge, Professor Neil Coulson,, Dr Lucy Jones (Paul Antcliff (Head of Infrastructure and Technical Services), Laura Clayton (Director of Planning, Performance and Strategic Change) for minutes 21.158 and 21.159, Dr Nalayini Thambar (Programme Director, Getting in Shape) for minute 21.160, Jenny Vempati (Director of Internal Audit) for minute 21.157

#### Apologies

Professor John Atherton (FPVC Medicine and Health Sciences)

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

- .1 The Chair welcomed Professor Ruth Goodridge, Paul Antcliff (Head of Infrastructure and Technical Services, Faculty of Engineering), and the Vice-Chancellor's Mentees, Professor Neil Coulson and Dr Lucy Jones, to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate.
- .3 There were no declarations of interest.

#### 21.155 Minutes of the 6 December 2021 Meeting and Action Log

- .1 The minutes of the meetings held on 6 December 2021 were confirmed as a true record subject to a minor change to minute 21.144.1.
- .2 The Action Tracker was NOTED.

#### 21.156 Chair's Business

1. The Vice-Chancellor had circulated a report to UEB prior to the meeting.
- .2 The Vice-Chancellor reported that task groups would be established to progress the University's ambitions for net zero research and research in the areas of life sciences, medicine and biomedicine. The net zero task group would be led by the FPVC Engineering and would operate and report by the end of March 2022. The second group would be led by the PVC RKE and would work at a measured pace.
- .3 The Terms of Reference for both groups would be shared with UEB for comment.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To circulate the Terms of Reference for the task groups	PVC RKE, FPVC Engineering, Secretary	31 January 2022



### 21.157 UNM Internal Audit Operating Model: Options Appraisal

- .1 UEB RECEIVED the paper (UEB/22/05) presented by the Director of Internal Audit.
- .2 UEB AGREED the recommended option two, local contract with an audit firm, for the provision of audit services at UNM.

### 21.158 Ambition and Performance Portfolio

- .1 UEB RECEIVED a paper (UEB/22/03) from the Deputy Vice-Chancellor, presented by the Director of Planning, Performance and Strategic Change. The paper set out a proposed portfolio approach to improving University performance: *Ambition and Performance*, and a parallel approach: *Strengthening Our Foundations*. A proposal for a further programme of activity, *Co-creating Our Successes*, was also included.
- .2 It was considered that a portfolio approach would provide a more formal and consistent method for evaluating progress. It would allow the Deputy Vice-Chancellor and the Director of Planning, Performance and Strategic Change clearer oversight of the impact of measures, and where the volume or type of activity required adjustment. Activity already underway would be clearly recognised and gaps could be identified.
- .3 A UEB member sought further clarification on how the portfolio approach, the major change projects portfolio and the Strategic Delivery Plans would align, and how the University community would understand how all the elements fitted together. The Deputy Vice-Chancellor confirmed that the focus for the University community would be on the progress against the Strategic Delivery Plans, specifically those designated as core Strategic Delivery Plans. The Strategy Oversight Group would oversee the implementation of the Strategic Delivery Plans, the achievement of performance goals and alignment of business planning.
- .4 UEB members were keen to understand more about the plans for engagement and communication with the University community. It was confirmed that an internal change communications team had been established to support the major change projects including Castle Meadow and Performance and Ambition. It would also support the Strengthening our Foundations and Co-Creating Our Success portfolios.
- .5 UEB NOTED that work was underway, including a workshop, to consider governance and the committee structure, and their alignment with this approach as well as more broadly.
- .6 Whilst it was NOTED that there was significant detail to be considered and finalised in connection with the proposals in the paper, particularly in connection with engagement and communication, UEB APPROVED the proposed portfolio approach for Ambition & Performance and Strengthening Our Foundations.
- .7 Further UEB ENDROSED the development of the programme of work: *Co-Creating Our Success*.

### 21.159 Planning, Performance and Strategic Change Investment Proposal

- .1 UEB RECEIVED the paper (UEB/22/04) from the Deputy Vice-Chancellor and presented by the Registrar and Director of Planning, Performance and Strategic Change. The paper set out a high-level proposed structure and approach for the development of the Planning, Performance and Strategic Change function at the University.
- .2 The approach was designed to meet the needs of the University to deliver, amongst other programmes, the Performance Framework and the major change portfolio, and to have oversight of the progress of Strategic Delivery Plans.



- .3 UEB NOTED that the investment case for the proposal would be considered by Planning and Resources Committee and through the business planning process.
- .4 The Director of Planning, Performance and Strategic Change emphasised the importance of providing the right environment and support to enable the University to deliver its strategy and ambitions. The three service portfolios proposed in the paper would ensure that the Planning, Performance and Strategic Change team was well placed to provide that support. Recruitment to initial posts was required immediately and would be funded from savings elsewhere in the Registrar's budget.
- .5 Whilst it was acknowledged that the expansion and development of the services delivered by the Planning, Performance and Strategic Change team could be accelerated beyond the timeframe suggested in the paper, the phasing of investment was required to allow the team to clarify its responsibilities and relationships across the University.
- .6 The Director of Human Resources was supportive of the phasing of investment to allow the level of resource required to be tested. There was also an opportunity to look across the University in due course to understand where there were other staff engaged in similar activities to ensure the functions were aligned, but the initial priority was to focus on the necessary developments within Planning, Performance and Strategic Change.
- .6 There was strong support for the development of the business intelligence and analysis functions.
- .7 UEB ENDORSED the proposal for the development of the PPSC function. UEB NOTED that the investment case would be considered by Planning and Resources Committee and through the business planning process.

#### **21.160 Agile Working at the University of Nottingham**

- .1 UEB RECEIVED the paper (UEB/22/02) from the Registrar and presented by the Programme Director, Getting in Shape, which provided an update on the action taken to establish an Agile Working project.
- .2 UEB NOTED that an agile working lead was now in post with a further two practitioner roles out for recruitment. The initial priorities of the project were NOTED as being to:
  - .1 Deliver a plan to encourage greater numbers of staff to return to campus.
  - .2 Complete the development of the agile working planning scales.
  - .3 Develop agile working workshop formats.
  - .4 Integrate agile working into major projects.
- .3 UEB considered how agile working would be more widely developed for those roles where it was more challenging including technical services, education and student services. The PVC ESE would liaise with the programme director outside the meeting to consider the appropriate additional ESE member of the Agile Steering Group.
- .4 The Programme Director highlighted the importance of establishing 'centres of gravity' for staff; some facets of hybrid working had failed to achieve them for staff which had impacted the programme. A stronger sense of centres of gravity for staff would support the transition to agile working. It was acknowledged that this was a challenge faced by many organisations.



- .5 UEB discussed the challenges of supporting staff to return to campus; some staff had not returned in a meaningful way since the start of the pandemic. HR guidance would need to be reviewed, and it would be important that managers were skilled to support staff to return. Of key importance would be supporting staff to understand the difference between agile and flexible working.
- .6 Further updates would be provided to UEB regularly.

**21.161 Roundtable Discussion**

- .1 Professor Mokaya was congratulated warmly by colleagues on his award of an OBE in the New Year’s Honours list.
- .2 Revised guidance from Department for Education had been published which focussed on the impact of the Omicron COVID variant in schools. In connection with Higher Education, the guidance provided that students should be encouraged to wear masks. Encouragement of mask wearing was already the University’s approach, but communications would be renewed.
- .3 Teaching would continue as planned, and the Education Planning Group would ensure that any necessary contingencies were in place for the January exam period. UEB NOTED concerns about managing staff absences over the coming weeks.
- .4 Following the three day period of industrial action in December, a period of action short of strike was underway. Results from the re-balloting of UCU members at other institutions were expected before the end of the month along with details of the next stage of proposed industrial action. The Director of Human Resources confirmed that the University did not accept partial performance of the contract.
- .5 The Latest Revised Forecast would be finalised in the coming week before submission to Planning and Resources Committee. Currently, it showed an increase of £5.5m on budget, and proposals for how that money should be reinvested into the University were being prepared. Proposals would include sums across the University to help alleviate workload issues and drive performance as well as restarting the University’s flexible investment fund and accelerated planned investment in the areas of health and safety and the Education Administration and Continuous Improvement Team.
- .6 The Provost UNM provided an update on the acquisition of the shares in UNiM from Boustead Holdings Berhard.
- .6 An update on the successful JISC-led negotiations with Elsevier was provided.
- .7 The FPVC Arts provided an update on the planning for the Queen’s Platinum Jubilee celebrations in the region. Suggestions for potential University activities to feed into those celebration were requested.
- .8 The IT framework agreement with CGI was signed before the Christmas break. A number of staff from the company would be joining the University the following week.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.9	To provide suggestions to the FPVC Arts for University activities to celebrate the Queen’s Platinum Jubilee.	UEB Members	31 January 2022