



## University Executive Board

### Minutes of the meeting of 4 October 2022

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**Present** Professor Shearer West (Vice-Chancellor), Neil Crout (PVC RKE), Dr Paul Greatrix (Registrar), David Hill (CDO), Jaspal Kaur (Director of Human Resources) via Teams, Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FPVC Social Sciences) via Teams, Professor Katherine Linehan (PVC EDI and People), Professor Nick Miles (Provost UNNC) via Teams, Professor Sarah Metcalfe (Provost UNM), Professor Robert Mokaya (PVC GE), Professor Sarah Speight (PVC ESE), Professor Jonathan Van Tam (FPVC Medicine and Health Sciences), Margaret Monckton (CFO), Professor Zoe Wilson (FPVC Science)

**Attending** Rowena Hall (Secretary), Caroline Glendenning-Platt (Programme Manager, Planning, Performance & Strategic Change), Denise Mclean (Senior Research Technician), Stephen McAuliffe (Deputy Registrar) for minute 22.105

**Apologies** Professor Jeremy Gregory (FPVC Arts)

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

- .1 The Chair welcomed Caroline Glendenning-Platt, Programme Manager, Planning, Performance & Strategic Change and Denise McLean, Senior Research Technician to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate and there were no declarations of interest.

#### 22.102 Minutes of 6 September 2022 Meeting and Action Log

- .1 The minutes of the meeting held on 6 September 2022 were confirmed as a true record.
- .2 The Action Tracker was NOTED and the following update was REPORTED:
  - .1 Minute 21.138.10 in reference to the development of an Assurance Framework, pilots within the Digital Technology Service and the Faculties of Science and Engineering were underway. The outputs of the pilots would be finalised and reported to UEB in November following which the framework would be rolled out across the University.

#### 22.103 Succession Planning

- .1 UEB RECEIVED the paper (UEB/22/122) from the Vice-Chancellor which proposed a framework for the interim arrangements that would apply when a role on UEB became vacant.
- .2 A discussion was opened more generally on succession planning and how to identify, develop and support potential leaders within the University.
- .3 UEB NOTED that whilst a plan had been put in place to attend to succession planning for a number of identified specialist roles, there was limited awareness of it amongst senior leaders. The Deputy Director of Human Resources would be further progressing activity in this area.
- .4 Potential initiatives were RECOMMENDED for further consideration and development:



- .1 an approach for identification of potential leaders at an early stage.
- .2 a fast-track leadership programme to support identified potential future leaders to create a leadership cadre.
- .3 a clear track within the promotions process to support and recognise leadership activity.
- .4 a consideration of how to shift the culture and assumption that academic leaders within schools and faculties could only be drawn from the professoriate.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	To develop an action plan for progressing the recommendations to develop leadership potential across the University. The action plan would be submitted to UEB for approval and comment in February.	Director of Human Resources	8 February

**22.104 Head of School/Department and Dean Appointments**

- .1 UEB RECEIVED the paper (UEB/22/123) from the Director of Human Resources which set out a proposal to align the appointments process for Heads of School/Department and Dean with that for PVC appointments and move away from an internal only rotation approach.
- .2 UEB was reminded of the challenges associated with the current internal rotation method for the appointment of Heads of School.
- .3 The Director of Human Resources clarified the alignment between the proposed external recruitment process and the previous paper on succession planning. The external process for the recruitment of Heads of Schools would be accessible by staff and internal applications would be welcomed and assessed alongside external applications. This would be made clear on all recruitment materials.
- .4 It was confirmed that due to the significance of the appointment of a Head of School, that recruitment panels would be chaired by the Vice-Chancellor. To mirror the regular inclusion of academic staff on senior professional service staff recruitment panels, it was AGREED that a senior professional service staff member would sit on the Head of School recruitment panels.
- .5 A number of areas were identified for further consideration:
  - .1 ensuring that the role profile form was drafted to support applications from candidates with relevant leadership skills whether they were external or internal candidates.
  - .2 how to address and recognise the research gap that might affect a Head of School if they were to return to a research and teaching focussed role and to ensure that contributions to School leadership were captured within the professorial pay scheme and promotions criteria. This would link to the work suggested in connection with succession planning.
  - .3 A framework for supporting a Head of School to transition in and out of their role and to include training and support during their tenure.
- .4 UEB AGREED that the appointments process for Heads of School/Department and Dean appointments should align with that for PVC appointments. It was also AGREED that further work should be undertaken to consider the areas identified during the meeting to culminate in a paper to be submitted to UEB and to include a revised role profile form.



	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.5	To conduct further work on the areas suggested by UEB and include draft recommendations in a paper to be submitted via circulation for UEB consideration and to include a revised role profile form.	Director of Human Resources	8 February

**22.105 Sutton Bonington Lived Experience for Students**

- .1 UEB RECEIVED the paper (UEB/22/121) from the FPVC Science. The paper provided an update and shared awareness of the high-level findings of a review into the lived experience at Sutton Bonington conducted by external consultants. A detailed action plan was under development and would be submitted to UEB for review and approval later in the year.
- .2 UEB considered the key points of the report and the recommendations which were focussed on integrating Sutton Bonington into University decision-making and achieving equivalence of experience.
- .3 Challenges such as the importance of delivering and being seen to deliver, and around strict cost/benefit analysis for investment were explored. Reviewing operating models for the delivery of services was key as well as aligning different services so that they would support each other. Reference was given to the timing of bus services.
- .4 The importance of the connection between the lived student experience at Sutton Bonington and NSS outcomes was acknowledged.
- .5 UEB directed that the action plan should identify how proposed activities would address key strategic risks and help deliver the University KPIs with an expected focus on attending to structural and operational issues and ensuring inclusive communications.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.6	To finalise the Sutton Bonington action plan and submit to UEB for discussion and approval	FPVC Science, Deputy Registrar	6 December
.7	To discuss the approach to assessment and prioritisation of investment for the Sutton Bonington campus	CFO, Deputy Registrar	25 November

**22.106 Roundtable**

- .1 A reminder was provided for the memorial event for Professor Sir Colin Campbell the following week.
- .2 The appointment of Dr Nalayini Thambar as Director for Planning, Performance and Strategic Change was announced.
- .3 A interim Head of School had been appointed in the School of Medicine. A full recruitment process would be undertaken. The FPVC MHS had set out his expectations for the School including a cultural and leadership reset in a recent lecture delivered to staff.
- .4 Professor Lucilia Rodrigues had been appointed as the new head of the Department of Architecture and the Built Environment.
- .5 The FPVC Science advised UEB of the outcome of a fume dispersion modelling exercise carried out on the Chemistry Building on University Park. Further work was underway with the Estates Department and external contractors to ensure that any remediation work necessary was undertaken. The CFO, FPVC Engineering, in his capacity as Chair of the Health and Safety Committee, would meet with the FPVC Science after the meeting to discuss the exercise further.



- .6 The PVC GE advised that a written summary of preparedness for the Plan B alternative to Horizon Europe would be circulated to UEB.
- .7 A briefing paper would be circulated to UEB by the PVC ESE following the publication of the TEF workbooks by the OfS. A briefing would be provided at the Senior Leaders' update the following week and a session delivered at the Senior Leaders' forum in November. The submission was due in mid-January.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.8	To meet to understand further actions required in connection with the fume dispersion modelling exercise in the Chemistry Building.	CFO, FPVC Engineering, FPVC Science	6 October
.9	To circulate a Plan B briefing paper to UEB	PVC GE, Secretary	14 October
.10	To circulate a TEF briefing paper to UEB	PVC ESE, Secretary	14 October