



## University Executive Board

### Minutes of the meeting of 5 October 2020

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**Attending** Professor Shearer West (Vice-Chancellor), Professor Andrew Long (DVC and Chair), Professor John Atherton (FPVC Medicine and Health Sciences), 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 Graham Kendall (Provost UNM), Professor Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Professor Kevin Shakesheff (FPVC Science), Professor Sarah Sharples (PVC EDI), Sarah Speight (PVC ESE)

**Attending** Rowena Hall (Secretary), Dean Farrelly, Faculty Operations Director, Science, Chris Garrod, Faculty Operations Director, Engineering, Anne Partington, Head of Strategy Support for minute 20.114, Ben Sumner, Director of Partnerships and Engagement for minute 20.115, Stephen McAuliffe, Deputy Registrar for minute 20.118, Dr Linda Goodacre, Director of Estates and Facilities for minute for minute 20.119, Lisa Carroll, Commercial Director for minute for 20.119.

**Apologies** Professor Nick Miles (Provost UNNC)

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#### 20.111 Welcome, Declarations of Interest and Quoracy

- .1 The Chair welcomed Dean Farrelly, Faculty Operations Director, Science and Chris Garrod, Faculty Operations Director, Engineering to the meeting as observers and reminded them about the confidential nature of some of the discussions.
- .2 The Secretary confirmed that the meeting was quorate.

#### 20.112 Minutes of the Meeting Held on 15 September 2020 and Action Tracker

- .1 The minutes of the meeting held on 15 September 2020 were AGREED as an accurate record and the Action Tracker was NOTED.

#### 20.113 Chair's Business

- .1 UEB members provided updates on their visits to halls of residence over the previous weekend. UEB acknowledged that despite significant planning for an outbreak amongst the student community, some students had been left with no initial support due to the sheer speed of the spread of the virus, although these gaps had been remedied as soon as they were identified.
- .2 The Registrar reminded UEB that the gold and silver incident management teams were in place and active to lead the response needed to the developing situation. Additional measures would be put in place to ensure that support was available to students as soon as they reported a positive test or that they were self-isolating. A major event external catering team was being established to support the delivery of meals to students in isolation whilst the catering team would focus on the standard catering provision. A call had gone out for volunteers to provide in-person support and advice in halls in addition to volunteers staffing the helplines.



- .3 The PVC ESE would be leading a series of online student briefings to provide further support and a forum for answering any questions that students might have.
- .4 It was NOTED that the response needed within halls of residence to the pandemic demonstrated the need for the established plans for reorganisation of the warden and resident tutor and hall management structure.
- .5 The exceptional hard work of staff working across halls, catering, security and other campus student support services over the previous week was highlighted and the efforts of the Catering, Hospitality and Conferencing Director and the Head of Residential Experience in particular were NOTED.

#### **20.114 University Strategy Discussion**

- .1 UEB RECEIVED and NOTED paper (UEB/20/123) presented by the Deputy Vice-Chancellor and the Head of Strategy Support.
- .2 There had been progress in the implementation of the Strategy, but it had first been affected by a period of industrial action and then more extensively by focus shifting to managing and responding to COVID-19. The Deputy Vice-Chancellor was keen to revisit the Strategy to understand whether it remained the right approach despite the changes in external context and where UEB considered focus should be directed during the next academic year.
- .3 Local focus was identified as a priority, in particular the sustainability of Nottingham City and the region. Other areas which had become key during the response to the pandemic were already a focus in the Strategy such as agile working, workload planning and online/blended learning. It was also suggested that an initial focus placed on the physical campus in the Strategy might need to be revisited in the light of these changes in working and teaching practices.
- .4 It was considered that the Strategy had stood the test of the pandemic and remained relevant in the new context. It was acknowledged that it was time to move away from a focus on the Strategy document itself and instead consider how it should be applied and implemented across the University. Ensuring that the Strategic Delivery Plans were cross referenced to each other was vital.
- .5 UEB members were thanked for their thoughts and contributions to the discussion which would be fed into the Strategy Steering Group and would be embedded into the action plan.

#### **20.115 Knowledge Exchange Framework**

- .1 UEB RECEIVED and NOTED paper (UEB/20/124) presented by the Director of Engagement and Partnerships.
- .2 UEB NOTED that the University was required to submit three narrative statements as part of the first iteration of the Knowledge Exchange Framework. The statements were a look back at the last three years of activity. The Knowledge Exchange Committee and the APVCs for RKE had already fed into the drafting process, with the Knowledge Exchange Committee ready to approve the final version of the submission.
- .3 The Director of Engagement and Partnerships confirmed that the Knowledge Exchange Committee had requested that the data points be checked for accuracy. The majority of the metrics had been drawn from HEBCIS data that was already published.



- .3 UEB AGREED that it would provide further comments on the draft submission as appropriate and confirmed that the Knowledge Exchange Committee had authority to approve the final version of the submission for signature by the Vice-Chancellor.

**20.116 Researcher Development Concordat 2019**

- .1 UEB RECEIVED and NOTED paper (UEB/20/120) presented by the PVC RKE. Research Committee and Senate had recommended that the University sign the Research Development Concordat 2019.
- .2 UEB NOTED that the main financial implication of the Concordat was the implementation of the 10 days of professional development for research staff per annum, but the importance of early career researchers having support to invest in their career development was highlighted.
- .3 UEB ENDORSED the University becoming a signatory to the Researcher Development Concordat 2019.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To report UEB's endorsement of the University becoming a signatory to the Researcher Development Concordat 2019 to Senate	Vice-Chancellor	November 2020

**20.117 Council Member Specialist Skills**

- .1 UEB RECEIVED and NOTED paper (UEB/20/127) presented by the Registrar. A process had started to recruit two new Council members. The first appointment would be a finance specialist. Council had requested UEB's view on the priority areas of expertise and specialist skills required in the second appointment.
- .2 There was some support for another Council member with prominence in the City/region and a gap in the research/industry space was NOTED. UEB considered that it had strong support from a Council member in the digital space. A track record of running an international organisation was considered important as was having experience in reputation/brand management or strong government connections.
- .3 There was a consensus that in order to achieve a greater diversity in the membership of Council, an initial focus on values, approach and breadth of experience would be preferable with the opportunity to explore expertise in the later stages of the recruitment process.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.4	To feed back UEB's comments to Council at its next meeting	Vice-Chancellor	6 October

**20.118 Student Administration and Continuous Improvement Team**

- .1 UEB RECEIVED and NOTED paper (UEB/20/126) presented by the Chief Digital Officer and the Deputy Registrar, which proposed a new approach to the management and development of the processes relating to the student record system, Campus Solutions.
- .2 The proposed approach would be a step change in the way administrative processes were designed and simplified and in turn, how Campus Solutions would be managed, developed and used in the future. It was based on three initiatives: A new Student Administration and Continuous Improvement Team, a Rapid Improvement Plan and some reorganising of activities in Student Services.



- .3 The Deputy Registrar highlighted that some of challenges faced in student administration related to the design of University processes. To address some of those challenges would require standardisation and simplification and a greater understanding of where differences were required and where they were preferences or resulted from historical ways of working. Some challenges were the result of self-imposed parameters such as the scheduled dates for activities such as exams and graduation, and these would be part of the considerations. More self-service would be introduced for students
- .4 The review of the alignment of activity in Student Services was not a reorganisation of Student Services per se, and UEB was keen that it should not be referred to as such.
- .5 It was suggested that further consideration should be given to the language to describe the new activity and the titles of some of the roles referenced in the plan.
- .6 The Chief Digital Officer confirmed that the Student Administration and Continuous Improvement Team would work closely with UNM and UNNC as activity progressed and no changes would be made to the administrative systems and process or the system without their knowledge and input.
- .7 The introduction of the workshops with Senior Leaders should enable real engagement to agree, prioritise and address the most urgent operational issues. The outputs from the workshops would form the basis of the Rapid Improvement Plan. Further engagement would take place through the Senior, Academic, Business and Student User Groups.
- .8 UEB NOTED that progress and outcomes would be monitored via new dashboards and a new governance structure which would report to UEB.
- .9 UEB strongly supported the direction of travel mapped out in the paper, but considered that its communication should be managed very carefully to focus on the role of the new team in fixing problems. The Vice-Chancellor stressed the importance of ensuring the success of the new approach as the morale of staff and the reputation of the University continued to suffer each time activity reached a significant point in the academic cycle.
- .10 The formation and additional funding required to enable the setup of the Student Administration and Continuous Improvement Team were AGREED.

#### **20.119 Newark Hall Student Relocation**

- .1 UEB RECEIVED and NOTED paper (UEB/20/128) presented by the Director of Estates and Facilities and the Commercial Director, which provided further detail on the result of the fire safety inspection undertaken at Newark Hall student accommodation.
- .2 Nottingham Fire and Rescue Service had issued an enforcement notice to carry out the work in a timely manner, therefore there was no option to delay the works until a holiday period. In order to ensure the safety of the students in Newark Hall and to expedite works, three options for providing alternative accommodation were proposed to UEB for consideration. Contractors were ready to commence work which was anticipated to take 16 weeks to complete.
- .3 It was NOTED that Southwell Hall was of the same construction as Newark Hall. A full survey was underway to understand if the same remedial works would be required. In the meantime, mitigations agreed with the Fire Service were in place as they were for Newark Hall.
- .4 A logistics plan to facilitate the relocation of students was under development and would include COVID-19 testing and a period self-isolation for seven days post move to mitigate the risk of spreading the infection to other locations. The relocation plan would include care



packages to support the self-isolation period and welcome packs to support the move to a new household.

- .5 UEB AGREED option 3 which, whilst it had the greatest financial exposure, best enabled COVID-19 mitigation and would allow to University to meet the key aspects of the relevant students' current accommodation provision.