



University Executive Board

Minutes of the meeting of 2 November 2020

Attending

Professor Shearer West (Vice-Chancellor), 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 Sam Kingman (FPVC Engineering), Professor Todd Landman (FVPC Social Sciences), Professor Andrew Long (DVC), Professor Nick Miles (Provost UNNC), 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), Professor Deborah Kays, Professor of Inorganic Chemistry, Professor Christian Wagner, Professor of Computer Science, Professor Neil Crout for minute 20.125, Professor Lynda Pratt for minute 20.125, Edith Prak, Director of Advancement for minute 20.126, Alison Reeves, Head of Education Excellence Support for minute 128 , Ruth Eccles, Head of Professional and Work-based Learning for minute 128, Ben Sumner, Director of Partnerships and Engagement for minute 129, Jenny Vempati, Director of Internal Audit for minute 130.

Apologies

Professor Graham Kendall (Provost UNM)

20.121 Welcome, Declarations of Interest and Quoracy

- .1 The Chair welcomed Professor Deborah Kays, Professor of Inorganic Chemistry and Professor Christian Wagner, Professor of Computer Science 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.

20.122 Minutes of the Meeting Held on 5 October 2020 and Action Tracker

- .1 The minutes of the meeting held on 5 October 2020 were AGREED as an accurate record.
- .2 The following updates to the Action Tracker were NOTED:
 - .1 Action 20.81.07: The Chief Financial Officer confirmed that the action was complete.
 - .2 Action 20.103.08: A meeting of a small group including the Chief Marketing and Communications Officer and the Director of Communications and Advocacy would be arranged for November.
 - .3 Action 20.110.06: The Faculty Pro-Vice-Chancellors for Science and Medicine and Health Sciences confirmed that the action was complete.
 - .4 Action 20.110.07: It was confirmed that current leadership arrangements were sufficient and the action should be reconsidered in January 2021.



	ACTION	OWNER	DUE
.3	To hold a meeting of a small group including the Chief Marketing and Communications Officer and the Director of Communications and Advocacy to consider the approach to communications further.	Vice-Chancellor	30 November

20.123 Chair’s Business

1. The Vice-Chancellor had circulated an update to members before the meeting.
2. The risk assessment for activity on campus would be reviewed in light of the imminent lockdown period and assessed to understand if any changes to activities were required, although it was acknowledged that this would be unlikely as activities were being managed in a COVID secure manner. The updated risk assessment would be considered outside the meeting and the plans for the end of term would be progressed at pace.
3. The criteria designed to assess the viability of face-to-face teaching did not indicate that there should be any change to its provision. Two additional indicators had been added to the criteria: too many staff unable to travel to work safely and too many staff unable to attend campus as a result of school closures. The criteria would continue to be assessed regularly. There would be areas where a change to an online approach might be required for a period but should revert to the blended approach as soon as possible.
4. UEB NOTED that all cases of staff reporting positive test outcomes were investigated and in a large number of cases staff had not attended a University campus in some time. An EDI and job family analysis was being undertaken to identify any trends in the positive cases for staff.
5. There was ongoing work in connection with staff who worked in libraries to ensure that libraries remained open as far as possible. This included staggering start and finish times for shifts and introducing longer shifts in order to reduce the frequency of travel.

.6	To reconsider the risk assessment outside the meeting in light of the imminent lockdown period	Deputy Vice-Chancellor	15 November
----	--	------------------------	-------------

20.124 Vice-Chancellor’s Critical Path Objectives for 2020-21

- .1 UEB RECEIVED and NOTED paper (UEB/20/141) presented by the Vice-Chancellor.
- .2 UEB NOTED the critical path objectives, which had been finalised by the Chair of Council and the Vice-Chancellor. The objectives would be presented to Council at its next meeting. UEB considered the merits of the success indicators being metric based.
- .3 UEB NOTED that it had collective ownership of the objectives. It considered whether there should be a single responsible owner for each objective, the options for indicating multiple responsible ownership or whether an additional owner should be identified at all as the objectives were the Vice-Chancellor’s. The Vice-Chancellor was accountable for the delivery of the objectives and it was at her discretion how they should be allocated for delivery.
- .4 UEB were asked to provide any options for the success indicators directly to the Vice-Chancellor and NOTED that it was intended that the objectives would be published.

.5	To provide options and comment on the success indicators directly to the Vice-Chancellor.	All members	15 November
----	---	-------------	-------------



20.125 Institutional Statement for Research England Framework

- .1 UEB RECEIVED and NOTED paper (UEB/20/142) presented by the PVC RKE, Professor Pratt and Professor Crout. The PVC RKE reminded UEB members that the draft Institutional Statement had been circulated to members for comment and this iteration took account of those comments.
- .2 The sense from UEB was that whilst the Institutional Statement was strong, it could be bolder. In particular, the conclusion should be reviewed to ensure that ended on a powerful note. It was understood that the statement was due to be reviewed by the Communications team. It was NOTED that the statement required further work on equality, diversity and inclusion and the addition of some data points.
- .3 UEB considered the future strategy section and suggested that the step change in the University's vision should be highlighted, including reference to some of the big projects under development.
- .4 It was AGREED the Institutional Statement did not need to be considered further by UEB before its submission.

20.126 Campaign and Alumni Office - Strategy and Direction

- .1 UEB RECEIVED and NOTED a presentation (UEB/20/137) from the Director of Advancement which outlined the strategic goals of CARO and the 4-Block Operating Model.
- .2 The Director confirmed that a paper would be submitted to UEB in January, jointly with External Relations, which would set out details of an engagement plan for 100 of the University's major stakeholders. The engagement plan would speak better to the academic community than a relevant training course.
- .3 UEB NOTED that the Director was keen to ensure the conversion of enquirers to pledgers in connection with the legacy donations programme was improved. It was confirmed that there were substantial gifts in the pipeline, but donors had been keen not to pursue matters further during the pandemic. It was vital to build a pipeline of potential donors and not to rely on those who had already made substantial gifts for further donations.
- .4 It was intended that the new operating model would support the increased visibility of CARO across the University and would enable Schools and Faculties to work more closely with them. The model was introduced earlier in the year, but it had not been possible to make significant progress. An opportunity to discuss the operation of the model at a DVC/FPVC meeting would be found.
- .5 The Director advised that the forecasting of gifts and donations beyond a six month period with any certainty was not possible.
- .6 It was suggested that the CARO strategy and direction should explicitly reference the University strategy to ensure that fundraising was aligned with it and opportunities for working in the city of Nottingham, with its charities and community groups, should be explored.
- .7 It was also suggested that there might be scope in considering whether alumni and volunteering work might be recognised as part of the promotions criteria.



- .8 Continued support from UEB members for CARO activities was requested by the Director. The Vice-Chancellor was often relied upon to support donor relationships, but there was much to be gained from the increased involvement of other members of UEB.

	ACTION	OWNER	DUE
.9	To schedule a discussion on the CARO operating model at a DVC/FPVC meeting	Deputy Vice-Chancellor	15 December
.10	To liaise with the Director of Advancement to explore the support they were able to provide to support of donor relationships.	All UEB members	31 January 2021

20.127 Free Speech at the University of Nottingham

- .1 UEB RECEIVED and NOTED paper (UEB/20/139) presented by the Registrar.
- .2 In connection with anticipated further pressure from government on free speech at universities, UEB AGREED that the University's approach to and regulations governing free speech should be reviewed with appropriate consideration of equality, diversity and inclusion matters and a small group established to consider and draft a new University statement on free speech which would provide an appropriate framework for the future.
- .3 UEB also AGREED that a group be established to propose an approach to responding to the UUK report on 'Managing risk in Internationalisation: Security related issues'. The FPVC Social Sciences recommended a colleague from the School of Law for inclusion in the membership of the group. It was envisaged that a stream of work would emerge following the determination of the approach by the group.

	ACTIONS	OWNER	DUE
.4	To establish a group to consider and draft a new University statement on free speech for the approval of UEB	Registrar	April 2021
.5	To establish a group to propose an approach to the responding to the UUK report on Managing Internationalisation: Security related issues.	Registrar	March 2021

20.128 Approach to Ofsted Regulation of Degree Apprenticeships

- .1 UEB RECEIVED and NOTED paper (UEB/20/136) presented by the PVC ESE, the Head of Education Excellence Support and the Head of Professional and Work-based Learning.
- .2 In July, UEB reaffirmed the University's commitment to the delivery of Degree Apprenticeships. Since that commitment had been made, it had been announced that Ofsted would take over the regulation of apprenticeships from April 2021.
- .3 The paper set out the challenges and implications of introducing Ofsted to the University and set out a number of options for the strategic approach. UEB NOTED that the specification of the inspection had not yet been confirmed.
- .4 The recommended short to medium term approach was to continue to grow the Degree Apprenticeship portfolio, but with a focus on strategically significant opportunities only until after the University had been through its first inspection. This would allow the establishment of Ofsted compliant practice across all key apprenticeship faculties.



- .5 UEB considered the resourcing required to ensure that the activity was set up for success and AGREED that the funding and its source, be it from existing budgets or additional funding, should be considered and decided by Planning and Resource Committee.
- .6 UEB remained supportive of continuing the provision of Degree Apprenticeships and AGREED the recommended approach subject to resolution of the funding requirements by Planning and Resource Committee.

20.129 Knowledge Exchange Strategic Delivery Plan

- .1 UEB RECEIVED and NOTED the draft Knowledge Exchange Strategic Delivery Plan (UEB/20/138) presented by the PVC RKE and the Director of Partnerships and Engagement.
- .2 The PVC RKE reported that the Knowledge Exchange Committee had approved the plan, which was focused on the continuing improvement of activities. It also aimed to ensure that the culture of knowledge exchange was threaded through the activities of the University.
- .3 The Deputy Vice-Chancellor confirmed that the Planning, Performance and Strategic Change Division was involved in the development of all strategic delivery plans that sat below the University strategy and were in the position to identify the dependencies between the plans.
4. UEB APPROVED the Knowledge Exchange Strategy Delivery Plan.

20.130 Internal Audit Annual Opinion 2019/20

- .1 UEB RECEIVED and NOTED paper (UEB/20/122) presented by Director of Internal Audit which reported a positive opinion for governance and risk.
- .2 There were three main areas for focus to improve internal control mechanisms, which were partially effective: health and safety, finance and procurement and the governance of risk for Campus Solutions.
- .3 UEB NOTED the Internal Audit Annual Opinion 2019/20.

20.131 Roundtable

- .2 The Director of Human Resources reported that UCU members had voted to support the collective agreement that had been negotiated over the last few months. 91% of the vote cast were in favour.
- .3 Phase two of the finance roadshows would be delivered by the Deputy Vice-Chancellor and the Chief Financial Officer in November.
- .4 A meeting with Nottinghamshire Police had taken place in readiness for the start of the lockdown period to discuss the approach to student behaviour.
- .5 A rapid improvement event for the management of the administration for postgraduate research students was ongoing.