



## University Executive Board

### Minutes of the meeting of 2 December 2020

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**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 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), Lucy Cooker, (Associate Professor, School of Education), Kelly Vere (Director of Technical Skills and Strategy), Haf Merrifield (Director of Planning, Performance and Strategic Change) for minute 20.136, Mike Early (Senior Risk Adviser) for minute 20.136, Helen Pennack (Chief Marketing and Communications Officer) for minute 20.137, Pip Peakman (Director of Research and Innovation) for minute 20.138, Professor Brigitte Scammell, (Dean of the School of Medicine) for minute 20.140, Professor Pip Logan for minute 20.140, Katherine Tallant (Faculty Operations Director) for minute 20.140, Helen Lawrenson (Deputy Director of Finance) for minute 20.140, Sarah Hyde, (Head of Customer Service) for minute 20.141, Samantha Potter (Senior Customer Service Manager) for minute 20.141, Anne Hunt (Insurance Manager) for minute 20.142, Dr Lisa Carroll (Commercial Director) for minute 20.143.

**Apologies** Professor Graham Kendall (Provost UNM), Professor Andrew Long (DVC)

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

- .1 The Chair welcomed Dr Lucy Cooker, Associate Professor, School of Education and Kelly Vere, Director of Technical Skills and Strategy, to the meeting as observers.
- .2 The Secretary confirmed that the meeting was quorate.
- .3 There were no declarations of interest.

#### 20.134 Minutes of the Meeting Held on 2 November 2020 and Action Tracker

- .1 The minutes of the meeting held on 2 November 2020 were AGREED as an accurate record.
- .2 The Action Tracker was NOTED.

#### 20.135 Chair's Business

1. The Vice-Chancellor had circulated a research focused update to members before the meeting and provided a verbal update of a meeting with the Minister of State for Universities.



- .2 UEB NOTED that detailed plans for managing the return of students in January were in the final stages of preparation. Plans included the timetable for return and testing regime, resumption of practical sessions and placements and the provision of University services. The particular requirements for programmes had been collected.
- .3 The PVC ESE reported that student anxieties had been identified in connection with decisions about when to travel, when to return to campus and how long to spend at home.
- .4 The Expert Advisory Group had considered the psychology and behavioural science aspects of the pandemic and notes of the meeting would be circulated to members.
- .5 The PVC RKE updated UEB on the recent research town hall meetings. Many of the issues highlighted by attendees were cross-faculty rather than faculty specific. The meetings had provided good opportunities for networking. The Vice-Chancellor recommended that the town halls continued over the course of the next year as a beneficial way of having iterative conversations on the development of the research strategy.
- .6 The PVC RKE requested feedback on the research highlights that had been circulated to research leaders and further inputs to the one year plan to recover and restore research activities.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.7	To circulate the notes of the Expert Advisory Group	PVC EDI and People	8 December
.8	To provide feedback to the PVC RKE on the research highlights and the inputs for the one year plan to recover and restore research activity.	UEB members	19 December

**20.136 University Level Risk Register Review**

- .1 UEB RECEIVED and NOTED the paper (UEB/20/146) presented by the Director of Planning, Performance and Strategic Change and the Senior Risk Adviser.
- .2 The Director confirmed that work had been undertaken to ensure that particular risk mitigations did not have any unintended consequences on other functions at the University. The next stage of work would be to support Faculties, Professional Services and strategic investment projects to use the same approach to risk management as used at enterprise level.
- .3 UEB NOTED the updates to the University Risk Register and AGREED the Risk Development Plan which included proposals for the frequency and approach to risk reporting.
- .4 The Vice-Chancellor NOTED that this would be the last time that the Director of Planning, Performance and Strategic Change would attend a UEB meeting before she took up a new opportunity at another institution. UEB warmly congratulated the Director on her new role, gave thanks for her hard work whilst at the University and wished her well for the future.

**20.137 Scope of Research and Innovation Review**

- .1 UEB RECEIVED and NOTED paper (UEB/20/150) from the PVC RKE and Director of Research and Innovation which outlined Terms of Reference for a proposed Research and Innovation Roadmap: Towards Operational Excellence.
- .2 The Director of Research and Innovation provided a brief overview of the structure and development of the Research and Innovation division and the various initiatives in progress to optimise the operational delivery of Research and Knowledge Exchange. The Roadmap was designed to bring together the various initiatives and to identify additional areas of priority, particularly in light of the changes to the research landscape. It was intended that the



Roadmap would embed the partnership arrangements between Research and Innovation and Faculties.

- .3 UEB NOTED the proposed stages of the Roadmap of which it was planned to complete the first by Christmas. Informal feedback had already been collected.
- .4 It was suggested the Roadmap should clarify its attention to investment in people. UEB NOTED that it was likely that the correct resource level was in place across Research and Innovation but it might not be being used or focused in the right areas. There would be some longer term action to address skills shortages. Whilst staff morale would need to be monitored and supported, the Director of Research and Innovation reiterated that the Roadmap was not a route and stem restructure of the division.
- .5 The Chief Digital Officer offered the assistance of a technology business partner to support the development of the Roadmap.
- .6 UEB AGREED the Terms of Reference for the development of the Roadmap and whilst it NOTED the intention that an external Director of Research and Innovation join the group, it RECOMMENDED that the membership of the proposed Steering Group be revisited to achieve further diversity of thinking.

**20.138 Review of Governance of University Ethics**

- .1 UEB RECEIVED and NOTED paper (UEB/20/152) presented by the FPVC MHS which was the further iteration of a proposal to establish an Ethics Committee which formed part of a paper originally considered by UEB in March 2020.
- .2 The revised proposal took account of UEB’s feedback and suggested a small core membership of an Ethics Committee which could be supplemented by co-opted members with particular expertise as and when required.
- .3 The Registrar reiterated that it was not intended that the Ethics Committee replace any process or decision making group already in place that made decisions that touched on ethical issues. The purpose of the Ethics Committee would be to provide a place to which particularly challenging ethical issues could be referred.
- .4 UEB recommended that the pathway to raising an ethical issue with the Committee should be made very clear in communications and process documents. The EDI Committee should be specifically be referred as a possible referral route for ethical issues and
- .5 Subject to the recommendations made by UEB, it was AGREED that a RECOMMENDATION should be made to Council to establish an Ethics Committee in accordance with the approach set out in the paper.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.6	Incorporate the feedback from UEB following which the proposal to establish an Ethics Committee should be submitted to Council for consideration and approval	Registrar, Head of Governance	31 January

**20.139 National Rehabilitation Centre Business Case**

- .1 UEB RECEIVED and NOTED paper (UEB/20/154) presented by the FPVC MHS, Dean of the School of Medicine, the Faculty Operations Director and Professor Pip Logan.



- .2 UEB NOTED that the business case had been considered and approved at Planning and Resources Committee following which it had been considered by a sub-group of the Finance Committee. There was broad support for the business case, but the negative NPV was highlighted and it was suggested that broader involvement across faculties should be explored to develop and maximise the portfolio for the project. The sub-group of the Finance Committee awaited confirmation of the UEB position before it would consider the business case further for approval.
- .3 The Dean of the Medical School set out the vision for University's participation in the Nottingham University Hospitals NHS Trust project to establish a National rehabilitation Centre, in which its role would be joint academic lead alongside Loughborough University. The National Rehabilitation Centre's colocation with the Defence Medical Rehabilitation Centre was a unique aspect. The project would lead to a transformation in rehabilitation care, fully integrating clinical and academic activities.
- .2 The business case sought approval to enter into Heads of Terms for University's share of space under a 20 year lease with a ten year break clause at cost of £600k per annum. The annual rent would also be used to contribute to closing the NHS' funding gap for the project. A full detailed business case would be developed over the course of the next 12 months.
- .5 UEB was keen to understand what activity had been carried out, and was planned, to improve the NPV for the project. Professor Logan and the Faculty Operations Director reported that there had been strong interest across the University for academic involvement with the project and in addition, both the NHS and the MoD were keen to explore the opportunities for developing joint courses and conferences, as well as take advantage of fundraising opportunities. There was confidence that plans to generate more income would develop significantly before the centre was due to open in 2024.
- .6 UEB's view was that an improved and, ideally at least neutral or preferably positive NPV, was achievable before the final version of the business case was delivered if the project capitalised on available opportunities across the University.
- .7 UEB APPROVED the business case for the University to enter into the Heads of Terms, subject to revisions to the NPV to improve it, noting that whilst not every programme could always deliver positive NPV, this was the normal expectation and every effort should be made to do so.

#### **20.140 Graduation Options for the Class of 2020**

- .1 UEB RECEIVED and NOTED paper (UEB/20/149) presented by Head of Customer Services and the Senior Customer Service Manager, Student Services which sought UEB's view on the most important issues identified by the Graduation Enhancement Board for the approach to the planning and the delivery of graduation ceremonies for the Class of 2020.
- .2 UEB NOTED there were a number of variables that would affect delivery of graduation ceremonies and it was important to have a sufficient lead in time to enable the events to be organised and the students and guests to make travel and accommodation arrangements where necessary. It was suggested that the views of students should be canvassed to understand their preferences, particularly in connection with the choice between having an earlier but socially distanced event and a later event which did not require social distancing.
- .3 It was acknowledged that the more time that passed by, the more the event would resemble a reunion event rather than a ceremony. Bold and innovative options including whole weekend events using a range of campus venues might be considered.



- .4 It was AGREED that a further options paper would be submitted to UEB for consideration in due course.

#### **20.141 Insurance Strategy**

- .1 UEB RECEIVED paper (UEB/20/147) presented by the Chief Financial Officer and the Insurance Manager and NOTED that the financial regulations required an insurance report to be tabled at UEB on an annual basis as a mechanism for assessing and managing risk.
- .2 UEB NOTED that few insurers had the appetite to provide insurance to universities due to their diverse range of activities, large property portfolios and sector wide history of claims. A hardening insurance market had played a part in leading to an increase in insurance premiums in the last year, alongside University's claims history for storm damage and motors claims.
- .3 UEB were keen to understand what could be done to improve the University's claims experience. The Insurance Manager advised that promoting risk management to prevent or mitigate future claims was key and insurance involvement at an early stage of large building projects would be useful to ensure building methods insurable under standards policies. Insurance involvement in the Health and Safety Committee was proving fruitful.
- .4 The Insurance Manager did not consider that there were any material gaps in the University's insurance portfolio, although would be meeting with the Director of Governance and Assurance to review the position.
- .5 UEB thanked the Insurance Manager for attending the meeting and for the report which was very informative.

#### **20.142 Roundtable**

- .1 Finance were currently carrying out the Latest Revised Forecast which would be completed before Christmas. Whilst recruitment looked strong, commercial income was lower than anticipated.
- .2 The Chief Digital Officer reported that the Campus Solutions infrastructure would be moved from its data centre shortly before Christmas which would result in some service downtime.
- .3 The Director of Human Resources reported that arrangements were being made to recognise two cohorts of staff who had been due to receive their long service award recognition. As it was not possible to arrange an in person event, each recipient would also receive a hamper to recognise their service to the University. It was also hoped to arrange some local recognition. Human Resources were planning a review to consider how to refresh the approach to the long service recognition award.
- .4 The PVC EDI and People reported that the Race Equality Charter submission had been published for comment.