

NOTTINGHAM TRENT UNIVERSITY

MINUTES OF THE MEETING OF THE
BOARD OF GOVERNORS
HELD ON 9 JULY 2019

Present

Mr N Goulden, Pro-Chancellor (Chair)	Mrs L Holder
Ms C Brown	Mr G Love
Mr N Collard	Mr J Maier
Mr S Denton	Miss J Nelson
Mr N Ebbs	Ms K Moore
Mr I Ellis	Professor E W Peck
Mrs S Fish	Mr T M Walmsley
Mr B Fox	Mr O Woodley

In Attendance

Mrs R C Jenkyn, Clerk to the Board of Governors
Professor E Simmons, Deputy Vice-Chancellor (Academic and Student Affairs), for minute references 19.36 to 19.45
Professor N Wright, Deputy Vice-Chancellor (Research and Innovation)
Mr J A Lacey, Director of Finance, for minute references 19.43 to 19.45
Miss J A Clews, Governance Services Manager (Minute Secretary)

Apologies for Absence

Apologies for absence were received from Ms N Hill, Ms A Somal, Mrs S Walker-Smith, Baroness D Warwick and Mr D Williams.

19.36 Welcomes and Farewells

The Pro-Chancellor reported that Mike Walmsley would retire from membership of the Board of Governors on 31 July 2019. The Board recorded thanks to Mike for his significant contributions to the University and the Board during his tenure, and especially his role as Chair of Audit and Risk Management Committee.

The Pro-Chancellor reported that Nicky Hill would be stepping down from membership of the Board of Governors on 31 July 2019. The Board recorded thanks to Nicky for her significant contributions to the University and the Board during her tenure, and in particular in her role as Deputy Chair of the Board.

Thanks were also recorded to Amerdeep Somal who would be stepping down from membership of the Board on 31 July 2019. In particular, her support for Nottingham Law School was noted and appreciated.

19.37 Declarations of Interests Relating to Items on the Agenda

Members present were asked to declare any potential conflicts of interest they held in the agenda items to be considered.

As the Dean of the School of Social Sciences, Kathie Moore declared an interest in relation to the Institute for Health and Allied Care Professions business case

presented for approval by the Board within the Estates and Facilities Update (minute reference 19.45).

19.38 Minutes of the Previous Meeting

Minutes of the previous meeting held on 14 May 2019 (Document A) were approved and accepted as a true record.

19.39 Pro-Chancellor's Update

The Pro-Chancellor reported that the Office for Students (OfS) had issued a statement on the outcome of its investigation at De Montfort University (DMU). In response DMU had prepared an action plan, available on its website.

The Clerk to the Board had reviewed the action plan prepared by DMU to determine how its planned actions compared with existing practice at NTU. The Pro-Chancellor was assured that NTU had a robust governance culture, with matters subject to appropriate oversight and challenge.

The report would be presented to the next meeting of the Audit and Risk Management Committee and shared with the Board of Governors subsequently.

19.40 Vice-Chancellor's Update

The Vice-Chancellor presented a report (Document B) updating the Board on a number of matters and sharing some recent successes. The following matters were highlighted during discussion:

[Some of the detail of this minute has been withdrawn due to its confidential nature.]

- The University had climbed to 12th position in the Guardian University Guide 2020, with sixteen subject areas achieving an upper quartile ranking;
- The Vice-Chancellor briefed the Board on a consultation process launched by the Ministry of Housing, Communities and Local Government to seek views on proposals to revise the Local Government Pension Scheme arrangements for newly-appointed professional services colleagues. These proposals were welcomed by the University and the sector as, if implemented, they would provide flexibility for both employees and employers, and address potential affordability issues for both parties, without requiring other changes to terms and conditions of employment; and
- The Deputy Vice-Chancellor (Academic and Student Affairs) provided a summary of the University's results in the National Student Survey (NSS) 2019.

IT WAS RESOLVED

that the report be received and endorsed.

19.41 University, reimagined

The Board received and considered University, reimagined: the University's Strategic Plan for the period 2020 to 2025 (Document C). The following matters were highlighted during discussion:

[Some of the detail of this minute has been withdrawn due to its confidential nature.]

- The feedback received previously from the Board of Governors had been pivotal in helping the University to shape the Ambitions and Approaches;
- Following consideration by the University Executive Team (UET), the University Leadership Team (ULT) and the Academic Board, a sixth theme "Embracing Sustainability" had been included to set out explicitly the University's commitment to sustainability. This was welcomed and endorsed by the Board;
- University, reimagined would be launched internally at a series of events for colleagues on 10 September 2019, with a period of 'getting ready' for implementation and delivery ahead of the official launch in July 2020. As part of the process, colleagues would be asked to articulate the behaviours and values they believe should be adopted by the University. These would be shared with the Board in early 2020;
- Revisions to the membership of UET were required to ensure sufficient leadership capacity following the removal of the Heads of College/Pro Vice-Chancellor roles from the University's structure;
- Feedback was provided on the nine Foundation Papers which would support the strategy, highlighting potential opportunities to articulate explicitly the differentiating elements of University, reimagined when it was launched externally in 2020;
- The development of appropriate Key Performance Indicators to measure strategic progress would be progressed and the proposed format/design was scheduled for presentation to the Board in November. The finalised KPIs would be presented to the Board in Spring 2020; and
- The University would review its branding and communications in the context of the new strategy. The proposals for the branding launch for University, reimagined were targeted for presentation to the Board at its meeting in May 2020.

The Board congratulated the Vice-Chancellor on the development of University, reimagined, noting the substantial amount of work and consultation undertaken.

IT WAS RESOLVED

- (i) that University, reimagined - the Strategic Plan covering the period 2020 to 2025 - be approved and endorsed;
- (ii) that a report in relation to the values and behaviours developed for the University be targeted for presentation to the Board in early 2020; and
- (iii) that a report in relation to the branding launch for University, reimagined, be targeted for presentation to the Board at its meeting in May 2020.

19.42 Nottingham Trent Students' Union President's Update, including NTSU Strategy

The Board received a report (Document D) from the President of Nottingham Trent Students' Union (NTSU) on academic matters and the wider student experience, together with the NTSU Strategic Plan. The following matters were highlighted during discussion:

- The full student council for 2019/20 had now been appointed and the diverse nature of the officer body was welcomed;
- NTSU had partnered with YourGuarantor to provide a guarantor scheme for international students renting accommodation in the private sector and this had been well received; and
- The NTSU Strategic Plan had been approved by the NTSU Board of Trustees. This had been developed in consultation with students, university colleagues and external stakeholders. It sets out the Union's strategic commitments and objectives, which included advocacy, social mobility, community, attainment and sustainability.

The Board of Governors commended the NTSU on the development of its strategy.

IT WAS RESOLVED

that the report be received and endorsed.

19.43 Budget 2019/20

The Director of Finance presented a paper containing the budget for 2019/20 and forward projections to 2023/24 (Document E). Members were advised that the Strategy, Policy, Finance and Resources Committee had reviewed the budget and forward projections in detail and recommended these to the Board for approval. The Audit and Risk Management Committee had also reviewed the financial and risk assumptions included in the report and had considered these to be robust.

[Some of the detail of this minute has been withdrawn due to its confidential nature.]

IT WAS RESOLVED

- (i) that the report be received and endorsed; and
- (ii) that the Budget for 2019/20 and the financial projections to 2023/24 be approved for submission to the Office for Students.

19.44 Nottingham Trent Students' Union: Budget for 2019/20

The Board received a report (Document F) in relation to the budget for Nottingham Trent Students' Union for 2019/20, together with the block grant application (Document F1). These had been reviewed and supported by the Strategy, Policy, Finance and Resources Committee.

It was noted that the block grant had been maintained at the same level as the previous year and the NTSU President confirmed that this would not impact negatively on services to students in the short term.

IT WAS RESOLVED

- (i) that the report in relation to the budget for Nottingham Trent Students' Union for 2019/20 be received and endorsed; and
- (ii) that the block grant for Nottingham Trent Students' Union for 2019/20 be endorsed.

19.45 Estates and Facilities Update

The Board received a report (Document G) from the Chief Operating Officer and Registrar in relation to campus developments. The following matters were highlighted during discussion:

[Some of the detail of this minute has been withdrawn due to its confidential nature.]

Institute for Health and Allied Care Professions

- The business case for the development of a specialist clinical skills facility at the Clifton campus had been considered in detail by the Strategy, Policy, Finance and Resources Committee. The Committee had agreed that the development of an Institute for Health and Allied Care Professions provided excellent opportunities for the University and was therefore recommended for approval by the Board;

42 Shakespeare Street

- A business case was presented in relation to a new build scheme at 42 Shakespeare Street to accommodate projected growth in student numbers in the School of Art & Design. The proposal had been considered by the Strategy, Policy, Finance and Resources Committee which had agreed that this was a sound proposition and therefore recommended for approval by the Board;

Lyth Building

- An update was provided in relation to the construction of the Lyth building. The demolition of the refectory combined with the need to rebuild the lecture theatre necessitated by the design failure in the construction previously reported to the Board would delay completion of those elements until the end of the 2019/20 academic year. However, subject to confirmation by the structural advisors appointed by the University and the contractor, it was anticipated that remedial works would be sufficient to address the fault for the teaching and learning building and this could therefore be ready for occupation by the start of Term 2 in January 2020; and

Enterprise and Innovation Centre

- Construction of the Centre would commence shortly, with completion targeted for autumn 2020.

The Board observed that it would be helpful for project updates to include details regarding whether the project was progressing on budget as well as on time, and for approvals sought to be noted on the agenda.

IT WAS RESOLVED

- (i) that the report be received and noted;
- (ii) that the continued progress on development schemes across the four campuses and the reprioritisation and re-phasing of the capital plan be noted;
- (iii) that the business case for the development of a clinical skills facility for the Institute of Health and Allied Care Professions be approved and endorsed;

- (iv) that the business case for 42 Shakespeare Street and the expansion proposals for the School of Art & Design be approved and endorsed.

19.46 Review of Post-18 Education and Funding

The Board received a report (Document H) from the Vice-Chancellor which set out an initial response to the publication of the Review of Post-18 Education and Funding. The Review had also been discussed in detail at the evening session of the Board of Governors held on 8 July 2019.

IT WAS RESOLVED

that the report be received and noted.

19.47 Unconditional Offers

The Board received a report (Document I) from the Chief Operating Officer and Registrar which set out the University's options for unconditional offer-making for 2020 undergraduate entry. The following matters were highlighted during discussion:

[Some of the detail of this minute has been withdrawn due to its confidential nature.]

- A report in relation to the use of unconditional offers by the University had been considered by the Board at its meeting held on 12 February 2019;
- An overview was provided of the main differences between the three forms of unconditional offers used by the University: unconditional offer with grades; unconditional offer without grades (UO); and conditional unconditional offer without grades (CU);
- UET had considered a range of options in relation to the admissions strategy for the 2020 recruitment cycle;
- The Board was advised that the University's analysis of student performance was included in the February 2019 report. This demonstrated that those who had met the confirmation tariff tended to achieve better outcomes;
- It was agreed that options for 2020/21 recruitment were not mutually exclusive and various elements could be adopted in the final admissions strategy; and
- Universities UK had recently announced that it would be undertaking a review of university admissions processes and the Vice-Chancellor would be a member of the review panel.

IT WAS RESOLVED

that the report be received and endorsed.

19.48 Academic Governance and Assurance

(a) Report from the Academic Board

The Board received a report (Document J) from the Academic Board Member in relation to the meeting of the Academic Board held on 19 June 2019.

It was reported that the Academic Board had supported the development of University, reimagined and its feedback had been incorporated into the finalised strategy. The Academic Board had also approved the revised Student Code of Behaviour, having welcomed the clarity provided by the proposed revisions.

IT WAS RESOLVED

that the report be received and endorsed.

(b) Academic Board Annual Report 2018/19

The Board received and considered the Academic Board Annual Report 2018/19 (Document K) which provided an overview of the work of the Academic Board during the current academic year.

At its meeting held on 19 June 2019, the Academic Board had approved the appointment of the newly elected representatives who would serve for a three-year term commencing on 1 August 2019. It had been agreed that a nominated alternate for each elected member should be also appointed to attend in their absence and the Standing Orders would therefore be revised to reflect this practice.

IT WAS RESOLVED

that the report be received and endorsed.

(c) Academic Assurance

The Board received an updating report (Document L) in relation to progress against the priorities agreed by the Academic Standards and Quality Committee for 2018/19 in relation to oversight of the continuous improvement of student academic experience and outcomes.

IT WAS RESOLVED

that the report be received and endorsed.

19.49 Business from Standing Committees

(a) Audit and Risk Management Committee

The Board noted the unconfirmed minutes of the meeting of the Audit and Risk Management Committee held on 25 June 2019 (Document M).

(b) Strategy, Policy, Finance and Resources Committee

The Board noted the unconfirmed minutes of the meeting of the Strategy, Policy, Finance and Resources Committee held on 25 June 2019 (Document N).

The Pro-Chancellor advised that the Committee had reviewed and endorsed the University's Access and Participation Plan for submission to the Office for Students. This would be shared with the Board at its meeting in November 2019.

(c) Employment Policy Committee

The Pro-Chancellor updated the Board on discussions at the meeting of the Employment Policy Committee held on 8 July 2019. The Committee had received a detailed report in relation to the pension schemes offered by the University and it was considered that it would be useful for a briefing in this regard to be presented to the Board in November 2019.

The Committee had also considered a report in relation to the recommendations from the Working Group established to review arrangements for pension opt-out and salary supplements for employees who had exceeded, or would exceed, the Lifetime Allowance.

19.50 Application of the Corporation Seal

Members received and noted a report (Document O) summarising the documentation to which the University's Corporation Seal had been applied since the previous meeting of the Board.

19.51 Any Other Business

Freedom of Speech: Noting recent media interest in the matter, the Board of Governors was advised that the University had a robust policy in place to ensure that it could meet its legal and regulatory obligations to protect freedom of speech and expression.

19.52 Date of Next Meeting

It was noted that the next meeting of the Board of Governors would take place on Tuesday 26 November 2019 at the City campus. This would be preceded by presentations and dinner on Monday 25 November 2019.

Rebecca Jenkyn, Clerk to the Board
July 2019