



Summary of Strategic Delivery Plans

CIVIC STRATEGIC DELIVERY PLAN

Priority 1: Flagship civic initiative, Universities for Nottingham

We will ensure that this overarching partnership with NTU on civic activity continues to thrive; supporting joint strategic planning, encouraging collaboration on civic projects and ensuring that the reputation and positioning benefits we have as a result of our partnership continue to deliver benefits. We will support the delivery and development of future Universities for Nottingham Civic Agreements and initiatives to be delivered in collaboration with our partners.

Priority 2: Digital Nottingham

We will make a major contribution to our local communities and economic recovery from C19 through the establishment of a new centre within the City that combines excellent research, business incubation, skills training and outreach.

Priority 3: Supporting the East Midlands Development Corporation and other regional levelling-up opportunities through our research and innovation

We will explore how our research and innovation strengths can help secure investment in 1) the Uniper Ratcliffe-on-Soar decommissioned coal-fired power station site 2) the HS2 station at Toton and 3) the East Midlands Airport Freeport. We will also prioritise working with regional and local partners to secure a mixture of government and industry funding, horizon scan for new opportunities and provide guidance on prioritisation in line with regional needs set out in local community and economic development plans.

Priority 4: Student Projects for Nottingham

We will encourage and amplify a range of current schemes where our students undertake projects to support local communities, business and organisations. These include programmes in Liberal Arts, Architecture and the Built Environment, Social Sciences, the Nottingham Advantage Award, the Students' Union and many aspects of healthcare training to embed students in the civic agenda.

Priority 5: Supporting local educational opportunity through our widening participation programmes and partnerships with local schools

We will use our extensive widening participation and access programmes, initiatives such as the Nottingham Potential Centres, our School of Education's partnerships with local schools and build our relationships with local further education colleges to improve local educational opportunity.

Priority 6: Supporting local place-marketing, business environment and cultural life

We will convene and provide innovation opportunities to major local corporates via our University of Nottingham Business Partners Network, support local SMEs via our business support programmes and continue to play a leading role in supporting Nottingham's cultural life through our Lakeside Arts Centre, support for the UNESCO City of Literature and the Nottingham Contemporary.

[View the full Civic Strategic Delivery Plan here](#)

EDUCATION AND STUDENT EXPERIENCE STRATEGIC DELIVERY PLAN

Priority 1: COVID+

We will continuously reflect on, listen to and learn from, the experiences of our students and staff through and beyond the Covid-19 pandemic to ensure that our education and student experience is inclusive, agile and responsive, that it is built on good practice, enables potential for both students and staff, and that our degree standards are maintained.

Priority 2: Infrastructure

We will create an empowering physical and virtual estate that meets the needs of our students and staff now and in the future. This will include the progression of major data-driven initiatives to improve our core student record management systems, welfare and engagement processes.

Priority 3: Curriculum

We will work with students, alumni, employers and professional bodies to co-create curricula (academic, co- and extra-curricula), that embeds our university values, supports good mental health, develops professional competencies and learning for sustainability. We will support students to achieve their academic and professional potential through an inclusive and digitally-enabled education of the highest quality and relevance informed by pedagogy, evidence-based practice and scholarship.

Priority 4: Student Experience

We will put student experience and student wellbeing at the heart of all we do, ensuring that all students, irrespective of how and where they study, quickly feel part of, and jointly create, our inclusive and global community and are enabled to build meaningful and lifelong relationships. This will include facilitating opportunities to engage locally and internationally through volunteering, work experience, placements and mobility.

Priority 5: Diversification

We will diversify our student intake, developing new entry routes and 'non-traditional' modes of delivery to attract widening participation and international students, apprentices, post experience and professional learners. We will provide the best opportunities for these students to succeed through a sector-leading approach to supporting and engaging with them.

[View the full Education and Student Experience Strategic Delivery Plan here](#)

GLOBAL ENGAGEMENT STRATEGIC DELIVERY PLAN

Priority 1: International Experience

We will provide an international experience for everyone. We will develop a Nottingham Global Welcome programme to enhance new and existing staff and student welcome initiatives, establish a Nottingham Global Skills Sharing Platform to support collaboration and development across structural and cultural boundaries, and build infrastructure to connect staff and students across each of our global campuses and office locations.

Priority 2: International Partnerships

We will deepen our international research and teaching partnerships and develop tri-campus Global Engagement Strategies for targeted priority countries, regions and partnership networks. We will build digital infrastructure to facilitate better data and intelligence sharing, reduce our environmental impact by implementing new virtual mechanisms to undertake initial collaboration discussions with new partners.

Priority 3: Global Curricula

We will refine our curricula in light of new global demands. We will develop a new Nottingham Open Online Course (NOOC) module which discusses current geopolitical issues from the perspective of our uniquely global university and support the development of a new Global Citizenship module for inclusion in the Nottingham Advantage Award programme. We will establish regular virtual forums and lead the development of Nottingham Global Classrooms which enable the simultaneous delivery of module material across all three global campuses and beyond.

Priority 4: International Mobility

We will provide appropriate mobility opportunities for staff and students, removing internal barriers to tricampus mobility and expanding opportunities with strategic partners. We will also develop virtual mobility programmes which bring together students from all our campuses with students from around the world.

Priority 5: Campus Culture

We will create an on-campus culture of positive interaction among people from different parts of the world, celebrating our global community through a series of on-campus and virtual festivals. We will build a meaningful civic and cultural exchange programme and curate a suite of materials to articulate and celebrate the Nottingham Global Mindset.

Priority 6: Global Reputation

We will build our reputation as Britain's foremost global university where ambition, creativity, and a global mindset will enable us to change the world for the better. We will promote a culture of storytelling for sharing international experiences and insights, explore the potential to establish a Nottingham Global Ambassador programme and develop a platform to bring the Nottingham Global Mindset to life for our international partners, staff and students.

[View the full Global Engagement Strategic Delivery Plan here](#)

KNOWLEDGE EXCHANGE STRATEGIC DELIVERY PLAN

Priority 1: We will develop our culture and capacity to deliver knowledge exchange

Knowledge exchange is all about people. We will encourage all our staff and students to innovate and collaborate, and to engage with our communities and stakeholders in all sectors. We will strive to provide the conditions needed to help them realise their full potential in solving problems and improving lives.

Priority 2: We will maximise the impact of our innovation and enterprise

Our innovation and enterprise make a tangible contribution to society and the economy. We will aim to increase the population of academics who are IP generative. We will continue to provide support for the protection and commercialisation of Intellectual Property with potential for societal and economic impact, engaging with schools and faculties to ensure that supported projects fit with their strategic focus.

Priority 3: We will support prosperity in our communities

The exchange of ideas, discovery, expertise and skills helps to build more inclusive, equitable and sustainable communities. By harnessing the breadth and depth of our knowledge exchange, we will make an impact on business, communities, the third sector, government and international partners. We will develop flagship programmes in areas of local priority, such as zero carbon, and use innovation as a key driver of economic growth.

Priority 4: We will enhance how we engage with partners

Working in partnership with industry, the public and third sector is at the heart of our University's knowledge exchange activities. Our breadth of expertise can help to tackle major global challenges and emerging research themes. We need to be easier for partners to engage with, and work harder to develop long-term, strategic and mutually beneficial relationships. We will target the creation of joint research centres to address key research issues.

Priority 5: We will deliver meaningful public and policy engagement

We will continue to be leaders in thought, in the exchange of knowledge and ideas to enrich policy making, to inspire people, support communities, transform lives and shape the future. We need to create more partnerships among our world-class university community, policymakers and the public. Through these partnerships, we will tackle together the most compelling challenges locally, nationally and globally.

[View the full Knowledge Exchange Strategic Delivery Plan here](#)

RESEARCH STRATEGIC DELIVERY PLAN

Priority 1: People, culture and ambition

To develop a research environment and culture that is inclusive, supportive, and enables high quality and high performing research

- We will actively **develop our research culture** - understanding, valuing and celebrating individuals and teams, and clarifying expectations of performance, supporting and building a collegiate, inclusive and ambitious environment, and enhancing research leadership to focus effort on areas of potential accelerated success.
- We will **support and cultivate our talent**, for example by creating strong talent search capability to support recruitment, and monitoring researcher retention to inform areas of improvement. We will build a strong Fellows cohort with both internal and external funding and a Fellows Academy for their support. There will be specific support for BAME researchers and colleagues with protected characteristics.
- We will **embrace and recognise our postgraduate researchers** (PGRs) as key contributors to our research success, for example by ensuring fair allocation of funding support, providing an excellent and equitable experience, and support to enable all to achieve their career ambitions.
- We will **develop the role of research in the curriculum**, adding value in ESE and prototyping early knowledge exchange of research results and methods.

Priority 2: Infrastructure and platforms for excellence

To support and drive research of the highest quality and ambition

- We will **build shared facility and infrastructure platforms** for research, enabling us to sustainably share world-class capabilities that leverage new research and partnerships.
- We will **encourage co-location of equipment, data and research** to build team research and 'spin in' of partners (academic, commercial, third sector), including using virtual co-location where this adds value.
- We will **embed next-generation, sector-defining trusted research environment capability** across the university by developing the required governance and policies, implementing technical enablers and most importantly integrating into staff training programmes.

Priority 3: Reputation and influence

To develop our external relationships and build our reputation for nationally and internationally significant research

- We will support researchers to **build peer reputation** through Continuing Professional Development (CPD) to become better advocates for their own research and to build their reputation among peers.
- We will establish a **research advocacy function** to develop and deliver key research priorities for example large funding bids, developing those areas in our research portfolio with potential for significant growth, alongside a longer-term campaign to build our research reputation with influential audiences.
- We will **establish a proactive model for our strategic relationships** with funders and stakeholders. This will include influencing opportunities, supporting our researchers to participate in funder work (e.g., strategy groups, panels) and building networks of influence.

Priority 4: Accelerating our research and impact

To create and support research ideas required to ensure delivery of high-quality discoveries that will positively transform lives and societies

- We will **define and deliver a needs-based targeted support model** for our pipeline to maximise opportunities for our researchers to succeed. This will aim to propel emerging work and teams so they can establish and accelerate their work. We will develop our model to support new Strategic Research and Innovation Clusters. Clusters will begin by targeting the Zero Carbon challenge but be proactive in the future and link with current and future strategic UoN investments e.g., Digital Nottingham. The Cluster model will enable us to build and access major external opportunities. Opportunities include the UK Government's proposed programme of innovation to enable decarbonisation a transdisciplinary net zero innovation fund led by the Department for Business, Energy, & Industrial Strategy.

- We will **map our research to external challenges** (including the UN SDGs) in order to build critical mass in areas where we will address sustainability challenges and couple activities to the sustainability objectives of ESE, as well as work to ensure our research is undertaken in ways to minimise any damaging environmental impact and achieve the University's goal to reduce carbon emissions.
- We will **improve research management data**, by assessing existing assets and identifying gaps, to make it available cross-campus, and within campus at all Levels.

[View the full Research Strategic Delivery Plan here](#)

Summary of Functional Delivery and Influencing Plans

DIGITAL STRATEGIC DELIVERY PLAN

Priority 1: Establish an Education Administration Continuous Improvement Team

We will establish a cross-functional Education Administration Continuous Improvement Team with the necessary range of skills to effectively operate and enhance the Campus Solutions system and associated business processes to improve the performance, efficiency, and effectiveness of the administration services it underpins.

Priority 2: Deliver improvements in digital capability through the Digital Futures Programme

We will deliver improvements in digital capability through the Digital Futures programme including the Digital Core, Digital Engagement and Foundational IT Services refresh projects, regularly ensuring the programmes alignment with University priorities and investment appetite.

Priority 3: Deliver digital solutions enabling new methods of working emerging from the pandemic

We will identify and implement digital solutions to support an inclusive, agile working environment that provides the 'best of both worlds', blending digital and analogue solutions, giving choice for optimum efficiency and effectiveness in where, when and how we work and study.

Priority 4: Co-design a new Digital Development Framework with the University Community

We will collaborate with the university community to co-design a "Digital Development Framework", renewing our vision for a digital exemplar university that embraces digital and technology services to enhance our research and education and improve student and staff experience.

Priority 5: Develop the culture, behaviours, and capabilities necessary for a digitally enabled university

We will increase the 'digital acumen' of the University, improving the institution's ambition and ability to identify and use new and existing technologies and working methods in context to deliver better outcomes for students, research teams, partners, and staff.

[View the full Digital Strategic Delivery Plan here](#)

ENVIRONMENTAL SUSTAINABILITY STRATEGIC DELIVERY PLAN

Priority 1: Deliver Science-Based Targets (SBTs) for greenhouse gas emissions from UK campus operations and activity and continue to work towards these

Our ambition is to reduce Scope 1 and 2 emissions by 63% by 2030 and develop clear action plans for the most significant Scope 3 categories. We will develop and implement our second UNUK 10-year Carbon Management Plan and further quantify other emissions which are within our influence but not our direct control. When this work is completed in the UK, the ambition is for UNNC and UNM to set similar Science Based Targets suitable for their locales.

Priority 2: Deliver agreed actions from “Locking in the benefits of lockdown” UEB paper

We will review policies and action plans within Estates, HR, travel, procurement and catering, agreeing adjustments where needed.

Priority 3: Delivering an Environmental Sustainability Engagement Plan

We will launch the UoN Sustainability Communications Campaign and a University wide sustainability engagement app to reward positive environmental behaviours. We will hold a staff consultation on reducing travel and increase the opportunity for conversation about sustainability.

Priority 4: Develop a Sustainability-focussed decision-making framework to support and inform decision making across the University

Building upon existing prioritisation and decision-making tools the tool will enable us to better understand the direct, indirect and associated sustainability impacts (linked to the SDGs) of decisions that we make.

Priority 5: Establish Environmental Sustainability Committees for Education and Student Experience, and Research and Knowledge Exchange

We will establish committees to sponsor and commission University-wide work to embed environmental sustainability across research and the curriculum.

Priority 6: Launch the Biodiversity Action Plan for UK campuses

We will develop policy on enhancing biodiversity, and publish clear biodiversity action plans for each campus, ensuring that they are fully integrated into the landscape management plans of our campuses.

Priority 7: Develop and publish clear action plans for UNNC and UNM to support the Environmental Sustainability strategic delivery plan

Action plans will be developed which are aligned to the priorities of this plan but which reflect local needs and constraints.

[View the full Environmental Sustainability Strategic Delivery Plan here](#)

ESTATES AND FACILITIES STRATEGIC DELIVERY PLAN

Priority 1: Deliver the Estate Development Framework (EDF) and long-term campus planning and development

We will develop campus plans for each UK Campus (University Park, Sutton Bonington, Jubilee Campus, King's Meadow Campus).

Priority 2: Deliver Project Stay - a long term investment strategy for residential accommodation

We will develop a clear plan for investment in on-campus halls provision (Jubilee Campus and University Park) including a Western Village.

Priority 3: Continue to invest in our existing assets through the Capital Backlog Replacement programme

We will deliver an asset replacement plan and, through the EDF and Project Stay, incorporate the replacement of unreliable/ obsolete assets in delivery of refurbishments. Renovations or new builds will meet acceptable technical or statutory compliance standards of installation.

Priority 4: Ensure compliance and Health and Safety in all that we do

We will identify and set relevant standards for Estates infrastructure, operations and M&E installations, introduce a Fleet Management System and assist with risk assessment, triage and prioritisation of works.

[View the full Estates and Facilities Strategic Delivery Plan here](#)

PEOPLE AND CULTURE STRATEGIC DELIVERY PLAN

Priority 1: Transforming how we support staff

We will ensure that resources, systems and processes are in place which enable people to be as effective as they can be. HR will put the needs of their customers at the forefront of their thinking to drive forward delivery of excellent HR services. Leaders and managers will be empowered to communicate with, and lead, their teams, aligned to the University of Nottingham's inclusive culture. Everyone will have a clear set of accountabilities and responsibilities that are aligned to the Strategy and purpose of the University. Our decisions and actions will be driven by the need to achieve flexibility and simplification where possible, reflecting the University's values of inclusivity, ambition, openness, fairness and respect.

Priority 2: Supporting the health, safety and wellbeing of all our people

People are our most important asset. We will provide a safe environment in which they can thrive in their role and we will create safe and trusting spaces which support open dialogue. We will develop our campuses to answer the contemporary needs of our staff and students, creating new kinds of spaces, a secure and inclusive environment that supports the wellbeing of everyone; and rich and stimulating cultural and sporting life, open to all.

Priority 3: Fostering an inclusive culture, underpinned by our values

We have regard for each other's rights and feelings, and demonstrate this in our behaviour, treating each other with kindness. We value and celebrate diversity and difference and are respectful and keen to learn from others lived experiences. We adopt ways of working that enable our people to be the best they can be, that can realise their potential in role, and enables the University to realise its ambitions. Our leaders are inclusive, cultivate a culture of trust and empowerment, and ensure there is a golden thread between the accountabilities and responsibilities in their teams, and the strategy for the University. We will create a culture of trust and adopt a straightforward and transparent way of communicating with each other and with the world, championing the free exchange of ideas. This work will be underpinned by the institutional Athena SWAN and Race Equality action plans.

Priority 4: Realising the potential of our people

We recruit the very best people, and provide opportunities for progression, realising individual professional ambitions. We are a learning organisation and understand the importance of having a learning culture for our whole community, as individuals, teams and our University. We understand the importance of effective collaborations. We set the highest standards for ourselves and our work, and support each other to achieve them. We are curious to learn new things, to innovate and enable others to try new things in a safe environment.

Priority 5: Engaging with local and global community

The University will create an environment and community which reflects the diverse nature of our students and staff, where everyone can contribute and be appreciated for who they are. We will create a sustainable environment, proactively challenging ourselves that we are offering a sustainable future and creating a positive impact for the local communities we serve, whilst enabling opportunities to share learning and best practice on a global scale.

[View the full People and Culture Strategic Delivery Plan here](#)