



## University Executive Board

### Minutes of the meeting of 16 April 2024

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**Present:** Professor Jane Norman (DVC and Chair), Professor Shearer West (Vice-Chancellor, online) until minute 24.38, Professor Sube Banerjee (FPVC MHS), Helen Dunn (Interim Director of Human Resources), Professor Jon Garibaldi (Provost UNNC, online), Dr Paul Greatrix (Registrar, online), Professor Jeremy Gregory (FPVC Arts and interim FPVC Social Sciences), David Hill (CDO), Professor Sam Kingman (FPVC Engineering and interim Provost UNM), Professor Katherine Linehan (PVC EDI and People), Professor Robert Mokaya (PVC GE), Margaret Monckton (CFO), Professor Tom Rodden (PVC RKE), Professor Sarah Speight (PVC ESE), Professor Zoe Wilson (FPVC Science).

**Attending:** Rowena Hall (Secretary), Rav Kalsi (Principal Executive Officer), Louella Houldcroft (Director of Communications and Advocacy), Helen McNamara (Director of People and Organisational Design), Jason Phoenix (Programme Director) for minutes 24.35 and 24.42 to 24.44 Sally Blackamore (Finance Director), for minutes 24.35 and 24.42 to 24.44, Mick Gash (Programme Manager) for minute 24.42, Paul Channon (Deputy Director Finance) for minutes 24.35, 24.43 and 24.44, Siobhan Calfe (Director of HR Operations) for minutes 24.36, 24.37 and 24.45, Pete Buckley (Associate Director of Pay and Reward) for minutes 24.36 and 24.45, Jamie Tennant (Associate Director for HR Digital and Shared Services) for minute 24.37, Stephen McAuliffe (Deputy Registrar) for minute 24.38, Helen Pennack (Chief Marketing and Communications Officer) for minute 24.39, Rachel Atkin (Director of Student Recruitment) for minute 24.39

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

- .1 The DVC assumed the chair the Vice-Chancellor was travelling and was only able to attend the meeting remotely.
- .2 The Secretary confirmed that the meeting was quorate and there were no declarations of conflict of interest.

#### 24.33 Minutes of 5 and 18 March 2024 Meetings and Action Log

- .1 The minutes of the meeting held on 5 and 18 March (UEB/24/50) were confirmed as a true record.
- .2 It was AGREED that Action 24.14.6 Reshaping our Estate would be placed on hold for three months pending the establishment of the programme.
- .3 The remainder of the Action Log was NOTED. The Secretary would follow up on actions with action owners after the meeting.

#### 24.34 Chair's Business

- .1 The Vice-Chancellor had provided a short update the day before the meeting.



- .2 An overview of a recent successful visit to UNNC by two Council members was provided by the Vice-Chancellor and the Provost UNM. During the visit Council members were able to attend 20<sup>th</sup> anniversary celebratory events and the inauguration of the new UNNC President.
- .3 It was anticipated that following the visit, Council would be keen to receive more detail in the regular reports from both UNM and UNNC.
- .4 A planned visit by the University's joint venture partners at UNNC would be likely delayed until the autumn. It was hoped that the President of UNNC would be able to visit UNUK in the next few months.

#### **24.35 Cash Protection Measures – Spending Controls and Reduction in Strategic Investment**

UEB RECEIVED and NOTED paper UEB/24/44 and AGREED the Terms of Reference for the Finance Control Group.

#### **24.36 Bonus Pay Gap Data 2023**

- .1 UEB RECEIVED and NOTED. paper UEB/24/43. A report on the Gender, Ethnicity and Disability Bonus Pay Gap data had been circulated to UEB. The paper provided more information related to the increase in the bonus pay gap.
- .2 It was NOTED that the increase in the bonus pay gap was due in part to the value and proportion of Clinical Impact Awards. It was AGREED that in the future bonuses related to Clinical Impact Awards would be reported separately to other bonuses. This would provide greater transparency on the remaining bonus pay gap data and a support the development of actions to address the gap.
- .3 The action plan detailing the work planned in Human Resources to help support a reduction in pay gaps was NOTED.

#### **24.37 Immigration and Visa Legislation Update**

- .1 UEB RECEIVED and NOTED. paper UEB/24/48 which provided a summary of recent immigration and work visa legislative changes.
- .2 It was CONFIRMED that a global mobility policy and framework would be submitted to UEB for consideration in June. This would include a proposal for the University's approach to supporting visa reimbursement.
- .3 It was NOTED internal affordability considerations would limit where University should benchmark itself within the sector for visa support and reimbursement.
- .3 UEB AGREED the next steps as set out in the paper.

#### **24.38 Delivering our UK Immigration Sponsorship Obligations**

- .1 UEB RECEIVED and NOTED. paper UEB/24/46 which provided an update on the University's compliance with its immigration sponsorship obligations and proposed recommendations for further action to ensure non-compliance risks were addressed.
- .2 Technical challenges within the current QR system would be addressed by a new system 'SEAts'. However, successful implementation of the recommendation on the QR Code



Mandate would require a cultural shift in Schools. Currently, there was significant non-adherence to the display of QR codes.

- .3 The PVC ESE REPORTED that there had been follow-up with Schools where the required level of QR code events had not been provided, however a collective effort from UEB members would be required to ensure that the new requirements were met. Non-compliance should become part of performance conversations.
- .4 The responsibilities of different UEB members as set out in the recommendations were NOTED and accepted. A request was made for a clear summary of actions required by FPVCs.
- .5 The level of risk associated with sub-optimal implementation of the recommendations was NOTED and it was AGREED that regular dashboard reporting on the delivery of the recommendations should be provided to UEB in addition to the normal reporting to Assurance Committee.
- .6 UEB AGREED the recommendations as set out in the paper.
- .7 It was suggested that an item on UKVI compliance could be included on the agenda for the next Heads of School event.

	<b>ACTION</b>	<b>OWNER</b>	<b>DUE</b>
.8	To prepare a summary of required action for FVPCs to ensure the recommendations within the paper were adopted within Schools and Faculties	Deputy Registrar / Director of Student Services	14 May
.9	To deliver quarterly dashboard reporting to UEB on the implementation of the recommendations.	Deputy Registrar / Director of Student Services	First report – 30 May

**24.39 Student Recruitment Update**

- .1 UEB RECEIVED and NOTED. paper UEB/24/47 which outlined the current recruitment position for 2024/25 and provided additional context around the progress against targets for the different study level/fee statuses.
- .2 It was NOTED that a paper would be submitted to Planning and Resources Committee in June setting out plans for confirmation and clearing activity. UEB NOTED the proposal that to meet or exceed undergraduate home and international targets, quality thresholds in some areas might need to be reduced.
- .3 The following points were made during discussion:
  - .1 It was suggested that the presentation of recruitment data should consistently include the current position against target data as well as year on year comparisons.
  - .2 There should be a strategic approach to maximising recruitment opportunities. Discussions should take place with all Schools about their capacity to increase intake. Once capacity for over-recruitment was identified, it should be tested with key colleagues to ensure that student experience would not be affected, and accommodation would be available.
  - .3 FPVCs should continue to be included in regular meetings as the confirmation and clearing approach was developed and implemented. Consideration should be given to other colleagues who could be involved in discussions.



- .4 UEB AGREED the principles for confirmation and clearing as set out in the paper subject to the comments made during the meeting. It was further AGREED that the paper for Planning and Resources Committee should be socialised before submission.

#### **24.40 Roundtable**

- .1 It was REPORTED that the Chinese Ambassador would be visiting the University the next day.
- .2 It was NOTED that Professor Jessica Hodgson has been appointed as APVC ESE in the Faculty of MHS.

#### **24.41 Feedback**

- .1 The PVC GE provided feedback on the meeting and highlighted that balance had been achieved between delivering significant challenge and the University's values.
- .2 It was NOTED challenge had come from unexpected places, but it was clear that Members were contributing from a University-wide perspective and were not focussed exclusively on their own portfolio