

University Executive Board

Minutes

9 September 2025

Present: Professor Jane Norman (Vice-Chancellor, Chair), Matt Atkinson (Interim Chief Financial Officer), Professor Sam Kingman (Deputy Vice-Chancellor), Professor Sube Banerjee (FPVC MHS), Jason Carter (Chief Governance and Risk Officer), Kylie Colvin (Interim Chief Strategy Officer), Professor Jeremy Gregory (FPVC Arts and FPVC Social Sciences), Professor Katherine Linehan (PVC ESE), Professor Zoe Wilson (FPVC Science), Chris Hunt (Chief Operations Officer), Professor Tom Rodden (PVC RKE), Helen McNamara (Chief People Officer), Professor Chris Tuck (FPVC Engineering), Professor Devid Fitzpatrick (Pro Vice-Chancellor UNM) for minute 25.131, Professor Jonathan Garibaldi (Pro Vice-Chancellor UNNC) for minute 25.132

Apologies: None

In Attendance: Emily Murtha (Secretary), Jo Simpson (Chief Revenue Officer) for item 25.143, Dan Tilley (Director of Sport) for item 25.143, Claire Jagger (Associate Director of Organisational Development) for item 25.134, Zoe Goodwin (HR Project Manager) for item 25.135 and 25.136, Becci Brown (Talent Manager) for item 25.135 and 25.136, Caitlin Milazzo (University Lead for Academic Performance - Deputy Pro-Vice-Chancellor) for minute 25.135 and 25.136, Ben Ollivere (University Lead for Academic Performance - Deputy Pro-Vice-Chancellor) for minute 25.135 and 25.136, Scott Davis (Reward manager) for item 25.144, Angela McDonald (Associate Director for Risk and Assurance) for minute 25.137, Kerry Williamson (Director of Procurement and Financial Operations) for minute 25.137, Alasdair Coulson (Deputy Director of Internal Audit) for minute 25.139

25.128 Welcome, Quoracy and Declarations of Interest

The Secretary confirmed that the meeting was quorate. There were no declarations of conflict of interest.

1. UEB AGREED to review at the end of each item whether it was appropriate for UEB or another forum.

25.129 Minutes of the Meeting held 16th July and 21 August 2025 and Action Log

2. UEB APPROVED the minutes of the meeting held on 16 July and 21 August 2025 (UEB/25/102 and UEB/25/107).
3. The Action Log was NOTED.
4. **Action 25.66.8** – UEB AGREED that the Chief People Officer and Pro Vice-Chancellor for Research and Knowledge Exchange would revise the action and identify the reviewing committee.

Action 25.129.4:

Action 25.66.8 – Data and clarity on the number of top-performing individuals who contribute a significant proportion of research income would be revised and the appropriate committee for review identified.

25.130 Chair's Business

- .1 The Chair CONFIRMED she had distributed notes from the UUK Conference and encouraged UEB members to attend next year

- .2 The Chair CONFIRMED notice of strike action from UCU and UNISON covering 16 dates across late September and early October. If these coincide with Welcome Week a strike action group will be convened to consider the response.

25.131 Standard and Poor Credit Rating Update

1. UEB NOTED paper UEB/25/113
2. UEB AGREED that this was the appropriate forum for consideration of the item

25.132 International Campus Governance Report UNM

1. UEB RECEIVED and NOTED paper UEB/25/120. Key points included:
 1. Projected financials excluded RM5 million of research costs, increasing the expected deficit from RM12 million to RM15–16 million. (Approx £3,000,000)
 2. A 6% government tax on international student fees will be introduced and applied to both current and incoming students, with the increase passed directly on to students.
 3. UEB AGREED that the regular update report will now include a financial section.

Action 25.131.3: Issue an updated template for the International Campus Governance Report incorporating the new financial section.

25.133 International Campus Governance Report UNNC

1. UEB RECEIVED and NOTED paper UEB/25/122. Key points included:
 1. 2024/25 Closing Figures: Operating surplus of RMB25 million, with approximately £2.5 million transferred to cash reserves.
 2. 2025/26 Proposal: Projected operating surplus of RMB24 million.
 3. UEB DISCUSSED the international campuses in relation to UEB. It was AGREED that the University strategy will remain UK-focused, with a golden thread linking the two campuses. UEB strategy development sessions will define how this will be delivered.
 4. UEB AGREED that the FNP2 scope slides would be shared with Pro Vice-Chancellor UNM and Pro Vice-Chancellor UNNC ahead of the Head of Schools meeting on 10 September 2025
 5. UEB AGREED that this was the appropriate forum for consideration of International Governance Reports

Action 25.132.4: Distribute FNP2 scope slides to the Pro Vice-Chancellor UNM and Pro Vice-Chancellor UNNC

25.134 Performance Culture

1. UEB REVIEWED paper UEB/25/111 which outlined the University-wide approach to implementing a Performance Management Framework. Key points included:

1. The need to shift perceptions of performance management from focusing on underperformance to enabling continuous improvement and accountability.
2. The focus on strengthening the ADC to move beyond a tick-box exercise, creating an ongoing, developmental conversation with clear expectations and positive performance focus.
3. UEB DISCUSSED the importance of timely implementation and noted that existing good practice by individuals should continue ahead of a formal Performance Framework launch event.
4. UEB RECOGNISED the Associate Director of Organisational Development for delivering the project internally, avoiding external consultancy and achieving cost savings.
5. UEB ENDORSED the approach of the Performance Management Framework

25.135 Academic and Technical Specialist Promotion Framework (2026/27)

1. UEB DISCUSSED and COMMENTED on paper UEB/25/121 on a new Promotion Framework and Technical Specialist Promotion Pathway to improve transparency and recognition. Key points included:
 1. The framework is cost neutral, with no increase in the number of promotions. The changes focus on clarity and transparency rather than altering promotion criteria.
 2. UEB were advised that contributions are aligned to the University's KPIs rather than external ranking requirements.
 3. UEB DISCUSSED the distinction between technical specialist and academic promotion criteria, with technical specialists promoted to Level 7 titled Professor of Practice rather than Professor.

25.136 Measuring Academic Expectations

1. UEB RECIEVED paper UEB/25/118 outlining the staged implementation of an individual-level ESE and RKE metrics dashboard, with Stage 1 launching September 2025. Key points included:
 1. The final dashboard, as agreed in June, will focus on usage, income, outputs and citations related to QS
 2. The dashboard represents Stage 1 of a four-stage process, with Stage 2 introducing aggregated data for decision-making, Stage 3 developing new metrics and systems integration, and Stage 4 enabling data to inform performance management and promotions.
 3. UEB NOTED the request for project management support to progress to Stage 2. UEB AGREED that the Chief Strategy Officer would discuss with the Chief People Officer the potential to repurpose resource, based on the role profile provided by the University Lead for Academic Performance.
 4. UEB AGREED to proceed to Stage 2, subject to resolving data access issues and completing Equality, Diversity and Inclusion and Equality Impact Assessments.
 5. UEB AGREED that the Performance Framework and Culture Proposal, Academic and Technical Specialist Promotion Framework, and Measuring Academic Expectations papers should be considered through the relevant sub-committees rather than UEB.

Action 25.136.6: Chief Strategy Officer to discuss with the Chief People Officer the role profile and resource repurposing to provide project management support for Stage 2 of measuring academic expectations.



25.137 Failure to Prevent Fraud Offence Legislation

1. UEB RECIEVED paper UEB/25/117 outlining new legislation from 1 September 2025 on 'failure to prevent fraud' and an action plan to raise awareness across the University for endorsement
 1. UEB CONFIRMED its commitment to the prevention of fraud and ENDOURCED the approach outlined in the proposed action plan to meet the requirements of the Act
 2. UEB acknowledged the need to minute this item to confirm high-level support, but agreed that the detailed content should be approved by a sub-committee and brought to UEB to note

25.138 Modern Slavery Statement

1. UEB RECIEVED paper UEB/25/112 the University's Modern Slavery and Human Trafficking Statement for 2024/25, outlining progress, future plans, and achievement of a 91% maturity score against a 95% target.
2. UEB RECOMMEND to Council the APPROVAL of the University's Annual Modern Anti-Slavery Statement 2025

25.139 Six Month Internal Audit Plan

UEB RECIEVED paper UEB/25/116 outlining the updated six-month internal audit plan, informed by the University Risk Register and stakeholder consultation, and inviting UEB input on areas not covered.

1. UEB DISCUSSED the focus of the BSU audit, emphasising the need for continued assurance on estates work and for lessons to be learned to avoid costly financial and research support in future.
2. UEB APPROVED the internal audit plan subject to final approval by Audit and Risk Committee.
3. UEB AGREED that this type of paper should be approved by the Assurance Committee, with UEB receiving it to note

25.140 Dates of next meetings: 9 September (scheduled monthly meeting), 23 September (interim)