



AHUA EXECUTIVE COMMITTEE

FRIDAY 6 DECEMBER 2024, 11.00 – 14.30

Microsoft Teams meeting

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Meeting ID: 324 134 672 55

Passcode: QCbsuM

Contact on the day: Ben Vulliamy, 07785 286833 or ben.vulliamy@manchester.ac.uk

Please send apologies to Tracey Murray, tracey.murray@ahua.ac.uk

PROGRAMME

- 11.00 – 13.15 AHUA business and discussion
- 13.15 – 13.30 Lunch Break
- 13.30 – 14.00 Alison Johns, CEO, Advance HE
- 14.00 – 14.30 John Rushforth, Amanda Oliver, CUC
- 14.30 Close

AGENDA

*Starred items * are for note only.*

	Item	Lead member	Accompanying paper
1.	Apologies for absence *		
2.	Minutes <ul style="list-style-type: none">i. Confirmation of the minutes of the meeting on 11 September 2024ii. Matters arising		EXEC DEC 2024-01 Pages 6-12
3.	AHUA Performance Dashboard* <ul style="list-style-type: none">i. To be included as a standing item for future agendas. We will seek feedback on these at the December meeting		EXEC DEC 2024-02 Pages 13-14
4.	Finance	Helen Galbraith	

	<p>i. To receive and approve the 2023/24 Accounts.</p> <p>ii. To receive a statement from the Honorary Treasurer (Q1 position at 31 October 2024, FY 2024/25)</p>		<p>Separate PDF attachment</p> <p>EXEC DEC 2024-03 Pages 15-16</p>
<u>ITEMS FOR DISCUSSION AND REPORT</u>			
5.	<p>Report back from the below recent liaison meetings and discussion of current policy issues. (Liaison notes are available on the AHUA website)</p> <ul style="list-style-type: none"> • Tripartite AHUA/CUC/UUK • OfS • UUK <p>i. To note the DfE liaison will take place 18 December 2024 (online).</p> <p>ii. To note future 2025 liaison meeting dates are to be confirmed.</p>	All	
6.	<p>Scottish HE issues</p> <ul style="list-style-type: none"> • To receive a verbal update on current issues. 	Eileen Schofield	
7.	<p>Update on AHUA research project</p> <ul style="list-style-type: none"> • To receive a verbal update on progress. • To receive a verbal update on the higher diversity coalition group. 	<p>Andrew Young</p> <p>Helen Watson</p>	
8.	<p>AHUA Development report *</p> <ul style="list-style-type: none"> • To receive a written update on current activities. 	Eileen Schofield	EXEC DEC 2024-04 Pages 17-18
9.	<p>AHUA Communications report</p> <ul style="list-style-type: none"> • To consider a recommendation to merge the communications and blog groups. • To receive a written update on current activities. 	Stephen Dudderidge	EXEC SEPT 2024-05 Pages 19-22
<u>CONFERENCE ISSUES</u>			
10.	Future conferences		

	<p>i. To receive a verbal update on the Spring Conference 2025 to be hosted by Swansea University on 7 and 8 April.</p> <p>ii. To note that the Autumn Conference 2025 will be hosted by the Open University on 12 September 2025.</p> <p>iii. To note that the Spring Conference 2026 will be hosted by the University of Exeter on 20 and 21 April 2026.</p>	<p>Niamh Lamond</p> <p>David Hall</p> <p>Mike Shore-Nye</p>	
REGIONAL GROUPS			
11.	<p>To receive a summary report from regional group meetings and to note forthcoming regional group meeting dates: *</p> <p><u>London</u></p> <ul style="list-style-type: none"> Dates of future meetings: 21 February 2025 joint with Midlands Group (online) 23 May 2025 (in person) 7 November 2025 (in person) <p><u>Midlands</u></p> <ul style="list-style-type: none"> Dates of future meetings: 21 February 2025 joint with London Group (online) 23 May 2025 (in person) <p><u>North</u></p> <ul style="list-style-type: none"> Dates of future meetings: 7 February 2025 joint with South Group (online) 16 May 2025 (in person) 7 November 2025 (in person/online tbc) <p><u>Scotland</u></p> <ul style="list-style-type: none"> Minutes of the meeting on 20 September 2024. Dates of future meetings: 13 December 2024 (in person) 27-28 February 2025 Residential (in person) 23 May 2025 (in person) 29 November 2025 (in person) <p><u>South</u></p> <ul style="list-style-type: none"> Dates of future meetings: 7 February 2025 joint with North Group (online) 16 May 2025 (in person) 21 November 2025 (in person) 	<p>Louise Nadal</p> <p>Richard Taylor</p> <p>Lynda Brady</p> <p>Eileen Schofield</p> <p>Matthew Andrews</p>	<p>EXEC DEC 2024-06 Pages 23-24</p> <p>EXEC DEC 2024-07 Pages 25-28</p>

<u>EXECUTIVE COMMITTEE ISSUES</u>		
12.	<p>i. To note Stephen Dudderidge has agreed to continue a second two-year term on the Executive Committee as Communications Group Chair. *</p> <p>ii. To offer thanks to Paul Greatrix for his time given to the AHUA, the Executive and Executive Officers, this would be his last meeting.</p> <p>iii. To receive constitutional requirements for the Honorary Secretary role and agree who will take up the role joining npatridge@glos.ac.uk</p> <p>iv. the Executive Officers.</p> <p>v. AHUA Executive membership 2024 by post *</p> <p>vi. AHUA Executive membership 2024 by name *</p> <p>vii. Dates and times of future meetings *:</p> <ul style="list-style-type: none"> • 7 March 2025, 11.00-14.30, (in person) • 6 June 2025, 11.00-14.30, (online) • 11 September 2025, (in person) day before Autumn conference, Open University • 5 December 2025, 11.00-14.30, (online) 	<p>EXEC DEC 2024-08 Page 29</p> <p>EXEC DEC 2024-09 Page 30 EXEC DEC 2024-10 Page 31</p>
<u>MEMBERSHIP ISSUES</u>		
13.	<p>i. To receive an update on consultation with members about AHUA membership criteria and quota. To agree the key options to put to membership for 'ranking'. To note that a vote will take place at the Spring 2025 conference AGM in order to amend the AHUA's constitution to allow for any changes to membership quota and criteria.</p> <p>ii. To receive a report on AHUA income and business development. To note that, any change to membership fees will need to be recommended to the Spring AGM</p> <p>iii. Recent Changes *</p> <ul style="list-style-type: none"> • Jim Andrews, Chief Operating Officer, Bournemouth University left the membership in October. • Samantha Burns, Executive Director of Legal and Governance, and University Secretary,, Aston University joined the membership in October. • Imran Chughtai, Acting Chief Operating Officer and Chief Financial Officer, Goldsmiths, University of London joined the membership in September. • Adam Hewitt, University Secretary, University of York joined the membership in September. 	<p>All</p> <p>EXEC DEC 2024-11 Pages 32-40</p> <p>EXEC DEC 2024-12 Pages 41-45</p>

	<ul style="list-style-type: none"> • Joss Ivory, Chief Operating Officer, University of York left the membership in September, Nigel Alcock, Chief Finance and Operating Officer joined the membership. • Lucy Johnson, Deputy University Secretary, University of Essex joined the membership in October. • Joy Morton, University Secretary and General Counsel, Wrexham Glyndwr University joined the membership in November. • Lynda Powell, Director of Operations, Wrexham Glyndwr University left the membership in November. • Neil Robinson, Chief Operating Officer, University of Hull left the membership in October; Sarah Wilson replaced him taking up the position and joining the membership. • Tracey Slaven, left her University Secretary and Chief Operating Officer role at the University of Aberdeen in November; moving to University of Cumbria as Chief Transformation Officer and remaining on the membership. • Aaron Smith, Head of Legal and Compliance Services, Secretary to the Board, University of Lincoln joined the membership in October. <p>ii. To note the revised list of AHUA representation on other bodies. *</p>	<p>EXEC DEC 2024-13 Pages 46-53</p>
14.	<p>Any other business (members are requested to advise the Executive Director in advance of the meeting).</p>	

AHUA EXECUTIVE COMMITTEE MEETING

THURSDAY September 12th 2024, 13.00 – 16.30

IN PERSON – University of East London. University Square Stratford Building.

MINUTES

Present:

Nicola Owen
John Rushforth
Rachel Brealey
Richard Taylor
Helen Watson
Amanda Wilcox (Online)

Michaela Boryslawskyj
Sophie Bowen
Jim McGeorge
Helen Galbraith
Paul Greatrix
Ben Vulliamy

Apologies: Niamh Lamond, Mike Shore-Nye, Andrew Young, Stephen Dudderidge, Matthew Andrews, Lynda Brady, Eileen Schofield, Louise Nadal.

1. Apologies

- 1.1 Apologies were received from Niamh Lamond, Mike Shore-Nye, Andrew Young, Stephen Dudderidge, Matthew Andrews, Lynda Brady, Eileen Schofield and Louise Nadal. Amanda Wilcox joined online.
- 1.2 Rachel Brealey was welcomed to her first meeting.
- 1.3 Ben Vulliamy was welcomed to his first meeting.

2. Minutes

- 2.1 The minutes of the Executive Committee meeting on 7 June 2024 were confirmed as an accurate record.
- 2.2 On matters arising Ben Vulliamy reported that:
 - Correspondence had been sent to Advance HE to share some feedback on a recent 'provocation' published by AHE relating to Professional Services which AHUA had been asked to respond to. A follow up meeting is scheduled with AHE Chief Exec Alison Johns for October 2nd with the Executive Director
 - Membership invoices were sent out Aug 9th with 30 days payment period not yet concluded. 87 payments had been received by Sept 11th.
 - A freelance contract has been agreed to cover the Communications Officer maternity leave period giving them and the Association some flexibility. Handover will start beginning October before the maternity leave commences late October.
 - A date has been secured to meet with JISC to explore its data strategy. AHUA delegates include Steve Denton, Rob Sykes, Sophie Bowen, Ester Ruskuc, Lucinda Parr.
- 2.3 On the Advance HE discussion it was reported to members that an Advance HE Working Group over the previous year including 2 AHUA Executive Committee representatives had been developing a report 'Measuring What Matters'. It was noted that Advance HE is now approving the final draft with relevant stakeholders from AHUA, UUK and CUC with a view to publishing week commencing 16th September. It was reported Advance HE is keen to confirm the final report with AHUA support.
- 2.4 It was acknowledged that the final work had perhaps strayed a little from an earlier brief but that it should still hold some value for some governing bodies.

- 2.5 It was pointed out that the report introduction stated that it used research of English and Australian universities, but that Edinburgh was a frequently used case study. It was agreed to feed this back to AHE along with some other general comments and notes from Committee members.

- 2.6 **ACTION 1:** Ben Vulliamy to confirm to Advance HE that the use of the AHUA logo was approved for the final report and that further feedback on the draft document from AHUA representatives would be shared

3. Finance and 2024/25 Budget

- 3.1 The Treasurer explained that the 2022/23 accounts had been circulated having been reviewed by an independent external accountant along with some internal audit to provide a degree of confidence. That process had caused a significant delay in publication and distribution which should not be the case moving forward. The 2023/24 accounts will be available for the December 2024 Executive.
- 3.2 An internal summary of the performance 2023/24 (prior to full accounts) suggests the actual out-turn came in with a deficit less than budgeted. The deficit is expected to be -£22,390 against an original budget of -£57,500.
- 3.3 The Treasurer invited Ben Vulliamy to talk through the implications for the 2024/25 and future budgets. Ben talked through the drop in membership income in 2024/25 (-£13,410), the increasing staffing costs (due to maternity pay and the move to Executive Director role), the future planned commitment of spend from reserves (to the research commission and a further round of free to use reciprocal mentoring) and the increase in some overheads (such as the creation of bursaries or the increased digital communications costs) while we try to hold engagement and participation fees for the majority of conferences, events and development. All of this would mean some manageable pressure on 2024/25 budget and the need for some consideration for how we might make adjustments for the 2025/26 year and beyond.
- 3.4 Ben pointed out that changes for the future in order to avoid excessive and longer term dependency on reserve or overspend beyond budget could include: changes to membership fees (which have not had any increase for several years); changes to conference and / or development program costs which are increasingly lean and, if attendance drops off, would be widely subsidised at lower participation levels; increased use of sponsorship or reducing overheads.
- 3.5 On membership subscription Ben Vulliamy pointed out £1,490 is a competitive subscription level in comparison with other HE professional associations who commonly charge more. The Committee was advised that the majority of other HE associations have variable fee models dependent on institutional turnover or similar and this approach could be one option considered for the future. Any change to membership fees would need to be considered by the Executive Committee before going to AGM at Spring Conference to be approved for implementation the following year. Changes to membership fee should be tied in with work on maximising engagement and benefits of membership.
- 3.6 On sponsorship income some Committee members felt that there was significant sponsorship income seen at other sector conferences that didn't seem to be as prominent at AHUA and yet might commonly sit under AHUA portfolios. BUFDG and AUDE were cited as examples. Ben Vulliamy agreed that the sponsorship and marketing strategy was modest. One factor to consider was that this could have been with a view to avoid negative impact on delegate experience and any change would have to be managed to avoid damaging delegate experience.
- 3.7 **ACTION 2:** It was agreed that Ben Vulliamy should bring an income development paper to the next Executive Committee meeting December 2024.
- 3.8 Members approved the 2022/23 accounts.
- 3.9 Members agreed the 2023/24 report as an accurate summary pending full accounts at December Executive.

- 3.10 **ACTION 3:** The AHUA 2032/24 final accounts to come to December 2024 board meeting.

4. Items to be discussed with guest speakers

- 4.1 Members raised items that would later be discussed with guest speaker Raj Jethwa. It was agreed that getting a clear sense on the current status of the pay negotiations, pensions issues and industrial relations were key.

5. Liaison meetings and sector relationships

- 5.1 The liaison meeting dates were noted.
- 5.2 The Chair ran the Committee through recent dialogue with OfS including with the Interim Chair, Sir David Behan, at the beginning of September. It was pointed out that the appointment was interim for a period of maximum 10 months and that the appointment is seen by some as representing an endorsement of his report and its recommendations. Sir David has been constructive in discussions and stresses a desire to focus the regulatory portfolio much more onto matter related to financial security and less on other areas, wants to change the tone of dialogue with the sector to be more on regulation through a constant improvement for all lens, that he recognises OfS currently lack some of the key competencies they require moving forward but that he is also looking to the sector to show similar willingness to engage and show leadership on its own key agendas. The Chair pointed out that Sir David had shared key observations about the governance and leadership space and how Universities would need to sharpen their attention and approach in that area.
- 5.3 John Rushforth confirmed CUC are due to meet with him in the coming month and will be seeking for him to define his challenge on governance to be clear about the concerns he has or the problems he thinks need solving. He stated that there are significant examples of good practice in governance and that he's keen for the best practice to be recognised and used as an exemplar as much as the poorer examples. He also pointed out that the Code of Practice may need to be reviewed and that he would be willing to explore further discussion events about the issue.
- 5.4 John Rushforth suggested that an essay competition, perhaps jointly sponsored by some key parties, might solicit some positive engagement about the future of governance and decision making.
- 5.5 Committee members supported the idea of an essay competition. Some members of the Committee felt there are still misapprehensions Sir David holds about the sector and that there needs to be greater recognition that change in organisations is now swift. It was felt that there wasn't yet a full recognition of how engagement has improved or not and that change in tone needs to be matched by a change in the quality of dialogue and action. Some Committee members reported that they still felt there is a default to blame and this can detract from personal reflection. The Committee were keen for the sectors diversity and breadth of experience and practice to be better recognised by OfS.
- 5.6 Members shared that the existing governance code remains a robust piece of work that with some updating and widespread adoption will solve some of the concerns about governance and decision making without reinventing new resources or activity on governance. John agreed and talked to using existing reassurances better in order to reassure the sector. He gave the example of the assurance documents to chairs from auditors perhaps being produced for OfS.
- 5.7 The Chair explained that the Executive Officers were currently reviewing comments from UUK on the Behan report recommendations with a final version of the thoughts due to be sent to DfE week/commencing 16th October. The Chair summarised key themes from that such as that legislation may not be appropriate or necessary, that there are concerns with increasing consumer protection enforcement powers of OfS, particularly as some institutions operate leaner operating models, that student contracts are already well established in the sector, that student voice should leverage students' unions in institutions as well as national bodies / students directly. The Committee recorded their thanks to the Chair for leading on some important dialogue with OfS and the sector bodies. The Chair recorded their thanks to all members who contribute to consultations and managing sector relationships.

- 5.8 **ACTION 4:** John Rushforth to update AHUA Executive following CUC discussions with OfS to define the challenge and opportunity relating to governance.
- 5.9 **ACTION 5:** Ben Vulliamy to update the feedback to UUK on Behan Report recommendations following Executive discussion to inform their discussions with DfE

6. Scottish HE Update

- 6.1 The Committee was provided an update on Scottish HE issues. It was noted that funding gaps were widening in Scotland and a half billion cut to pay for public sector was a sign of more economic pressure to come and a growing funding black hole that means the forward look is perhaps worse still. A review of teaching methodology is due to look at funding allocations. A review of funding providers and methodology may lead to a merger of funding bodies.
- 6.2 The Committee was advised that homelessness and housing including student housing is a key focus for Scottish Parliament.
- 6.3 It was noted that QAA Scotland had seen significant change in directors in October.

7. Update on AHUA research project

- 7.1 The Committee was updated by the Executive Director that Nottingham Trent Business School had been selected as the partner for the AHUA research into barriers for people of colour in professional services. The Committee was advised that the appointment panel had prioritised the proposals who, as well as showing an independent rigour for research and a positive partnership approach, were focused on creating and disseminating practical outcomes focused specifically on AHUA members.
- 7.2 The Committee was advised that finalising the brief had taken longer than originally expected and as a result the tender process started late. This does mean securing the research outcomes and full report / dissemination plan ready for Spring Conference may prove too much and that it may the Spring Conference includes preliminary findings or progress report and can include conference members in exploring how the research findings might develop into resources and tangible outputs that our members can use. The Committee acknowledged that the Spring conference would be unlikely to receive full and final research findings.
- 7.3 The Chair recorded her thanks to Andrew Young for chairing the process so far and the staff and associates who supported that process.

8. AHUA Development report

- 8.1 The Committee noted the development report and the implementation of two bursaries of £2k each for people of colour on the Aspiring Registrars and COO's program.
- 8.2 The Executive noted that we would need to continue to be mindful of cost barriers to participation.

9. AHUA Communications Report

- 9.1 The written report on AHUA's recent communication activities was received and noted.
- 9.2 The Committee briefly discussed the work to start to change the approach to position papers, trying to develop them as outputs to Exchange meetings in future. They welcomed the work to try out something different.

10. Raj Jethwa, UCU joined the meeting online

- 10.1 The Chair welcomed Raj and thanked him for joining the Executive Committee.
- 10.2 Raj Jethwa presented a series of slides setting out the status of UCEA engagement with the sector and trade unions on issues of collective bargaining.
- 10.3 The Chair thanked Raj for the presentation and felt that it answered some of the key questions that members of the Committee had discussed prior to him joining. In particular;
- That the pay deal was not agreed but was to be implemented without agreement.
 - That UCU do now accept that the sector does not have significant spending capacity.
 - That the UCU are preparing a new DC pension scheme for the sector which they expect to be ready for enrolment where an institution so chooses, from summer 2025. Almost 50 HEI's have expressed interest so far.
 - That agreement with UCU on aspects of pay bargaining was strong on the associated aspects of negotiation that were adjacent to the core salary issue.
 - That any suggestion of further fragmentation of the sector (into nations / mission groups etc) was not being considered currently.
 - A summary of the breadth and scale of restructures shared with UCEA confirmed 37 redundancy registers currently had 2825 employees registered at risk across the sector.
- 10.4 The Committee asked about the probability of industrial action and Raj talked through scenarios and ballot processes pointing out that appetite in institutions and politics that might influence decisions, including differences between the main unions. Any ballots would be likely to follow UNISON's ballot to a similar timescale (with results just before Christmas).
- 10.5 The Committee asked whether many institutions were considering deferment on pay. It was reported that half a dozen are actively considering and a further half dozen have not ruled it out.
- 10.6 The Committee enquired about the extent to which recurring disputes meant we might never get to a resolution on pay spine compression. Raj confirmed that UCEA agree pay spine compression cannot continue as it is, given the National Living Wage increases are pushing the lowest pay spine points making progression very challenging.
- 10.7 The Committee asked whether UCEA saw evidence of institutions and unions wanting to wrap up pay and pensions issues together in packages. Raj replied that while pay and pensions need to be viable to each other the separation of negotiation on these two issues needs to remain.
- 10.8 The Committee asked about how government changes and public sector pay issues would influence any HE pay dispute. Raj answered that he thought while people will point to settlements for teachers and other parts of the public sector, the government doesn't want to have disputes and / or to enter into a period of frequent pay disputes. Subsequently they may encourage constructive talks mindful of the sectors operating context.
- 10.9 The Chair thanked Raj for joining the AHUA executive. Raj left the meeting
- 11. Future conferences**
- 11.1 The dates of future conferences were received and noted.
- 11.2 The Committee noted that the reference group for Spring Conference 2025 would be meeting in October.
- 11.3 The Chair invited discussion on the EGM motion regarding an increase to three members per institution while retaining the existing characteristics and criteria for an individual member.
- 11.4 The Committee acknowledged the challenge of retaining a core membership who were operating with a similar level of resource responsibility and proximity to decision making and being concerned about how increases in the number of individual members might see increasing diversity in the types of roles which might need further consideration.

- 11.5 Discussion followed on possible ways of increasing the number of individual members while retaining some consistency, fairness between institutions and the possibility of leaving some decision-making power with a lead member at each institution. It was pointed out that, these approaches would require alternative wording for the constitution and that any changes to the constitution had to be circulated to members 28 days in advance of being put to a members' meeting at AGM or EGM.
- 11.6 The Chair proposed that the EGM motion be withdrawn from Autumn Conference pending consultation with members on what membership criteria would apply to reflect the issues raised in terms of multiple membership up to 3 individual members.
- 11.7 **ACTION 6:** Chair / Executive Officers to update the membership at the EGM on the intention to withdraw the motion until a later date.
- 11.8 **ACTION 7:** Ben Vulliamy to organise consultation on membership criteria that might accompany an increase to 3 members per institution. Update for the December Executive Committee.

12. Regional Groups

- 12.1 There were no specific updates on regional groups
- 12.2 The dates for the next regional meetings were noted by the Committee.

13. Executive Committee issues

- 13.1 Details of the Executive Committee membership were received and noted.
- 13.2 Rachel Brealey has joined the Executive Committee for a three-year term as a Nationally Elected Member.
- 13.3 Rachel Sandby-Thomas has stood down from the Executive as of 31st August after serving 2 years of a 3 year term.
- 13.4 It has been approved for Helen Galbraith to continue for a second three-year term as Honorary Treasurer until 31st August 2027.
- 13.5 The dates for future Executive Committee meetings were noted.

14. Membership

- 14.1 The Executive Committee discussed the small number of recent membership withdrawals and the implications of these. Discussion focussed on both membership affordability / value for money and membership data and intelligence. Some discussion was also had on possible initiatives to address issues and reduce membership attrition.
- 14.2 It was pointed out that, were the Committee to resolve to implement a tiered membership pricing approach with, for example, a £100m turnover bar to split larger and smaller institutions then 26 of our current membership institutions would fall into the smaller university bracket. Notably, of the members who had left summer 2024 only 2 of them had turnover below £100m.
- 14.3 The Chair stressed that membership engagement is key to membership value for money and retention and that we needed to do more to understand and monitor membership engagement. The Committee noted that being explicit about AHUA influencing work might demonstrate value for money further.

15.1 Any Other Business

- 15.2 The Chair invited Ben Vulliamy to share some reflections on his induction and first 50 days in the role.
- 15.3 The Executive Director explained that perceptions around membership diversity varied and that, while some AHUA members were anxious of the growing diversity amongst institutions and AHUA roles, often external partners reported valuing the diversity of view / experience AHUA makes when making representations to, for example, Advance HE, OfS, JISC, UUK.
- 15.4 It was pointed out that dependency on volunteers was both a strength and a weakness for the association. The generosity of membership volunteers is critical to the functioning of the Association, an important feature of conference and workshops, of blogging and of our representations to external bodies. It complements the AHUA's relatively lean staff and associate team and finances as well as giving an authenticity and credibility to our work. However, it also means we can become dependent on a small core, perhaps excessively at times, some partners have commented that it can slow down decision making (with perhaps excessive use of steering groups and forums of members to support projects or work that might often be considered business as usual and staff led in other organisations).
- 15.5 The Executive Director mentioned that consideration of a CRM and / or a data strategy would not be a top priority this year but could be very important for AHUA's future and would help us develop membership engagement systems and align data sources better.

ACTIONS				
	Person/s	Action	Agenda item no	Deadline
1.	Ben Vulliamy and Helen Watson	Ben Vulliamy to confirm to Advance HE that the use of the AHUA logo was approved for the final report and that further feedback on the draft document from AHUA representatives would be shared	2.6	16/09/2024
2.	Ben Vulliamy	Ben Vulliamy to table an income and development paper at the next Executive Board meeting December 2024.	3.7	06/12/2024
3.	Ben Vulliamy and Helen Galbraith	The AHUA 2032/24 final accounts to come to December 2024 board meeting.	3.10	06/12/2024
4.	John Rushforth	John Rushforth to update AHUA Executive following discussions with OfS to define the challenge and opportunity relating to governance.	5.9	06/12/2024
5	Ben Vulliamy	Ben Vulliamy to update the feedback to UUK on Behan recommendations following Executive discussion to inform their discussions with DfE	5.10	13/09/2024
6	Nicola Owen	Chair / Exec to update the membership at the EGM on the intention to withdraw the motion until a later date.	11.7	13/09/2024
7	Ben Vulliamy	Ben Vulliamy to organise consultation on membership criteria that might accompany an increase to 3 members per institution. Update for December Executive Committee	11.8	06/12/2024

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AHUA Performance dashboard 2024/25

Last update: at 27/11/2024

Total member institutions: 136

Total Individual Members: 203

Total member institutions to have engaged in 1 or more event / activity this year: 109

Events Engagement 2024/25

Event	Date	Delegates	Institutions
Conference: Autumn 2024	13/09/2024	67	58
Workshop: Diversity of Viewpoints	25/09/2024	10	7
Exchange: Governance Reviews	08/10/2024	10	9
Development: Online Governance Programme	10/10/2024-13/03/2025	20	16 1 non member
Exchange: Professional Services	24/10/2024	11	11
Exchange: Internal Audit	06/11/2024	5	5
Development: Secretaries Programme	12/12/2024	13	8 2 non members
Workshop: To salami slice or not to salami slice	15/01/2025	10	10
Workshop: Gender Based Violence	23/01/2025	4	4
Development: Reciprocal Mentoring Programme	29/01/2025 & 30/01/2025	6 (Mentor) 5 (AHUA Mentor)	10
Development: Aspiring Registrar and COO Programme	22/01/2025-19/01/2026	9	9
Development: Professional Services Directors' Programme	TBA	19 (expressions of interest)	15
Development: Online Governance Programme	2025 dates TBA	10 (expressions of interest)	9 1 non member

Development Initiative	Members receiving at present	2024 Offered Coaching	2024 Taken Up	Waiting List - 2024
Coaching	11	18	13	N/A
Learning Sets	6	N/A	20	6

Regional Groups	Date 2024	Delegates	Institutions
London	Summer	10	9
	Autumn	18	16
Midlands	Summer	8	8
	Autumn	12	10
North	Summer	15	14
	Autumn	18	16
South	Summer	4	4
	Autumn	5	5

Coaching Engagement 2024/25

Member		
First Name	Surname	Institution
Sinéad	Critchley	King's College London
Kayley	Darby-Philpotts	Royal Central School of Speech and Drama

Fiona	Fisk	University of Suffolk
Tristan	Foot	Brunel University London
Joshua	Heming	University of West London
Tracey	Jessop	De Montfort University
Stephen	McAuliffe	RHUL
Lesley	O'Keeffe	Brunel University
Chris	Payne	The University of Buckingham
Yvonne	Salter Wright	Birmingham Newman University
Emma	Shailer	Ravensbourne University
Lorna	Walker	UHI
Emma	Williams	Glasgow School of Art
	13 Members	12 Institutions

Action Learning Set Engagement 2024/25

Member		
First Name	Surname	Institution
Gavin	Douglas	University of Plymouth
Georgina	Bailes	University of Northumbria
Rachel	Brealey	University of Leeds
Maria	Burquest	Liverpool John Moores University
Chris	Chang	University of Portsmouth
David	Clarke	Wrexham Glyndwr University
Kayley	Darby-Philpotts	Royal Central School of Speech and Drama
Tristan	Foot	Brunel University
Emma	French	University of Salford
Peter	Garrod	University of Greenwich
Laura	Gittins	University of Chester
Chris	Ince	University of Hull
Alistair	Jarvis	University of London
Louise	Nadal	LSE
Chris	Payne	The University of Buckingham
Emma	Shailer	Ravensbourne University, London
Clare	Stevenson	Keele University
Monica	Varriale	Courtauld Institute of Art
Emma	Williams	Glasgow School of Art
Simon	Williams	St. Mary's University
	20 Members	20 Institutions

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Executive Committee Meeting December 2024 - Q1 management accounts Summary

- The 2024/25 and previous budgets have not used phasing and as a result variance shows where key income or expenditure sits unevenly. We do intend to look at budget phasing for the 2025/26 budget and accounts.
- Income is broadly on target albeit with greater dependency on fee income, as some paid-for courses and opportunities experience decline due to financial pressure for institutions.
- Expenditure is currently on spend though with significant variance in some instances.
- The overspend against salaries is expected to grow, as there have been some variances resulting from changes to staff due to maternity leave and recruitment of new staff since the budget was finalised.
- Current expectations are that the yearend will see a new deficit slightly greater than the original target but well within the limits our reserves can handle. The performance of Spring conference could significantly swing that outturn in either direction.

	Budget 2024-2025	Plan budget at end of Q1	Actuals at end of Q1	Variance	Notes
<u>Income</u>					
Membership subscriptions including Associate members	£213,070.00	£53,267.50	£205,620.00	£152,352.50	£19,370 is outstanding and being chased up. Income will end the year circa £10,000 better than budget
AHUA conferences	£40,000.00	£10,000.00		-£10,000.00	Autumn conference income still pending. We are anticipating a transfer of £2,000
Sponsorship	£30,000.00	£7,500.00		-£7,500.00	The first half of SHMA national sponsorship (£15k) was billed at the start of Q2. We will finish the year on budget
Development income					
Learning Sets	£5,530.00	£1,382.50		-£1,382.50	Relaunch of action learning due January 2025 and targeted to secure £3,750 contribution to ALS costs
Aspiring Registrar & COO Programme	£95,200.00	£23,800.00	£5,950.00	-£17,850.00	Income expected Q2 and should be on target.
Professional Service Directors' Programme, Cohort 7	£0.00	£0.00		£0.00	Jan 2024 cohort was paid up in the prior financial year and runs till end Jan 2025
Secretaries Programme, Cohort 5	£6,000.00	£1,500.00	£3,800.00	£2,300.00	Running December 2025. Will finish under budget. Loss of income will be offset by reduced overheads.
Workshops	£0.00	£0.00	£590.00		Diversity of Viewpoints workshop contribution.
Online Governance Programme, Cohort 2	£18,000.00	£4,500.00	£12,000.00	£7,500.00	Drop in delegate number for the Online governance programme, Income will finish below the income target for the year.
Total	£407,800.00	£101,950.00	£227,960.00	£126,010.00	Anticipated to end the year at /close to forecasted income.

<u>Expenditure</u>					
Staff salaries and on-costs for 2.6 FTE	£180,000.00	£45,000.00	£50,074.10	£5,074.10	Overspend expected to grow in Q2-Q4 due to maternity leave and associated freelance costs.
Staff training and development	£3,000.00	£750.00	£744.00	-£6.00	
AHUA office costs	£22,000.00	£5,500.00	£3,954.59	-£1,545.41	
Officers' and Executive expenses	£5,000.00	£1,250.00	£493.31	-£756.69	
Regional Groups and external AHUA representation	£1,000.00	£250.00		-£250.00	
Implementing strategy					
AHUA Conferences	£40,000.00	£10,000.00	£17,938.80	£7,938.80	£7k overspend includes Spring conference costs & deposits for Autumn conference.
Development Consultant fees and expenses	£20,000.00	£5,000.00	£5,779.85	£779.85	Overspend should be recouped in Q2
Workshops	£1,000.00	£250.00	£2,743.00	£2,493.00	Diversity of Viewpoints workshop
Coaching	£30,000.00	£7,500.00	£10,946.74	£3,446.74	Overspend in Q1. Currently reviewing how widely we can offer in later periods.
Learning Sets	£20,000.00	£5,000.00	£7,078.63	£2,078.63	Overspend in Q1. Currently looking at how we could recoup in later quarters.
Aspiring Registrar & COO Programme, Cohort 9	£55,000.00	£13,750.00		-£13,750.00	Budget not phased - cost anticipated to be incurred in full in Q3 and Q4
Professional Service Directors' Programme, Cohort 7	£20,000.00	£5,000.00	£10,595.55	£5,595.55	Budget not phased. Underspend in later quarters will offset.
Online Governance Programme, Cohort 3	£10,000.00	£2,500.00	£1,650.00	-£850.00	Anticipated to close on or better than budget.
Secretaries Programme Cohort 5	£5,000.00	£1,250.00		-£1,250.00	Budget not phased. Costs will occur in Q2 and we are anticipated to be at budgeted spend.
Reciprocal Mentoring Scheme	£15,000.00	£3,750.00		-£3,750.00	Costs not phased. We will be seeing draw down in Q2 and Q3. Expected to be better than budget at year end.
Website	£20,000.00	£5,000.00	£7,246.00	£2,246.00	Budget not phased. We are aiming to be at or better than budget at year end.
Comms initiatives	£10,000.00	£2,500.00	£1,200.00	-£1,300.00	Budget not phased. Spend at year end anticipated to be at budget.
Other - eg Research, Ad hoc events	£25,000.00	£6,250.00	£1,500.00	-£4,750.00	Research project has had no charges. 1500 costs for election. Will be at budget at year end.
Total	£482,000.00	£120,500.00	£121,944.57	£1,444.57	Yearend anticipated to be overspent V budget
Surplus/Deficit	-£74,200.00	-£18,550.00	£106,015.43	£124,565.43	Current variance due to membership fees not being phased.

Current Account Bank balance at 31 October 2024 (end of Q1): £239,413.70

Reserve Account Bank balance at 31 October 2024 (end of Q1): £52,217.26

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AHUA Development Activities – update 25/11/2024

Issue for discussion:

Background:

- Recognising the need for an update in the financial model of the association going forward, especially with a planned deficit for 2024/25.
- Current subsidy for coaching is approximately £3000 / member. Subsidy for Action Learning approximately £900 (exact figures depend upon coaches' expenses and numbers within each action learning set).
- Access to coaching only for new members means that the subsidy is skewed to institutions which have a high turnover of members.
- Potential changes to the membership rules for the association present a good opportunity to reconsider the development offering.
- The unique offer that AHUA can offer members is Action Learning with other senior leaders. Access to coaching can be organised at an institutional level and many organisations have coaching frameworks in place to support senior leaders.

Proposal:

- Continue to offer coaching to new members with a time limit on when they can take it up (6 months) until August 2025.
- From August 2025 the plan would be to move to having an approved list of AHUA coaches (based upon our existing team but potentially expanded) who would be recommend to members but that this would not be subsidised.
- That we would put more focus on action learning sets (which are a unique offer) and continue to offer these at a subsidised rate – we would intend to expand the action learning set offer to those previously engaged in AHUA learning sets which no longer has facilitated sessions.

Proposed future action:

- Consult members on the development offering that they would engage with based upon the proposal above to tailor the action learning offer as tightly as possible to support members. This may include having themed action learning sets focussed on COO roles / Governance Roles / specific topics (e.g. Transformation).
- More broadly consult with our members to identify the development activities that they want (and would be willing to engage with) within the AHUA development portfolio. This consultation would reflect the changing nature of our membership, demand for professional development for PS staff, and the financial challenges that the sector is facing.

Update on ongoing activities:

1. **Aspiring Registrars and COO programme** (<https://www.ahua.ac.uk/resources/aspiring-registrar-and-coo-programme/>) – Recruitment is currently open for the programme – to date (25/11) we have 9 applicants and expect to have a viable cohort as of the deadline on the 29/11.
2. **Governance focussed programmes.** The Online Governance Programme recruited strongly with 20 participants enrolled. The Secretaries Programme has not had as high an uptake as 2023 with only 13 participants registered. The programme will run but to manage costs RJH will not attend.
3. **Directors Level Programme.** The Professional Services Directors Programme (2024 cohort) is nearing completion. On completion of the programme (early February 2025) the programme will be evaluated.

4. **Action learning sets.** There are currently two action learning sets in progress both of which will complete early in the new year. The current plan is to advertise a further two learning sets to start in the spring with one set being exclusively online and one set face to face. This is intended to provide choice, ensure accessibility and minimise associated costs of travel. This approach will also keep costs associated with Action Learning within the 24/25 budget.
5. **Reciprocal mentoring.** This is currently open for recruitment - <https://www.ahua.ac.uk/ahua-reciprocal-mentoring-programme/>. Taking on board feedback we have simplified the application process. **Please use your networks to advertise your programme** – especially internally to staff approx. grade 7 and above. We currently have 6 Mentors and 4 AHUA Mentors registered for the programme. The training for AHUA mentors is online and we would encourage members of the Executive to apply to the programme. Closing date for applications is the 20th of December.
6. **Coaching:** Evaluation of coaching continues to be very positive. A short survey of members who had not taken up the coaching offer indicated that time and already having coaching were the key factors in people not making use of the AHUA coaching offer.
7. **One off workshops.**
 - The Diversity of Viewpoints (26/9) workshop went well with a good attendance.
 - We unfortunately had to cancel the Preventing and Responding to Gender-Based Violence on Campus (14/11) due to a low-take up amongst members. We have worked with the provider for this workshop to move it to a half-day online format – details available here: <https://www.ahua.ac.uk/preventing-and-responding-to-gender-based-violence-on-campus/>. Note that this workshop is not restricted to AHUA members.
 - A further workshop “To salami slice or not to salami slice” which will be delivered by Moorhouse Consultancy is scheduled for the 15th of January.
8. **Ambitious Futures.** The potential for a cross-sector apprenticeship program was discussed at the October development group. It was agreed that AHUA should use its convening power to bring together a group of sector organisations to explore low-cost and agile opportunities in this space (for example delivering a cross sector training and development programme with focussed project work linked to a CMI / ILM qualification) but that recreating a programme of the scale and complexity of the Ambitious Futures programme was not something which should be taken forward. RJH is working with AHEP to convene a discussion.

Development Initiative	Members receiving at present	2024 Offered Coaching	2024 Taken Up	Waiting List - 2024
Coaching	11	14	13	N/A
Learning Sets	ALS20 = 6 ALS21 = 8	N/A	N/A	6

Current Programme Recruitment / Enrolment Numbers

Online Governance Programme	Current programme started 10/1024 = 20; Future OGP (date to be advised) = 10 expressions of interest.
Secretaires Programme	13 applications
ARCP	9 applications
Reciprocal Mentoring	AHUA Mentors: 4 Mentors: 6
Sexual Violence Workshop (online 23 rd Jan)	4
To salami slice or not to salami slice (online 15 th Jan)	10

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Communications Group Update and Report for Executive Committee December 2024**Introduction**

Since August 2024, the association has welcomed the new Executive Director, Ben Vulliamy and interim Media & Communications Officer, Laura Rogers to the team. With this change, the association has taken this opportunity to review and update the constitution and plans for the current AHUA Communications and Blog groups.

Currently, both groups meet quarterly to review previous activity (comms/blog stats), discuss successes and improvements and appoint actions. Although the groups meet separately, we have identified an overlap in the recurring areas that both discuss and could benefit from a larger group input. For example, blogging has its values and success as a channel for communication and bringing it into the communications group might allow us to think about the positive interplay between blogging and other communication channels.

Our aim for the groups has been to use the member's skills and experience in these areas to create proactive information for the wider association. However, after review, we feel like more could be done to maximise our outputs and better utilise the personal time the group members are volunteering. With this in consideration, and in consultation and with support from the Communications Group Chair and the Blog Group Chair, we are seeking the Executive's approval for the following proposal to merge the two groups.

The Communications Group 2.0

We recommend that the (new) Communications Group will now have key priority areas to ensure there is a clear focus and purpose for each meeting that will bring value to the association and upcoming projects.

These are the proposed 3 key priority areas (of which we welcome feedback):

1. **Blogging** – building on the success of sharing members' voices, the new 'Thought of the Fortnight' and the increasing amount of external views we share (Lime culture, Moorhouse being recent examples).
2. **Membership surveys and engagement** – developing an annual survey and systems for understanding our member's experiences, needs and priorities so that these can influence our engagement plans.
3. **Impact reporting and reporting to our members** – sharing with our members a clearer sense of membership benefits and the work of the association via an annual impact report, membership newsletters and other mediums.

Committee Composition and Outputs

To deliver this work, the proposed Communications Group Committee will be comprised of:

- **Communication Group Chair** (Stephen Dudderidge)
- **Blog Editor** (Helen Watson)
- **The Media & Communications Officer** (Laura Rogers/Tamsin Dyson) will continue to take overall responsibility in liaising with the committee and wider members to ensure deadlines are met, blogs published and reports completed.
- **Blog Champions x6** - each covering a specialised topic relating to HE. Supporting the Blog Editor within the meetings and outside via virtual communications
- **Membership Engagement Lead** – ideally with a surveying interest, an area where we need to develop our capability.
- **Membership Impact and Reporting Lead.**

It is proposed the group would meet 3 times a year virtually and provide regular reports to the Executive Committee. The group will oversee the work of the AHUA office team to produce:

- Minimum of 12 published blogs per year.
- Circa 25 'Thought of the Fortnight' articles per year
- Additional content for the Monthly Membership newsletter
- Annual Impact Report published for members.
- Annual Membership Survey.
- Continual review of web accessibility and impact

Next Steps

We welcome any feedback from the Executive Committee about this proposal and suggestions on refining it. With the support of the Executive Committee we will prepare to implement the new approach for the Communications and blog group (combined) as set out in this paper.

Attached is the existing template for the communications report.

AHUA COMMUNICATIONS REPORT

The following metrics are between 1st August 2024 - October 31st 2024.
These will be reported cumulatively through the year.

Website traffic:

Sessions: 8,538
Total users: 5,329
Most viewed pages: Member Page (683 views)
Aspiring Registrar and COO Programme (582 views)
Preventing & Responding to Gender-based Violence (554 views)
Online Governance Programme (551 views)

Blogs

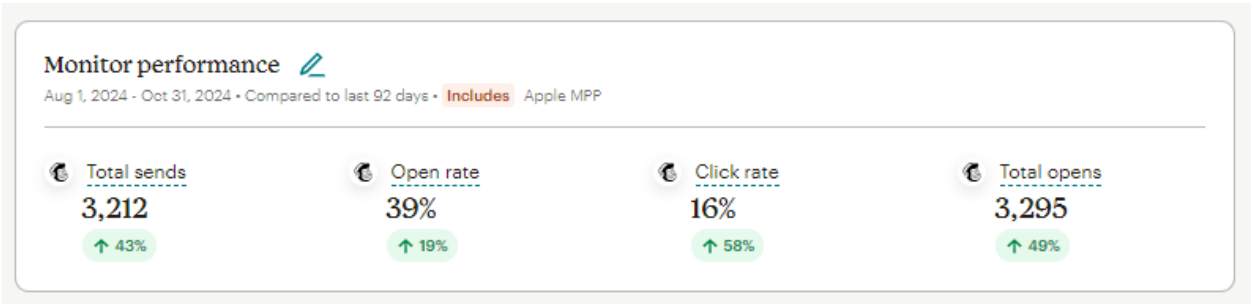
Most viewed blogs:

Blog Title	Author	Page Views
‘Thought of the Fortnight: How to Successfully Induct a VC’	AHUA Members	319
‘Some Blasts from the Past: the Surprisingly Long History of the AHUA’	John Hogan	202
‘A Clear Shared Purpose and a Rich Diversity’	Ben Vulliamy	195
‘Conference Teaser Blog: Are University Shared Services and Mergers Still as Credible as an April Fool?’	Helen Watson	149
‘The Higher Education Funding Debate and How it Compares to Other Sectors’	James Rolfe	130

The introduction of ‘The Thought of the Fortnight’ blog has proved successful, with 2 blogs published gaining an average of 188 views and 55 seconds in engagement time. With this success, we will continue to post more of these quick-fire blogs around HE, and welcome new and relevant topics from the members.

An editorial decision to approve an anonymous blog resulted in ‘[Leaving Well](#),’ being published on November 5th receiving 144 views and 1 minute and 40 seconds of engagement time. There’s no sign of concerns being raised about the ethics of this approach in this specific instance and, on this specific subject matter, the anonymous nature allowed a candid approach that benefits the profession and members we serve well. The read rate was achieved with very passive promotion (avoiding wider social media promotion). While we haven’t committed to further anonymous publications it may be that a similar approach can be adopted again in future. Any decision on that will be editorial and made on a case-by-case basis.

Newsletter



During this period, 2 AHUA Update newsletters were published and received an average open rate of 61% and an average click rate of 42%

Development Updates were published in August and October, both to promote sign-ups for the 'Gender-based Violence on Campus' Workshop, 'Secretaries Programme' and 'Aspiring Registrars and COO Programme'. They received an average open rate of 39% and a click rate of 10%

Social Media

X/Twitter Followers - 2,628 (as of 31st October 2024)

LinkedIn Followers - 3,000 (as of 31st October 2024)

With a rapid decline in Twitter/X users worldwide, the new social media platform BlueSky is becoming the alternative choice, particularly with HE commentators and media. It has passed 23 million unique users and has been registering an average of 5.4 new users per second since the US election result.

Therefore, we have created a BlueSky account (@theAHUA.bsky.social) and will use this as another social media platform to promote the association and our work, while monitoring the Twitter/X account and deciding whether we continue to service that platform.

Website Development

The latest website redesign is now complete. We are continuing to work with VisionSharp and to action any small snags and additionally we will be working with web accessibility specialists to explore how we improve accessibility of design and layout.

Other Communication Developments

Tamsin began her maternity leave in late October, and we now have Laura Rogers covering until October 2025.

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Regional Meetings summary for December Executive Committee**Background**

The following paper aims to summarise key issues covered at regional meetings, actions arising from these and to share with the board any key issues coming from members that are feeding into our work. Engagement

Region	Delegates	Institutions
London	18	16
Midlands	12	10
North	18	16
South	5	5

The Scottish Secretaries Group are due to meet in December

Key speaker sessions

As is standard each regional meeting has a speaker from Shakespeare Martineau who covered, in particular:

- The planned employment legislation changes
- In some instances, the latest test cases on free speech and education
- A brief overview of legal matters related to sexual harassment and misconduct
- A brief overview of legal issues related to an institutions consideration of whether to roll out fee increases to new and returning students in 2025/26

As is also common each regional has a speaker or a written update from UUK who covered, in particular:

- An update from the budget announcements
- An update on the announcements on fees and the Education Secretaries key issues for consideration as part of a further sector review.
- A brief overview of plans for UUK to convene a task force that responds to the agenda set by the above.
- Matters relating to the national insurance / NLW changes

As is also common each regional meeting is provided with an in person or written briefing from the AHUA Executive Director and AHUA office team which included in particular:

- An update on development programs and deadlines.
- An update on the membership criteria and quota consultation
- An update on plans for conference 2025
- A brief overview of the association's advocacy work and priorities.

At this round of regional meetings, we also took the change to gather feedback and possible areas of consideration for collaboration on shared services and efficiency initiatives given how this features in recent government announcements, as part of the UUK taskforce work and in recent publications from Jisc and KPMG. Key points from the regions on this subject included:

- Initial scepticism about the extent to which efficiency gains could be achieved / achieved in timely manor from shared services and projects. Concern about whether efficiency gains could be achieved quick enough given the scale of pressure on the sector.
- Acknowledgement that developments in this space were more likely to be successful if AHUA representatives were involved in the discussions as a key stakeholder.
- Acknowledgement that, particularly if the brief expands to efficiency projects and not just shared services, these could be useful ways to try to show willing for further efficiencies and with the possibility of securing 'seed funding' or similar support to enable initiatives to be established.
- Possible ideas around internal audit, base line policies and training resources for statutory compliance (for example on free speech, on sexual misconduct and harassment, on GDPR, Prevent etc), on payroll (though noted very low returns to be had on this), on student housing

(with possible benefits around growth, civic and efficiency agendas), on student records systems, on occupational health and employee assistance programs.

- A point was raised that initiatives that reduce administration burden may also benefit cost and process efficiency.
- There were some concerns about CMA implications of shared initiatives (dependent in large part on the type of initiative proposed).
- There was a request to try to secure a clearer position on VAT implications of shared activity

Other matters arising

With significant concerns about the extent to which tuition fee increases could be passed onto returning students for 2025/26 we have managed to get a briefing document from Shakespeare Martineau which was distributed to members on 27th November. We also launched a short pulse survey to try to get an indication of the current expectations of our institutions. This survey is intended to allow us to report back to UUK in particular on the issue given that they had not immediately anticipated that institutions might be limited in the extent to which they could rollout fee increases.

A summary report on possible collaborative efficiency initiatives will be drafted and shared with UUK.

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Secretaries' Group (Draft)

Action note of meeting held in-person from 11:00 to 13:00 on Friday 20 September 2024 at Glasgow Caledonian University.

Item	Summary/Purpose	Action	Lead
1	Apologies Minutes from business meetings held at the Edinburgh Futures Institute on 03 May 2024. Matters arising: <ul style="list-style-type: none"> Members were updated on the Covid Inquiry's next steps, which included signing off the last meeting report and the forthcoming Impact Hearing scheduled for Nov to which a select number of institutions have been invited to. US has not been invited but has arranged a pre-meeting for members in late September. 	Noted Approved US to share names of selected members	US
2	Secretaries Convener update UCEA representation – A Merrill has stepped down from this group, a new nomination of the Secretary's group is needed commencing AY 24/25 Prevent Group representation - A Merrill has stepped down from this group, S Fancy and V Gunn expressed an interest in membership and would discuss and revert to Eileen Next meeting 29 Nov - agreeing host Secretaries meeting on 29 Nov will kindly be hosted by M Boyle, OUIS, due to graduations and other commitments of members, the Group suggested to move the meeting Planning for Residential – ideas for sessions <ul style="list-style-type: none"> In reflection of Principals away day and discussions around the future of HE, members agreed with Eileen's suggestion for a session led by Nick Hillman, Director of HEPI, who talked about the attractiveness of HE in each region over time and Scotland's changing position Implications of the Reform consultation was noted too in light of QAA changes and implications this has on planners, perhaps inviting HESPA's sector Wesley Rennison could be useful Implications of the removal of courses that are not financially viable and the impact on provision and coherence is of strategic interest, seeking SFC's expectations and planning would be valuable Change management, and SUMS presentation in combination with institutional examples given at the principals away day, may be useful to follow up from a lessons learnt & management of stakeholders' perspective AHUA, and the legal contract that is to reflect all UK regions should be discussed at a future meeting 	US to seek nominations via e-mail S Fancy and V Gunn to revert to E Schofield US to set up doodle poll for alternative date US to discuss further details with E Schofield	US/HEIs S Fancy/V Gunn US US/E Schofield
3	Reform and Funding discussion Members received an update covering: <ul style="list-style-type: none"> parliamentary engagements work by the SFC's Teaching Funding Allocation Group 	N/A	C McPherson

Item	Summary/Purpose	Action	Lead
	<ul style="list-style-type: none"> SG's Tripartite group Principals' dinner with the FM, and Principals' strategy day. <p>2025-26 SG Budget case. The case is set against the financial backdrop informed by ongoing discussions with principals. It is also a tool for US to push for further meetings with G Dey to reopen conversations on funding and the fundamental need for change.</p> <p>SG & Reform consultation: US's response was submitted expressing the sector's preference for option 2 and that of some members for option 3. Members' discussion covered range of points including:</p> <ul style="list-style-type: none"> Cab Sec, J Gilruth, set up a ministerial group to review education related policies and strategies that have seen little action from SG so far Immigration – FM agreed to consider enhanced graduate visa for Scotland building consensus between SNP and Labour, we will discuss further with the Scotland Office, which is becoming a spending department Formal consultation was undertaken for international students to pay fees upfront, if implemented, change of government would make no change SFC's interim CEO is in place until mid-Feb who will be the partner to lead through the budget case and other issues Awareness and possible impact of the English context, where a framework to cope with the demise of HEIs is being developed 		
4.01	<p>PBSA related policy developments</p> <p>SG consultation: Gathering evidence on the PBSA notice to leave tenancy. Evidence is being gathered to understand the current processes in place for students who wish to end their tenancy agreement early, and what the impact of any legislation in relation to notice to quit periods would have on college and university PBSA providers (excluding private lets).</p> <p>This will be analysed and if there is to be legislation, there is no window for stand-alone legislation, but it is probable that the Greens might seek to amend the Housing Bill at stage 2 (spring next year) with a likely blanket agreement for a 28 day notice period. It is key, therefore, that members (and private providers) respond to the consultation.</p> <p>PBSA Review implementation of HE focused recommendations. The same meeting with a small number of sector colleagues' part of SG's PBSA Review Group, who have halls provision also discussed how to respond to recommendations that are for the sector and PBSA providers to take forward. Edinburgh University kindly offered to ask their legal colleagues to offer a view on key elements of all halls contracts that might meet in an appropriate way the recommendation for 'model conditions'. Similarly, colleagues will provide copies of the unipol codes to explore whether these might meet the recommendation for complaints procedures.</p>	<p>Members to respond to consultation</p> <p>US to keep members updated on progress of delivering on recommendations</p> <p>Once available, US will circulate for the sector to be able to consider whether these offer a way forward.</p>	<p>US/U Peter</p> <p>US/U Peter</p> <p>US/D Lott</p>
4.02	<p>US guidance on data collection of students with criminal charges/convictions.</p> <p>An update on the progress of developing the guidance was provided. The feedback US received particularly from Aberdeen, Edinburgh and from Napier on the admissions side has been really thorough and constructive. US is confident that these concerns are surmountable but will result in a delay. A couple of members offered sharing their feedback, the idea of setting up an open and dedicated</p>	<p>Strathclyde and UHI to offer</p>	<p>S Fancey & S Stewart</p>

Item	Summary/Purpose	Action	Lead
	Teams channel was also discussed as a tool for external project management. Changing the Culture: 7 yrs on. Members noted the updated report and additional data points that have not been published for institutions' insights only.	feedback to draft guidance	
4.03	Rape Crisis Scotland (RCS) – future delivery model. In light of potential funding cuts from SG, RCS has been asked to consider alternative options to its provision. Feedback from this meeting will be relayed at a forthcoming meeting with SG and RCS on 25 Sept. Secretaries discussed the proposal, and broadly agreed not to support it due to: <ul style="list-style-type: none"> Possible issues around competition law (sector works with many 3rd sector orgs, how can it prioritise one partner over others) and challenges HEIs may encounter with their respective governors The sector's financial challenges - how can it support RCS when the sector has also seen funds significantly reduce e.g. MH Counsellor funding Proposal to fund staff capacity at RCS, when HEIs could fund staff to focus on this work 	US to update members on progress of the proposal US to seek feedback from AMOSSHE and US MHWG	U Peter U Peter
4.04	SG's Student Mental Health Action Plan and next steps Members noted the update and position US has taken in welcoming the Plan especially in relation to ministerial support and focus to improve NHS referral pathways while acknowledging its limitations around funding, implementation and governance support.	US to update members on progress of the implementation of the Plan	U Peter
5	AOB USECEC membership and attendance of Forum. Members agreed to seek further interests in representation once principal leadership for the committee was secured. It was agreed to raise it with principals at their next meeting at the end of October.	US to update members once principal leadership was secured	C McPherson/ U Peter
	The Convener thanked Tracey Slaven for all her work and her contribution to the Secretaries' Group, noting that this would be Tracey's last meeting of the Group as she was moving to another role. The Convener closed the meeting with thanks to everyone.		
7	SFC Update on the Framework and Assurance Model A presentation on the implementation of the Model was discussed and a range of points were noted including: <ul style="list-style-type: none"> Key ask is how the Model will achieve the pairing down of information HEIs need to provide The need for funding levels and the work of the Funding Allocation Group to link up with the Model SFC needs to understand the sector's reporting landscape to respective governing bodies – returns and their timings don't all match – questions over how the SFC will manage to get all sector information ready (OA summarised this well) Risk of treadmill of key dates/themes and lack of KPIs to adjust institutional processes 	SFC to share presentation via US wit members	S Kirkpatrick/ U Peter

Present

Name	Job title	Institution
Ms Tracey Slaven	University Secretary and Chief Operating Officer	University of Aberdeen

Ms Caroline Summers	Vice-Principal (Strategy and Governance) and University Secretary	Abertay University
Ms Leigh Chalmers	Vice-Principal Strategic Change and Governance and University Secretary	University of Edinburgh
Ms Susan Mitchell	Chief Operating Officer & Deputy Vice-Chancellor	Glasgow Caledonian University
Ms Eileen Schofield (Convener)	University Secretary and Chief Operating Officer	University of Stirling
Ms Sheena Stewart	University Secretary	University of the Highlands and Islands
Mr Martin Boyle	Depute Director for Strategy, Planning and Resources	Open University in Scotland
Dr Stuart Fancey	University Secretary	University of Strathclyde
Ms Devon Taylor	Company Secretary	SRUC
Ms Irene Hynd	Vice-Principal and University Secretary	Queen Margaret University, Edinburgh
Ms Donna McMillan	University Secretary	University of the West of Scotland
In attendance		
Ms Claire McPherson	Director	Universities Scotland
Ms Ulrike Peter	Senior Policy Officer	Universities Scotland
Apologies		
Mr Alastair Merrill	Vice-Principal (Governance)	University of St Andrews
Ms Veronica Strachan	University Secretary and Vice Principal Corporate Services	Robert Gordon University
Mr David Cloy	Head of Governance & Risk	Edinburgh Napier University
Dr David Duncan	Chief Operating Officer and University Secretary (Governance)	University of Glasgow
Dr Jim McGeorge	University Secretary and Chief Operating Officer	University of Dundee
Ms Emma Williams	University Secretary & Registrar	Glasgow School of Art
Ms Ruth Moir	University Secretary	Heriot-Watt University
Professor Vicky Gunn	Academic Registrar and Secretary	Royal Conservatoire of Scotland
Ms Ester Ruskuc	Vice-Principal (Strategy, Policy, and Planning)	University of St Andrews
Mr Ben Vuliamy	Executive Secretary	Association of Heads of University Administration (AHUA)
Ms Heather Sloan	Policy Executive	Universities Scotland
Ms Lauren Wards	Senior Public Affairs and Communications Officer	Universities Scotland

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Constitutional Requirements for filling the vacancy of Honorary Secretary

Introduction

With the announcement of Paul Greatrix that the December 2024 Executive Committee will be his last as he prepares to end his time at Nottingham and as a valued member of the AHUA committee we are now required to consider replacing Paul. We should take the opportunity to thank Paul for his time and impact within and far beyond the Executive Committee over his time with the association. We are delighted that he has signed up to the Former Heads of University Administration (FHUA) group. At the Executive Committee meeting we will discuss further the approach to be taken under the Chair and the committees stewardship. This paper briefly summarises the key constitutional requirements.

The Constitutional requirements for replacing the Honorary Secretary

Section 5.4 of the constitution sets out the relevant requirements for the Deputy Chairs and honorary secretary (sometimes referred to as 'the core executive' and the roles who take a more active engagement in the work of the Association in a variety of leadership responsibilities). The following extract from the constitution provides a summary of the relevant constitutional requirements.

5.4 Deputy Chairs and Honorary Secretary

5.4.1 There shall be two Deputy Chairs and an Honorary Secretary of the Association; who shall be three of its members chosen either by Executive Committee members from the Executive Committee or alternatively, and to be decided by a majority vote of the Executive Committee, to be elected by ballot amongst all Members of the Association to serve as Deputy Chairs and Honorary Secretary of the Association for a period of three years from 1st August in the year of taking office.

5.4.2 One of the Deputy Chair posts shall be held by a member from one of the devolved nations of the United Kingdom, namely, Wales, Scotland or Northern Ireland.

5.4.3 The term of office of the Deputy Chairs and Honorary Secretary shall be three years, renewable up to a maximum consecutive term of office of six years.

5.4.4 A casual vacancy in the office of Deputy Chair or Honorary Secretary shall be filled at the earliest opportunity. The Executive Committee may at its discretion appoint one of its members as Deputy Chair or Honorary Secretary for any period when that office is vacant. A Deputy Chair and Honorary Secretary appointed or elected to fill a casual vacancy shall serve for the unexpired portion of the term of the vacancy created and shall be eligible for re-election at the next election.

Next Steps

The Executive Committee should consider the most appropriate route to confirm the appointment of a suitable new Honorary Secretary

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AHUA MEMBERSHIP BY ROLE

EXEC DEC 2024-09

Constitn Ref:	ROLE	POSITION	PERSON	TERM (+ year started first term)	FROM	UNTIL	REMIT
7.3.1	Officers	Chair	Nicola Owen	2/2 (2020)	31.03.23	31.03.26	UUK
7.3.2		Deputy Chair (1)	Mike Shore-Nye	2/2 (2020)	31.03.23	31.03.26	OfS, Immigration
		Deputy Chair (2) Devolved cos	Jim McGeorge	1/2 (2023)	01.09.23	31.08.26	Devolved nations
7.3.3		Honorary Treasurer	Helen Galbraith	2/2 (2022)	01.09.22	31.08.27	
7.3.4		Honorary Secretary	Paul Greatrix	1/2 (2022)	01.09.22	31.08.25	
7.3.5	Chair – elect						
7.3.6	Regional Groups	RG Scotland Convenor and representing Scottish institutions	Eileen Schofield	1/2 (2023)	01.08.23	31.07.25	Scottish issues
	(Convenors)	RG London Convenor	Louise Nadal	1/2 (2023)	01.09.23	31.08.26	
		RG Midlands Convenor	Richard Taylor	1/2 (2023)	01.09.23	31.08.26	
		RG North Convenor	Lynda Brady	1/2 (2022)	01.09.22	31.08.25	
		RG South Convenor	Matthew Andrews	2/2 (2019)	01.09.22	31.08.25	
7.3.7	National Members (maximum of 5)	Nationally Elected Member	Michaela Boryslawskyj	1/2 (2023)	01.09.23	31.08.26	
		Nationally Elected Member	Rachel Brealey	1/2 (2024)	01.09.24	31.08.27	
		Nationally Elected Member	Helen Watson	1/2 (2022)	01.09.22	31.08.25	AHUA blogs
		Nationally Elected Member	Amanda Wilcox	1/2 (2022)	01.09.22	31.08.25	
		Nationally Elected Member	Andrew Young	1/2 (2023)	01.09.23	31.08.26	
7.3.8		CUC Representative	John Rushforth	n/a	01.10.13	n/a	CUC
7.3.9	Co-optees						
		Co-optee 1	Stephen Dudderidge	2/2 (2022)	01.10.24	30.09.26	AHUA Communications
		Co-optee 2	Vacant				
		Co-optee 3	Vacant				
		Conference Host Spring 2025	Niamh Lamond			16.04.25	
7.3.10	Ex-officio	Executive Director	Ben Vulliamy	n/a	n/a	n/a	

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Matthew	Andrews	Pro-Vice Chancellor Governance and Student Affairs	University of Gloucestershire
Michaela	Boryslawskyj	Registrar and Secretary	Leeds Beckett University
Lynda	Brady	University Secretary	Edge Hill University
Rachel	Brealey	Chief Operating Officer	University of Leeds
Stephen	Dudderidge	Chief Operating Officer	University of Derby
Helen	Galbraith	Senior Pro Vice-Chancellor and Chief Operating Officer	University of Chester
Paul	Greatrix	Registrar	University of Nottingham
Niamh	Lamond	Registrar and Chief Operating Officer	Swansea University
Jim	McGeorge	University Secretary and Chief Operating Officer	University of Dundee
Louise	Nadal	School Secretary	LSE
Nicola	Owen	Deputy Chief Executive (Operations)	Lancaster University
John	Rushforth	Executive Secretary	CUC
Eileen	Schofield	University Secretary and Chief Operating Officer	University of Stirling
Mike	Shore-Nye	Senior Vice-President and Registrar and Secretary	University of Exeter
Richard	Taylor	Chief Operating Officer	Loughborough University
Helen	Watson	Chief Operating Officer	City, University of London
Amanda	Wilcox	University Secretary	Durham University
Andrew	Young	Head of Administration and Chief Operating Officer	LSE

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Membership quota and criteria Consultation update to December 2024 Executive Committee**Background**

Following the previous executive board meeting and the Autumn conference we have been working on an approach to consultation that captures some of the range of opinions about membership criteria and quota in a way designed to try to form some consensus around the 'best fit'. The intention is that consultation captures views, which we are now presenting back to the executive, on three possible options. We can then, based on any feedback from the executive committee amend the 3 options before inviting members to provide an indicative preference. The indicative preference will come back to the March Executive Committee where we can make any final amendments prior to taking to the Spring conference for approval. We think this process, while recognising a breadth of opinion, helps members coalesce around the best fit in a way which allows us to proceed with other areas of organisational development and planning.

Engaging our membership in consultation

The three options were designed in consultation with the Honorary Secretary, Paul Greatrix, and the wider executive. The consultation approach was designed in consultation with Stephen Dudderidge in his communications role. The approach tries to reflect a variety of feedback gathered by the Executive Director.

Forum posts, a membership newsletter and the regional meetings have been used to promote the survey (and the wider challenge of refining our membership quota and criteria). This has generated xx responses from members despite only being available for just 2 weeks. Feedback on the three options is included in appendix 1.

In addition to membership feedback the Executive Director has kept AHUA office team and associates aware of the review ensuring they understand what is being considered and why. It should be noted that in conversations with partner associations and some university employees sitting close to but not yet within qualifying roles, there is a sense that AHUA is overly protective of membership breadth and can appear 'exclusive', inaccessible and relevant to an increasingly narrow cohort of roles. This feedback perhaps is motivated by a desire to be involved from those with roles that might benefit from our work but not currently able to engage as a core member (such as Deputy Registrars, Chief student affairs officers (including some as PVC's and some as senior operational staff), FD's and others. While the current consultation rightly focuses on our members views, we may wish to be mindful of some negative perceptions that currently exist about the membership focus.

Key themes so far

The attached feedback demonstrates some of the breadth of opinion amongst members. Key and recurring themes include;

- Questions of why we are considering changing / creating primary members. Request for more on rationale.
- Some sympathy for the dilemma and the approach to resolving it.
- Some people anxious to retail clear focus. In some instance's this is explicitly reassured by the 'primary member'.
- Some people keen to open membership slightly wider (Deputies in particular) for a variety of reasons.

- Inconsistencies in whether option 2 gives sufficient flexibility to members or whether option 3 is required in order to avoid welcoming Deputies at the expense of Secretaries.

Questions and next steps for executive committee consideration

The executive committee are invited to consider whether they wish to amend any of the three options based on the feedback.

The Executive Committee are invited to consider whether we continue to include (perhaps even commit to thus reducing to 2 options?) the development of the 'primary member'?

Are there are issues we should be considering in order to ensure sufficient strength of consensus at the Spring conference AGM?

Appendix 1 – Membership feedback attached.

Option One: Retain a maximum of 2 individual members per institution and keep the existing membership criteria.	Option Two: Retain a maximum of 2 individual members including a 'primary member' (who must be a direct report to the VC) with relaxed criteria for the second member.	Option Three: Increase to a maximum of 3 individual members per institution including a 'primary member' (who must be a direct report to the VC) with relaxed criteria for the other 2 members who are identified locally.	Do you have any thoughts about creating a 'primary member' for each institution who would retain some power to decide on second and subsequent members	If you have any further questions or comments please let us know
<p>I think 2 members per institution should be sufficient for most organisations; it is dependent upon members sharing information with others. I think the members should be members of institutions senior management team. Over the past year, and even back to Covid, I really appreciated the informal 'chatham house rules' conversations that have happened when I have been able to discuss with other colleagues, many of whom are University Secretaries, how they are responding to a particular challenge. For me this is one of the big benefits of being a member; and I think that could be diluted if the membership was broadened to include those who are direct reports to the VC and therefore cannot speak to knowledgeable. Equally, I often feel that some of my SMT colleagues, who don't manage a</p>	<p>I am supportive of 2 members including a primary member. Its the approach we take, I am the primary member and I ensure information is shared with senior colleagues etc. I am not supportive of the relaxed criteria for the second member as I have explained in question 2 above - I think this group needs to comprise of the most senior members of organisations. AHUA is beginning to have a stronger lobbying voice in the sector which I very much welcome and I think you need the senior colleagues to enable and support that.</p>	<p>I'm not supportive of this approach. I am unclear why the membership needs to grow to 3 and what exactly the benefits are for AHUA as organisations pay per institution. As above I don't agree with the relaxed criteria for the 2nd or 3rd member and I welcome the idea of the primary member, but I would like to criteria to change to someone who reports to the VC, maybe with some degree of professional services oversight, which would help those institutions whose structures are maybe a little less split between academic and professional.</p>	<p>I think the idea of a primary member is a good one, its more or less what we do in our institution where I ensure a second member is identified and that any information, opportunities are shared with senior colleagues as appropriate. I'm not sure it is necessary for there to be a range of exclusive benefits for this, as it would create a sub-group within AHUA and I think its strength is that we come together as equals.</p>	<p>Let's get this done!</p>

<p>significant percentage of the professional services, would really benefit from membership. Our structure has colleagues who have academic and professional service responsibilities Therefore, I do think the membership criteria - which from memory is you are either the Clerk to the Board or responsible for a significant proportion of the professional services (as well as reporting to the VC) is potentially a little challenging for some smaller institutions including my own. I would prefer it to be Clerk or a member of the University's SMT reporting to the VC.</p>				
<p>The existing criteria limit Man Met to one individual as we have a unitary PS structure. Current meeting schedules nearly always clash with our Board meetings and currently I can nominate an alternate so as a University we are missing out.</p>	<p>I'd favour this option, but with the second member being nominated by the primary member. We would get better value and I believe it would benefit AHUA as well.</p>	<p>I'm not in favour of three individuals as it is bound to lead to doubts about confidentiality.</p>	<p>As above - this relies on a particular kind of structure which is not universally applicable. My own university would not have anyone who naturally fitted the role as described - three people would fight over it. Only one of us is really interested in most AHUA topics, but I am the one least likely to be considered COO-like. So I think this needs a lot more thought. Especially as the "Primary only" events may turn out to be more suited to "Anyone but the Primary" in some cases, depending on topic.</p>	<p>To repeat myself: yes, AHUA is a bit self-important; but it probably should be. If you dilute it too much, through relaxed criteria, you end up falling into the same trap as other organisations and become all things to all people, and thereby nothing to anyone. What makes it unique, and therefore worthwhile, is the level of all participants, and I suggest we should be wary about tweaking with that, however ridiculous I sound even to myself.</p>

think there needs a primary member	Favourite option	Dilutes down the membership and makes it less valuable to the primary members	I don't understand why you would give exclusive privileges in return..makes no sense to me ...	
Preferred. There is significant value in the experience of networking with a group of people who genuinely share one's own experience. Deputies do not do so. I appreciate this misses out on the 'development opportunity' for Deputy-level staff, but I think we offer many other opportunities to those postholders. There is a 'safe space' element which would be lost if we widened the membership	Preferred option	We are concerned that this will dilute the benefit of AHUA being a senior group. In smaller and specialist institutions, the third member could be relatively junior.	No particular issue with this proposal.	
Not preferred	Not preferred	Preferred. This would provide better value for money for members whilst retaining a primary point of contact for institutions.	I think any additional benefits should be limited to the responsibility for identifying the second and third members.	
Agreed	This would weaken the sense of common cause amongst members and blur the line with other sector groups. AHUA membership is aspirational and it should remain so.	This would weaken relationships too much with so many options for attendance.	Good idea Fewer exclusive benefits the better beyond choosing others and first call on mentoring and action learning sets	

A conservative approach.	Ok but arguable doesn't necessarily take into account the complexity and disparate nature of organisational structures across the sector.	Best option - broadens out the membership, will facilitate representation of more institutions at conferences, will help with succession planning.	The primary member idea is a good one but otherwise members should all be treated equally.	
The document sets out why we're considering going to three, which I support. I would suggest any criteria include that the member engages with AHUA activity (i.e. are not 'silent' just receiving information). This might be attendance at regional meetings or conferences, taking part in discussion groups, representing AHUA or other. Although it should be up to the institution to ensure that they get value for money out of the membership fee, this could be one of the criteria to support active engagement.	This responds to the issue of the few unitary R&S type roles still out there, but doesn't solve the fundamental issue - two means lead on governance and lead on everything else (usually) - not reflecting that many 'report to' roles have significant multi-directorate responsibilities often reporting directly on those to the VC.	I support up to 3, no requirement to have 3. The criteria should still be senior significant roles reporting into VC or reporting into another Exec member	I'm not sure of the rationale for a 'primary member' - what is the issue with AHUA membership now that necessitates this link in, and, other than agreeing who else from the institution is a member, what does it mean (i.e. we shouldn't need to offer extra incentives0? I would be against 'exclusive privileges', this could create exclusivity of access and engagement - not the aim of the widening out at all.	
My preferred option. It's simple and seem to work well.	It would be important to maintain a spread of perspectives from each institution, so deputies to the primary member could be naturally excluded.	Not my favoured option, but it might be a better idea to have a group of deputies, as a way of developing those individuals.	I think this is the easiest way - primary member and they determine the secondary member. This could be contentious in universities where there are two senior roles (eg coo and secretary) so it may be worth considering in this case having joint primary members or more than one. The criteria for the primary member should be the reporting to the VC/Chair or equivalent. I would avoid 'exclusive privileges' and have	

			the same package for all members. The primary member is the device for determining 2nd members where there is a unitary administration or similar.	
<p>This approach assumes a model of COO and separate secretary roles. However, it has an unintended consequence where there is a unitary administration as it means that options for a second member are not possible. Therefore the risk is that there is an inequity in the value that institutions can derive from AHUA membership. This is particularly problematic for larger institutions with higher membership fees. I think that the rule was made when senior roles in the sector were more homogenous, which is not the case now.</p>	<p>I'd marginally favour this option over three but prefer both to one! I think the requirement to report to the VC as a key criteria unnecessarily restricts membership given the increase in President / provost models and may lead to the exclusion of individuals who have the greater level of both strategic and operational management responsibility, and associated accountability, than the one individual who might report to the VC but actually manages little or no risk.</p>	<p>This is my preferred option. As the most senior professional service leads in universities we should be trusted to nominate members to meet our needs. There is a risk of inappropriate attendees being nominated but this could be addressed by a robust nominations process.</p>	<p>I'm not sure what the actual benefits are of this under any option other than three.</p>	
<p>This option fails to recognising the existing (and growing) diversity of roles and portfolios overseeing institutional administration. It's increasingly opaque.</p>	<p>I am very much in favour of this option. I think it enables flexibility where there is more of a unitary head of administration and is equitable in terms of how many places each member institution has. It is responsive to the changing nature of senior roles in universities and the wide range of approaches that universities take to these roles. It does not assume a particular model of senior administration. I think that AHUA will greatly</p>	<p>This would seem to disadvantage smaller providers who would only be able, potentially, to have two members who meet meaningful criteria. Why would you want three? AHUA isn't a practitioner group, even for Heads of Estates (say) - they have AUDE. If you're not operating at the pan-institution level, I'm not sure AHUA should be the place you go. Just saying.</p>	<p>Like this. It retains the focus while allowing us to open up other opportunities for a wider membership. It explicitly and rightly retains some of the critical decision making in a narrower community (for the purposes of the executive perhaps and other aspects?).</p>	

	benefit from having two members from each institution.			
<p>AHUA is sometimes mocked for being a bit too exclusive and self-important, but actually there's something really valuable about retaining quite a small group, with quite strict criteria. It enables the "Chatham House" thing, encourages greater confidence, and gives greater common ground to issues under discussion. Of course every provider is different, and not everyone will be able to contribute to everything, but staying quite tight has real advantages. I do note that line management structures can vary dramatically across providers. I was briefly ineligible for 4 yrs when it was decided that my role - unchanged - would now report to the DVC instead of VC. I think we lost out during that period. Then I reverted to the VC, and back I came! (The Board Sec at that time wasn't very interested...) I don't have a clever answer about how you square that circle, but actually I think I would still stay to stick with this.</p>	<p>The Primary member is a useful tool and could give more power to institutions. This option would be a move in a useful direction but would cause a row for a register who has to referee between the second member being, for example, a Secretary or their deputy. If we go with this we should also consider forms of associate membership who could join members at relevant events or activities.</p>	<p>This approach doesn't seem an excessively radical or high risk option. An evolution of the current model. Some benefits to a slightly increased size of membership including better ability to succession plan and bring deputies into the AHUA network early. The primary member concept retains a core and narrow focus for the association.</p>	<p>Having a primary member is important, considering AHUA's growing role in advocacy. It's not clear why they should receive particular privileges - it should be an institutional decision how these are utilized.</p>	
Prefer this option	Should that be "VC or Chair"? I'm slightly uneasy about identifying a Primary member - if we have a Registrar and Sec, and a PVC	I'm moderately favourable to this as it allows the flexibility and equity of membership. However, I am nervous that three roles will	Like - but let the institution choose its own primary member.	

	<p>Operations - same level, both reporting to VC - who should be Primary? Up to the University maybe, but how would they decide, what's the benefit? Maybe this is effectively the case at many places anyway; I wouldn't know. Personally, as "only" the Secretary and not the COO - we don't have one of these - I'd be barred from it, and so would everyone else at my gaff. We just don't have the same structures. Besides - how "relaxed" are the criteria? At smaller providers, this could be quite difficult. You could get someone really not senior enough (but if you tie the criteria too tightly, you might exclude that second option)</p>	<p>mean that we are not always able to 'offer up' members who are able to engage with issues at the same level. My preference would be for Option 2 over option 3.</p>		
<p>This is too prescriptive in the modern HE structure. This is very challenging for us as it relies on how institutions structure themselves and means people with the same role but in different institutions may or may not be able to avail themselves of membership of the Association. RISK: For example, where there is a unitary Registrar and Secretary as the only professional services person reporting to the VC it can mean some institutions only get one member. If you wish to stick</p>	<p>This is an improvement on option one and I could accept it. However, it could also mean restrictions. For example, I have two direct reports who would benefit from AHUA (and have no other alternative HE body to belong to).</p>	<p>This seems to be to be the most evolutionary and far from revolutionary. Pretty low risk really, particularly with the creation of the primary member. Don't be too rigid about who the primary member is though.</p>		

to two then I think it should be the decision of the institution who thost two are with criteria that they should be no more than one step away from reporting to the VC.				
This is fine, but we think option 2 is better.	This is our preferred option. There should be flexibility in relation to the second member, both the reflect differences in scale and maximize opportunities to develop the pipeline of future leaders. Having a primary member is important, considering AHUA's growing role in advocacy.			
This works currently but Im just not sure it will for the future.	If we are changing (which I suspect we need to) we may as well go for option 3.			

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AHUA Financial and Business model

Background

At the September 2024 Executive meeting it was pointed out that, while the reserves of the organisation remain relatively healthy as a percentage of turnover, the recent and current financial model is one of recurrent dependency on reserves, increasing overheads, increased vulnerability to income and, as a result, the current financial model would come under pressure in future if consideration was not given to how we might start to evolve some of our work and identify the optimum financial levers at our control.

There are a number of factors that could affect future financial resilience without due consideration including;

- Some recent vulnerability in membership income given a slight decline in members and with membership fees held for 3 successive years without inflation.
- The financial health of members could lead to decline in take up of development programs and conferences could cause a drop in income. The current approach to conferences and paid for development programs is that these are commonly designed to break even though that is dependent on securing sufficient registrations. Some workshops and development operate at a modest loss when full cost recovery is applied.
- Increasing staff costs and overheads. The move to an Executive Director role, increased investment into the personal development of our staff, the growth in ambitions for capacity and initiatives that to do more on proactive influencing and advocacy, the maternity arrangements for on of the current team etc mean our salary and associate spend is increasing as are some of our key contract costs. We are also currently investing in additional freelance marketing and communications support following a staff member going on maternity.
- The planned use of our reserves. Reserves have been committed to recent and current years budgeted expenditure (generous subsidies are in place for ALS, coaching, bursaries for people of colour on ARCP) and new strategic projects have been committed to such as the research project into people of colour in professional services and the second round of reciprocal mentoring.

In addition the Autumn board meeting commented on the future development of AHUA strategy. While that strategic develop work is not yet formally underway and should remain consistent with some of the 2023 strategy work, it may be that, at such time as we do look to develop new strategy, we need either capital and/or increased turnover to allow us to invest into some of the initiatives that might drive a revised mission or set of strategic initiatives. While we are perceived as delivering a good amount with a modest and lean organisation it does leave limited capacity to grow our impact or output without new investment. The current 2023 strategic mission stated the key AHUA purpose as:

AHUA promotes the adoption of best practice in the leadership of professional services and the governance of higher education institutions. This is achieved through:

1. *bringing together individuals with similar leadership roles and responsibilities to exchange information, share experiences and learn from one another and invited experts;*
2. *representing the collective views of senior HE professionals on key issues and policies to the sector, government and other stakeholders;*
3. *assisting in the development of colleagues who fill or will fill senior roles in HE administration.*

These three themes remain valid and are shaping our current work. What has perhaps slightly changed since that mission statement was developed is a more widespread concern about university financial health and this may influence work within the three areas of the mission statement, requiring more cost sensitive ways of people coming together, a need to represent the sectors financial challenges to sector bodies to support or affecting the development needs of members and the demands for people to come into senior HE administration roles. Any changes to income generation or the AHUA financial model proposed in this paper should be aligned to and enabling these three purposes and sensitive to member's financial pressure.

This paper aims to explore 4 key areas we could balance and prioritise in order to ensure our financial model didn't become more challenging in future. These 4 areas are:

1. Membership fees and additional membership income.
2. Changes to our events, conferences and development programs model.
3. Commercial sponsorships and partnerships
4. Reducing our costs and changes to how we manage our assets.

At the conclusion of the paper a summary of proposed priorities are included.

1. Membership fees and additional membership income.

Membership fees made up 53% of the Associations total income in 2023/24. The membership fee, charged per institution at £1,490 and held at that rate for 3 successive year. Membership fees have increased by a total of 16% over the last 10 years (from £1250 in 2015/16).

The start of 2024/25 academic year saw a modest decline in membership with half a dozen institutions leaving membership citing financial challenges within their institution as a cause for leaving.

Other HE membership organisations frequently charged tiered fees with tiers dependent on institutional size or on the number of qualifying members for that association. As a few examples:

- UCISA have 4 bands for HE institutions with the cheapest being £2,277 and the most expensive £4,165
- UHR have 5 membership bands ranging from £620 - £1,850. The lowest 3 bands are cheaper than current AHUA membership and apply to institutions with less than £100m turn over.
- AMOSSHE charges a tiered rate on a per member (as opposed to per institution) basis. The first member pays a larger fee than second and subsequent members (£715 first member and £110 second and subsequent members)
- BUFDG have 7 tiers based on turnover ranging from £2,000 (under £10m turnover) to £6,500 (over £750m turnover). Fees are on an institutional basis.
- HESPA have 6 bands ranging from £555 (turnover less than £5m) up to £1790. All institutions of over £100m would pay more than the current AHUA annual membership.

In order to leverage more income from membership fees and subscriptions there would be 3 possibilities.

- Increase the number of member institutions. Limited scope within the UK but we could explore developing strong propositions for the current handful of overseas institutions in membership. This could however cause some mission drift and may need investment into a clear proposition for overseas institutions.
- Increase the membership fee for existing institutions. This could consider the creation of tiered pricing helping to hold the fee or reduce the impact of increases for the smallest institutions.
- Increase the space for 'associate membership' to participate alongside members. For example, some association conferences allow institutions to bring additional associate members (at a slightly higher charge) who can't participate in democratic / AGM activity but can participate in conference networking and workshops / session content. Its unclear whether there is a demand for this within AHUA conferences and / or workshops.

Recommendation 1A for immediate consideration.

Consider a membership fee increase for 2025/26 to be announced at Spring Conference AGM. Its recommended this includes the move towards a 2 tier model with fees frozen for institutions under £75m turnover. Based on 2022/23 financial returns 21 institutions would sit in the lower fee bracket with fees frozen. A 7% fee increase would take us to £1,600 per institution for those in the higher tier.

Recommendation 1B for medium-term consideration.

Consider for 2025/26 the introduction of 'associate delegates' or 'guest delegates' to attend AHUA conferences at slightly marked up conference rates. A broader definition of guest delegates might include other sector organisations of interest (other associations, sector bodies, media groups etc) and would potentially also help with growing sponsorship associated with conferences as a result of a larger conference size and slightly broader set of interest groups.

2. Changes to our events, conferences and development programs model.

AHUA development programs are popular and see various levels of participation from year to year and course to course. Currently development programs are designed on either a subsidised free basis (workshops such as the 'handling difficult conversations was subsidised recouping around xx% of the costs to run) and others designed on a break-even basis based on an anticipated size take up (and as result could make modest surplus or loss depending on actual numbers). Inevitably this model has significant vulnerability built in and commonly we would subsidise development over the course of a full year to various extents. It should also be pointed out that, even where budgeted for break even and the delegation estimate proves accurate, this is not on a full cost recovery basis.

Conference also generates a significant level of income, particularly the Spring conference, though net this is fairly modest and dependent on a small group of premium sponsors. Conferences see us charge for hotels (where required) at cost despite our staff time invested to negotiate best rates, source optimal venues and manage bookings. For the conference content costs and catering (with any gala dinners paid separately) we charge rates that compare favourably to other associations and sector conferences. Autumn conference 2024 (1 day) was charged at £245 early bird rate and £300 full delegate rate. The Spring conference 2025 (2 days) is priced at

There does seem to be a growth in demand for short, online workshops. Currently many of these are provided free with reduced / no overheads as they might be run by members (Online Exchange for example) or by commercial partners (such as the Moorhouse Consultancy online workshop in January 2025, 'to salami slice or not to salamis slice'). It may be that we could explore the potential to add to these propositions with paid for short workshops (similar to the online governance program which costs £600 per delegate, but a little more bite size?). Robust market testing for this would be wise to understand the types of content, the cost members could manage and with carefully developed briefs with the right calibre of facilitator.

Notably significant expenditure is currently committed to subsidy of coaching and ALS's. Coaching is currently offered, paid for in full by AHUA, to a proportion of members. This tends to be limited to new members who are first time and permanent registrars / COO's at institutions who have not received coaching paid for by AHUA within 2 years. The 2024/25 budget for coaching is an allocation of £30,000 which was overspent with £10,946 costs at the end of the first quarter. Action Learning Sets are open to all members and subsidised with a cost of £295 per delegate for 5 facilitated ALS meetings (2 in person full days hosted at a member's institutions and 3 online). This represents an approximate subsidy by AHUA to cover circa 70% costs. Like coaching we are currently over budget with the 2024/25 budget for ALS at £20,000 which was overspent with £7,078 costs at the end of the first quarter. We could look to reduce and amend the subsidies for coaching and / or ALS in order to increase income associated

with these activities and reduce subsidy. Feedback from some members has suggested that ALS's may be more accessible, cheaper and have greater community building benefit than coaching and as such there seems to be a desire to continue to offer subsidy of ALS in some way and perhaps at the expense of the current approach of AHUA covering all coaching costs for some members.

Recommendation 2A for immediate consideration.

Start to transition away from coaching being a free offer for (some qualifying) members with no further paid for coaching by end of 2024/25 when we would launch a list of 'preferred coaching providers with optimal rates for AHUA members'.

Start to grow participation on Action Learning Sets, preserving the previous subsidy (£295 paid for by each delegate for 5 sessions and the balance paid by AHUA) but with significant growth to the volume of ALS available. This would include launching in January a new online only ALS and a new in person ALS with a view to double the capacity in 2025/26.

Recommendation 2B for immediate consideration.

Review all development opportunities rates for 2025/26 ensuring that where an opportunity is intended to be break even it is so on a full cost recovery basis.

Consider the possible extension of bursary schemes beyond applicants of colour and ARCP. Consider ARCP and PSDP fees having the option to split payment over 2 years (as the more expensive courses and where the learning does straddle financial years).

Consider optimal capacity and pricing for L and D to react to pricing and demand in a period of significant sector churn.

3. Commercial sponsorships and partnerships

Many of our fellow associations generate considerable income from sponsorships and partnerships with a wide range of commercial organisations. AHUA has had good success at attracting a single national sponsor (Shakespeare Martineau's deal carrying a significant financial value and a wide range of added value in the form of office space, legal briefings to members etc). In addition sponsorship related to the Spring conference has helped generate income which keeps ticket prices down considerably but this has been modest in comparison to some associations who have significantly larger membership populations and perhaps more focused portfolios than AHUA does. Spring conference 2025 has purposefully started to try to expand the opportunities for commercial partnerships and we have targeted an increase in commercial income and will be working with some significant new organisations as we aim to broaden the commercial partners we work with in future. We have tried to do this in a way that is mindful to delegate experience but also has a mutual quality of experience for sponsors such that their support might be sustained and grow in future.

We have started to explore with recruitment specialists the potential for partnerships around aspects of our learning and development programme. We hope to foster a partnership that could have a similar value (both financially and otherwise) to the Shakespeare Martineau deal with a suitable recruitment consultant who adds their support to the Aspiring Registrars and COO programme, the Professional Service Directors Programme and potentially other aspects of our L & D offer. We hope to have a partner in place for 2025/26.

We are planning to develop and launch an online jobs board helping to share relevant job opportunities with members with consultancies paying a modest premium for sharing roles via our website and mailing lists. This is hoped to be ready to roll out for the start of next year and will generate a modest income along with some useful market data and intelligence about job roles, changes in membership and similar information.

Recommendation 3A for immediate consideration.

Continue to develop the relationships and assets to grow sponsorship and commercial income for 2025/26 with a development partner, increased conference sponsorship (to include Autumn conference) and the development of an online jobs board. This should target an extra £25,000 income for 2025/26 V's 2024/25

4. Reducing our costs and changes to how we manage our assets.

The final area AHUA could consider in order to adapt its financial model is to seek to reduce its operating costs or change how it manages its assets. PHES has previously shown interest in exploring with the Association if and how they could support our infrastructure and provide a home for the Association (as they do a number of other HE professional associations). This is not something we have previously considered as Manchester provide some similar infrastructure at a relatively modest cost and isn't anticipated to provide significant cost savings (and would have TUPE implications were it to proceed). It could be that we looked to review the existing relationship with Manchester to try to build more efficiency into that relationship but retain our home within their structure. This could include moving to a fully remote model and thus moving away from the office cost element but this could carry non-financial implications and again represents a modest saving potential (we currently pay £10,000 per annum for the office base element of the association being housed in Manchester). It is not recommended to consider this option within the current or next financial year.

The association does currently hold its reserves as a separate account to its main treasury account. The reserve account holds circa £52,000 with a rate of interest at 2.4%. This could be relocated to a higher interest (likely less accessible) account and in doing so reduce the exposure with all funds held in a single bank provider (over and above the FSCS insured rate of £85,000) and instead move this to a fixed rate bond (rates of 4.6-4.9% readily available dependent on fixed term on the open market or our current bank Cooperative are offering rates of 4.2-4.33% for a one year fix) or could be moved to an investments account with a slightly higher risk but a strong rate of return. This is unlikely to make a sizable difference (the bonds would increase the annual return by circa £1,300 per annum)

Recommendation 4A for long term consideration.

To review in 2025/26 for 2026/27 the extent to which partnership with other associations or partners can help reduce costs and / or secure new income.

To explore the extent to which the outsource partners (events, web, accountancy) offer the best quality and value for money.

To consider whether the current approach to reserves management offers the best passive and low risk returns.

Conclusion and recommendations

Feedback from the executive is welcomed on these possible ways to grow the associations financial resilience, capacity and strategy. While the immediate financial profile is well catered for by existing reserves we may need to consider how we grow the capacity to invest in our work and strategy in future and to avoid perpetual dependence on reserves as we try to keep costs down for members.

Particular attention should be paid to recommendation 1A (which would require reporting from the executive committee to the AGM at Spring Conference if it is to proceed) and 2A which, while not requiring membership support, is a change to the membership benefits available through custom and practice (and relates to one of the larger areas of overspend and larger liabilities)

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Organisation	Group Name	Position	First Name	Surname	Institution
	International Centre for HE Management (ICHEM)		Paula	Sanderson	Cardiff University
	Society for Research into Higher Education		Paula	Sanderson	Cardiff University
Advance HE	Advisory Group for Equality Charters Project		James	Rolfe	Anglia Ruskin University
Advance HE	Board	Trustee	Heather	Francis	University of the Arts London
Advance HE	Coalition for Sustainable Change		Helen	Watson	City, University of London
Advance HE	Governance Strategic Advisory Group		Wendy	Appleby	University of Southampton
Advance HE	Governance Strategic Advisory Group		Christopher	Costigan	Ravensbourne University
Advance HE	Governance Strategic Advisory Group		Lucinda	Parr	University of Bristol
Advance HE	Network Clerks and Secretaries		Georgina	Bailes	Northumbria University
Advance HE	Senior Staff Remuneration Code Review Group		James	McGeorge	University of Dundee
Advance HE	Steering Group on Performance Measures		Helen	Watson	City, University of London
Advance HE	Strategic Advisory Group		Lucinda	Parr	University of Bristol
AHEP		Mentor	Andrea	Bolshaw	University of Brighton
AHEP			William	Callaway	University of South Wales
AHEP			Stephen	Marshall	Glasgow School of Art
AHEP	Editorial Board		Adrian	Parry	Kingston University
AHUA	Blog Champion		Paul	Bogle	Anglia Ruskin University
AHUA	Blog Champion		Karen	Stephenson	Birmingham City University
AHUA	Blog Editor-in-Chief		Helen	Watson	City, University of London

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AHUA	Communications Strategy Working Group		Wendy	Appleby	University of Southampton
AHUA	Communications Strategy Working Group		Colin	Campbell	Newcastle University
AHUA	Communications Strategy Working Group	Chair	Stephen	Dudderidge	University of Derby
AHUA	Communications Strategy Working Group		Christine	Fraser	University of Wolverhampton
AHUA	Communications Strategy Working Group		Louise	Nadal	London School of Economics and Political Science
AHUA	Communications Strategy Working Group		Tracey	Slaven	University of Aberdeen
AHUA	Communications Strategy Working Group		Jeannette	Strachan	University of Sheffield
AHUA	Communications Strategy Working Group		Helen	Watson	City, University of London
AHUA	Development Group		Kate	Baker	Harper Adams University
AHUA	Development Group		David	Duncan	University of Glasgow
AHUA	Development Group		Michael	Glover	University of Cambridge
AHUA	Development Group		David	Hall	The Open University
AHUA	Development Group		Christopher	Ince	University of Hull
AHUA	Development Group		Mark	Milton	University of South Wales
AHUA	Development Group		Rachel	Sandby-Thomas	University of Warwick
AHUA	Development Group		Eileen	Schofield	University of Stirling
AHUA	Development Group		Andrew	Young	London School of Economics and Political Science
AHUA	Immigration Reference Group		Tristan	Foot	Brunel University
AHUA	Immigration Reference Group		Sheena	Stewart	University of the Highlands and Islands

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APUC Ltd	Board	Chair	James	McGeorge	University of Dundee
APUC Ltd	Board	Non Executive Director	Sheena	Stewart	University of the Highlands and Islands
ARC			William	Callaway	University of South Wales
ARC			Stephen	Marshall	Glasgow School of Art
ARC			Donna	McMillan	University of the West of Scotland
ARC			Jonathan	Morgan	Queen Mary, University of London
ARC			Ester	Ruskuc	University of St Andrews
ARC	Assessment Practitioners' Group	Deputy Chair	Kathryn	Kendon	York St John University
ARC	Assessment Practitioners' Group	Chair	Helen	Smallbone	Edge Hill University
ARC	Board		Anita	Jackson	University of Kent
ARC	Executive		Lysandre	De-la-Haye	Birmingham Newman University
ARC	Executive Board		Helen	Smallbone	Edge Hill University
ARC	Executive Committee	Professional Development Lead	Jim	Irving	Solent University
ARC	Operations Group		Fiona	Fisk	University of Suffolk
ARC	Timetabling Practitioner Group	Deputy Chair	Christopher	Payne	University of Buckingham
AUDE	Executive Committee	Secretary	Becky	Bradshaw	University of Northampton
AULP			Paul	Bogle	Anglia Ruskin University
AULP			Helen	Cutting	Teesside University
AULP			Laura	Gittins	University of Chester
AULP			Alison	Sear	Canterbury Christ Church University
AULP	Association of University Legal Practitioners		Rashi	Jain	Cardiff University
AULP	Committee		Kate	Baker	Harper Adams University
AULP	Committee		Clare	Stevenson	Keele University
BUFDG	Director's Group	Member	Caroline	Harries	Kingston University
BUFDG	Executive Committee		Julie	Charge	University of Salford

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Commonwealth Scholarship Commission	Committee of Scottish University Chairs	Secretary	David	Cloy	Edinburgh Napier University
EAUC	Board		David	Duncan	University of Glasgow
Establishment Licence Holders' Forum	Executive Committee		Catherine	Martin	University of Edinburgh
GuildHE	Quality Management Network		Lysandre	De-la-Haye	Birmingham Newman University
GuildHE	Quality Management Network	Chair	Jon	Renyard	The Arts University Bournemouth
GW4	GW4 Registrars		Michael	Shore-Nye	University of Exeter
HEFCE	Quality Strategy Network	Executive Member	Jo	Wright	University of Kent
HEFCE	UK Student Information Advisory Group	Alternative Provider Representative	Jo	Wright	University of Kent
HESA	Appointing Senior Managers in HE Steering Group	Member	Jo	Wright	University of Kent
HESA	Board		Sophie	Bowen	University of East London
HESA	Board	Trustee	Tracey	Slaven	University of Aberdeen
HESA	Data Futures Contact Group		Sophie	Bowen	University of East London
HESA	Data Futures Contact Group		Helen	Galbraith	University of Chester
HESA	Data Futures Contact Group		Paul	Greatrix	University of Nottingham
HESA	Data Futures Contact Group		Eileen	Schofield	University of Stirling
HESA	Data Futures Programme Board		Patrick	Hackett	University of Manchester
HESA	Data Landscape Advisory Group		Wendy	Appleby	University of Southampton
HESA	Data Landscape Programme Board	Chair	Wendy	Appleby	University of Southampton
HESA	Data Landscape Steering Group		Eileen	Schofield	University of Stirling
HESCU	Board		Tim	Westlake	Middlesex University
HESPA	Executive		Helen	Galbraith	University of Chester

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HESPA	Executive		Anita	Jackson	University of Kent
Home Office	Co-Regulation Group		Michael	Shore-Nye	University of Exeter
HUMANE			David	Hall	The Open University
HUMANE			Donna	McMillan	University of the West of Scotland
HUMANE			Nicola	Owen	Lancaster University
HUMANE			Rachel	Sandby-Thomas	University of Warwick
HUMANE			Eileen	Schofield	University of Stirling
JISC	Audit Committee		Nicola	Owen	Lancaster University
JISC	Content Negotiating Strategy Group		Colin	Campbell	Newcastle University
JISC	Finance and Treasury Committee		Julie	Charge	University of Salford
JISC	Teaching and Learning Reimagined		Sophie	Bowen	University of East London
Journal of HE Policy and Management	Editorial Board		Paula	Sanderson	Cardiff University
Northumbria University	Board of Governors	Independent Governor	Stuart	Fancey	University of Strathclyde
OfS	Quality Assessment Committee		Ramita	Tejpal	BPP University
OfS	Teaching Excellence Framework Strategic Advs Board		Ramita	Tejpal	BPP University
OfS	TRAC Advisory Group		Michael	Glover	University of Cambridge
OIA	Board		William	Callaway	University of South Wales
OIA	Board		David	Hall	The Open University
OIA	Board	Alternate Director	Jon	Renyard	The Arts University Bournemouth
OIA	Good practice framework Steering Group		Sophie	Bowen	University of East London
OIA	Good practice framework Steering Group		Louise	Nadal	London School of Economics and Political Science

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OIA	HE Advisory Panel to the Information Commission		Andrea	Bolshaw	University of Brighton
OIA	HE Advisory Panel to the Information Commission		Geoff	Green	University of Leicester
PraxisAuril	Director's Group		Mark	Bacon	Keele University
QAA	Academic Integrity (Advisory Board)		Helen	Smallbone	Edge Hill University
QAA	Advisory Board		Emma	Williams	Glasgow School of Art
QAA Scotland	ELIR Steering Group		Donna	McMillan	University of the West of Scotland
Regulatory Partnership Group	Regulatory Landscape Working Group		Lee	Sanders	University of Birmingham
Research England	KEF Stearing Group		Mark	Bacon	Keele University
Russel Group	Registrars		Robert	Sykes	University of Sheffield
Russell Group	Registrars' Group		Lucinda	Parr	University of Bristol
Scottish Information Commissioner	Scottish Secretaries' Link		James	McGeorge	University of Dundee
SLC	Stakeholder Forum	Alternate	June	Hughes	University of Derby
SLC	Stakeholder Forum	Member	Nikki	Pierce	De Montfort University
SLC	Stakeholder Forum		Peter	Taylor	University of Greenwich
SLC	Stakeholder Operations Group	Chair	Nikki	Pierce	De Montfort University
Stoke & Staffordshire LEP	Board	Member Alternate	Mark	Bacon	Keele University
SUMS		Associate Consultant	Andrea	Bolshaw	University of Brighton
SUMS	Board	Director	Brendan	Casey	Oxford Brookes University
SWOC	Senior Women of Colour in HE		Rashi	Jain	Cardiff University
UCAS	Admissions Process Review Stakeholder Ref Group		June	Hughes	University of Derby
UCAS	Audit Committee		James	McGeorge	University of Dundee

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UCAS	Council	Deputy Chair	Tim	Westlake	Middlesex University
UCAS	Council member representing GuildHE		Lysandre	De-la-Haye	Birmingham Newman University
UCEA	Advisory Group on Bargaining Futures		Lee	Sanders	University of Birmingham
UCEA	Audit & Finance Committee		Julie	Charge	University of Salford
UCEA	Clinical Academic Staff Advisory Group		Rachel	Sandby-Thomas	University of Warwick
UCEA	Employee Experience Steering Group		Richard	Billingham	Aston University
UCEA	Health and Safety Committee		Sophie	Bowen	University of East London
UCEA	Health and Safety Committee		Becky	Bradshaw	University of Northampton
UCEA	Negotiating Team		David	Duncan	University of Glasgow
UCEA	Scottish Committee		James	McGeorge	University of Dundee
UHR	Midlands Group	Chair	Richard	Billingham	Aston University
UMAL	Board	Non Executive Director	Julie	Charge	University of Salford
Universities Scotland	Admissions Committee		Tracey	Slaven	University of Aberdeen
Universities Scotland	Secretaries' Group	Member	Stuart	Fancey	University of Strathclyde
USS	Joint Negotiating Committee	UUK representative	Michael	Shore-Nye	University of Exeter
UUK	Advisory Group on Freedom of Speech /Acad Freedom		Stephen	Dudderidge	University of Derby
UUK	Advisory Group on Freedom of Speech /Acad Freedom		Paul	Greatrix	University of Nottingham
UUK	Advisory Group on Freedom of Speech /Acad Freedom		Emma	Potts	University of Sussex

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UUK	Brexit: No deal planning (Working Group)		Helen	Smallbone	Edge Hill University
UUK	Climate Action Steering Group		Steve	Denton	Nottingham Trent University
UUK	Consent for Disclosure Task Group		Stephen	Dudderidge	University of Derby
UUK	Delivery Partnership (Arts and Design)		Stephen	Marshall	Glasgow School of Art
UUK	Drugs Taskforce		Helen	Galbraith	University of Chester
UUK	Employer Liaison Group		Jennifer	Sewel	University of Leeds
UUK	Employers Pensions Forum		Ian	Callaghan	University of East Anglia
UUK	Employers Pensions Forum		Michael	Shore-Nye	University of Exeter
UUK	Fair Admissions Review Group		Lee	Sanders	University of Birmingham
UUK	Staff-to-Student Sexual Misconduct Advisory Group		Jon	Renyard	The Arts University Bournemouth
UUK	UK Standing Committee on Quality Assessment		Amanda	Wilcox	Durham University
UUK/JISC	Future of Digital Assessment in HE (Advisory Board		Helen	Smallbone	Edge Hill University
Welsh HEI Secretaries / Clerks Group			Rashi	Jain	Cardiff University

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