

to ethnicity) and to cover the full breadth of those themes. Deans were asked to identify additional colleagues from their Schools who might be encouraged to apply.

23/10 University Strategy

SEN23-P5

Senate considered an update on progress in relation to Core Plans and Enabling Projects; endorsed a cyclical schedule/approach for future updates; and noted details of the resourcing of the delivery of the strategy. The latter included additional recurrent investment for: growing international student numbers and supporting their experience; restructuring the University's Human Resources and Research and Innovation Office functions; and increasing the number of academic staff.

The following points were noted in discussion:

- i) Project Enable would not be prescriptive about School-level operations, but would encourage Schools to seek to create capacity in workloads by ensuring that ways of working were as efficient and effective as possible within their specific contexts; and would also focus on maximising the efficiency of interfaces between central and School processes.
- ii) Most of the 1500 person days per year that had been saved in Phase 1 of Project Enable were

Extensive work had been undertaken to ensure inclusivity and alignment with the new strategy, and consultation had taken place with senior academic leaders, UCU, staff networks and academic colleagues in schools. In order to inform the equality impact assessments undertaken, focus groups had been held with staff with protected characteristics.

Prompt action would be taken next to develop training for applicants and decision-makers. It was suggested further that it would be helpful to undertake a piece of work on communications and awareness-raising with the aim of establishing the new approach within School-level and institutional culture as rapidly as possible.

23/13 Effectiveness Review of Senate

Senate i

- i) A substantial increase in FTE capacity in the R&I Office had been approved, alongside the development of a new office structure. These developments were a key part in ensuring the R&I Office had the capacity to deliver on the ambitions of the 2030 Strategy.
- ii) A review of systems and processes within the R&I Office (RIO) had reported with a suite of actions identified concerning the need for an integrated end-to-end Research Information Management tool.
- iii)

23/22 Matters for Report by the Vice-Chancellor

Senate received a verbal report on the

23/32 International Strategy Management Group

SEN23-P30

Senate received minutes of the meetings of the International Strategy Management Group on 30 January 2023.

23/33 Reports from Committees

Senate received reports from the following Committees:

- 33.1 **SEN23-P31** Arts Committee on 1 November 2022 and 31 January 2023.
- 33.2 Equity, Diversity and Inclusion Committee: To note that the first meeting will be held on 5 May 2023.
- 33.3 **SEN23-P32** Finance Committee of 26 October 2022 and 6 January 2023.
- 33.4 **SEN23-P33** Learning and Teaching Committee of 15 September, 3 November, and 8 December 2022, and 26 January 2023.

- 33.5 **SEN23-P34** Operations Committee on 3 October, 7 November, and 5 December 2022, and January and 6 February 2023.
- 33.6 **SEN23-P35** Research and Innovation Committee on 22 November 2022 and 14 February 2023.
- 33.7 **SEN23-P36** Sport Committee on 3 November 2022 and 3 February 2023.
- 33.8 **SEN23-P37** Student Discipline Committee on 24 January 2023.

23/34 Appointments to the Academic Staff

SEN23-P38

Senate noted appointments to the Academic Staff.

23/35 Waiver of Regulations

Senate noted that the Academic Registrar had approved waivers to Regulations in relation to individual students. (Further details are available from the Secretary).

23/36 Date of Remaining Meeting in 2022-23

Wednesday 14 June 2023, 10am