

## **Initial questions for UEB**

### **1. Legal and consultative process**

- a. Are you planning to make people redundant on the basis of this consultation process?
- b. What is the purpose of consulting on the restructure of the university if compulsory redundancies are scheduled for June?
- c. How do you propose to staff the promised teaching out of degree programmes where staff are made redundant, and you cannot re-hire for the same jobs?
- d. How are Heads of School who are 'in scope' and/or who have received risk of redundancy notices expected to lead on consultations without a conflict of interest?
- e. How will feedback from staff and unions be meaningfully incorporated into final decisions?
- f. How will proposals from schools be incorporated into decisions?

### **2. Headline financial justifications**

- a. Was the bond approved by the then-regulator HEFCW?
- b. Who approved the bond financial projection decisions and on what grounds?
- c. By what % and £GBP have administration costs increased since Cardiff introduced the system of colleges?
- d. By what % and £GBP have senior management staffing costs increased since Cardiff introduced the system of colleges?

### **3. Proposal financial plans**

- a. The proposal states that each School has a percentage financial contribution target, yet these targets are not publicly available. What are the financial contribution targets for each School, and what are the justifications for those levels?
- b. What is the full breakdown of each School's current and projected financial contribution to central administration, and student demand statistics, in both % and £GBP?
- c. In school meetings on 28 January 2025 UEB members emphasised that schools cross-subsidise. How has cross-subsidisation factored into decisions about where cuts are proposed?
- d. What market demand or financial threshold determines when a discipline is shut down versus restructured?
- e. Is 400 FTE proposed academic redundancies a financial calculation or a headcount, and if the former, what is the financial calculation of £GBP cost per FTE staff?

- f. What is the target saving goal from redundancies in £GBP?
- g. Why are VSS leavers included in the metric towards 400 FTE only after 1st November? How was this date chosen?
- h. How is the existence of one college above two schools justified financially?

#### **4. Proposal structural plans**

- a. How were the models designed, and what data were used to create them, with what assumptions made in the modelling?
- b. Which other scenarios were modelled and scrutinised, and what specific conclusions were reached based on what evidence?
- c. How were the RAG ratings used in the proposals and what data was used to compile them?
- d. Were alternative restructuring models considered that did not involve large-scale staff reductions?
- e. What specific financial and operational criteria were used to decide which Schools face staff reductions?
- f. What specific impact assessments provide the evidential grounds for merging some Schools but not others?
- g. What impact assessments were conducted to ensure that merging disciplines will not negatively affect teaching and research quality?
- h. What steps were taken to try and save disciplines before deciding to shut them down?
- i. What is the evidence of how the Big Conversation, the unions, the HoS, and students, have contributed to these proposals?
- j. What proposals were put to Heads of Schools, and will these be disclosed?
- k. Has an impact assessment been carried out regarding the negative impact that these proposals will have on the University's external partnerships in Cardiff, and in particular its civic mission initiatives with local communities?
- l. Has an assessment been done on how these proposals contravene the Welsh Government Well Being of Future Generations Act (2015)?

#### **5. Staff-Student Ratio (SSR) proposals**

- a. How have comparative SSR figures for other Russell group universities been collated, given the ongoing sector wide issues with Student HESA data?
- b. The consolidated consultation document states that other Russell Group universities are also increasing SSRs—can the university provide sector-wide data to substantiate this?
- c. Why are some Schools being forced into higher SSR increases while others remain unchanged?

#### **6. Transnational education (TNE) plans**

- a. How will the TNE initiatives affect the timeline for the consultations in implementing schools (SOCSI, EARTH etc.), especially in Schools where redundancies are proposed?
- b. Will EDI and other impact assessments be conducted before the TNE programmes are advertised in February?