



University of Essex

Committees of the Council

University of Essex, Corporate Governance

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Committees of the Council

Audit and Risk Management Committee

EX OFFICIO MEMBERS

Treasurer: Tim Porter (*Chair*)

APPOINTED MEMBERS (APPOINTED BY NOMINATIONS COMMITTEE)

Seven members, not being members of Resources Committee or holding an executive position, at least two of whom shall be External members of Council:

Nick Folkes
Nick Gerrard
Kathryn Harrison-Thomas
Edward Lord
Robin Paddock
Kash Pandya
One vacancy

CO-OPTED MEMBERS

Stephanie Hilborne

At least two members will have relevant experience in finance, accounting and/or auditing.

The Committee may co-opt members as appropriate.

OFFICERS IN ATTENDANCE

The Director of Finance, Planning and Data Insight
The Head of internal audit
A representative from external audit
The Registrar and Secretary
Governance Support Officer

TERMS OF REFERENCE

(a) Financial and Internal Control

- i. To review the effectiveness of the financial and other internal control systems;
- ii. to ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the Office for Students (OfS) Accounting Officer, have been informed;
- iii. to oversee the University's policy on fraud and irregularity, including being notified of any action taken under that policy, and to report to Council accordingly.

(b) External Audit

- i. To consider and advise the Council on: the appointment and, if necessary, the dismissal of the External Auditor; the terms of engagement; the audit fee; and any non-audit services from the External Auditor;
- ii. to agree with the External Auditor the nature and scope of the audit;
- iii. to receive and consider the External Auditor's management letter in connection with the audit of the University's Annual Accounts and the management response and any other matter the external auditor wishes to discuss;
- iv. to consider elements of the annual financial statements in the presence of the External Auditor, including the auditor's formal opinion, the statement of members' responsibilities and any corporate governance statement and make recommendations to Council.

(c) Internal Audit

- i. To consider and make recommendations to the Council on the appointment of the Internal Auditor; the terms of engagement, the audit fee and any non-audit services from the Internal Auditor;
- ii. to receive and approve a five-year Strategic Plan for the Internal Auditor;

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- iii. to receive and approve an Annual Plan for the Internal Auditor and any other matter the Internal auditor wishes to discuss;
 - iv. to receive and consider the final report of each internal audit assignment, activity or investigation undertaken on behalf of the University by the Internal Auditor and any other matter the internal auditor wishes to discuss;
 - v. to review the work of the Internal Auditor in conjunction with the receipt of an annual report prepared by the Internal Auditor, the report to include an opinion on the degree of assurance that can be taken from the system of control, and to make recommendations to Council;
 - vi. to consider any internal audit matters not specifically covered above.
- (d) **Monitoring and co-ordination of internal and external audit**
To monitor the effectiveness of internal and external audit on the basis of performance indicators approved by Council from time to time on the recommendation of the Audit and Risk Management Committee; to promote co-ordination between the internal and external auditors.
- (e) **Financial Statements**
 - i. To consider the University's financial statements and recommend their approval to Council;
 - ii. to consider the University's accounting policies, in consultation with the External Auditor where appropriate, and make recommendations to Council.
- (f) **Reports of an audit nature**
To receive and consider any reports of an audit nature prepared by the Office for Students, the Quality Assurance Agency, the National Audit Office and any other similar bodies.
- (g) **Value for money**
To satisfy itself that adequate arrangements are in place to promote value for money initiatives, economy, efficiency and effectiveness.
- (h) **Quality of data**
To satisfy itself that adequate arrangements are in place to ensure that data provided to the Office for Students, the Higher Education Statistics Agency and other public bodies is of a high quality.
- (i) **Risk management**
To advise Council on the effectiveness of risk management, control and governance arrangements by:
 - i. familiarisation with the concept and requirements of risk management;
 - ii. acting as a catalyst for risk management activity across the University;
 - iii. ensuring appropriate audit work on risk management is performed;
 - iv. collecting information on risks and risk management;
 - v. receiving reports from the Risk Management Group regarding the actions taken on the highest risks identified on the Risk Register.

REPORTING MECHANISMS

- (j) **Annual report**
To prepare an annual report for submission to Council and the Office for Students on the work of the Audit and Risk Management Committee, incorporating an opinion on the effectiveness of the internal control system and the pursuit of value for money, together with an assurance on risk management. The report to Council to also include an appraisal of the Committee's own performance and effectiveness over the year.
- (k) **Minutes**
To be circulated to all members and attendees of the Audit and Risk Management Committee and all members of Council.
- (l) **Quorum**
The Committee shall be quorate when half of the members are present.
- (m) **Meeting structure**
Meetings shall normally be held four times a year. Members of the committee, the external auditors and head of internal audit may request a meeting if they consider it necessary.

Two private meetings (for External members only) will normally be held each year: one with the Internal Auditor and one with the External Auditor.

(n) **Review of Terms of Reference**

The Terms of Reference should be reviewed annually.

Nominations Committee

EX OFFICIO MEMBERS

Chair of Council: Jane Hamilton (*Chair*)

Vice-Chancellor: Professor Anthony Forster

APPOINTED MEMBERS, (APPOINTED BY NOMINATIONS COMMITTEE)

Two External members of Council:

Melanie Leech

Maria Stanford

One co-opted External member of Council: Tim Porter

One Academic member of Council, who is not a member of USG: Professor Monika Schmid

President of the Students' Union: Asha Ali

OFFICERS IN ATTENDANCE

Registrar and Secretary: Bryn Morris

Head of Governance: Clare Hornsby

TERMS OF REFERENCE

To make recommendations to Council on the appointment of:

- (a) External and appointed members of Council
- (b) Council appointed members of Court
- (c) Council appointed members of Council Committees
- (d) External members, who are members of Council, to Council Committees
- (e) External members, who are not members of Council, to Council Committees
- (f) Internal members, who are not members of Council, to Council Committees.

ROLE OF CHAIR

In accordance with Ordinance 3, The Chair shall be passed to a Pro-Chancellor on all occasions when the Committee is considering and determining matters relating to the succession to the role of Chair of Council.

MEETINGS

Normally three times per year

People Supporting Strategy Committee

EX OFFICIO MEMBERS

Chair of Council: Jane Hamilton (*Chair*)

Vice-Chancellor: Professor Anthony Forster

Deputy Vice-Chancellor: Professor Lorna Fox-O'Mahony

Registrar and Secretary: Bryn Morris

Director of Human Resources: Susie Morgan

APPOINTED MEMBERS (APPOINTED BY NOMINATIONS COMMITTEE):

Four External members of Council:

Alexa Coates
Milan Makwana
Maria Stanford
Dr Adam Wright

One elected member of Council, selected from amongst the academic staff members:
Professor Andrew Canessa

One student member of the Council: Asha Ali

IN ATTENDANCE

Human Resources Business Partner, in support of the Committee: Katherine Parker
Assistant Director: Organisational Development: Dr Jo Andrews
Assistant Director: Employee Relations and Rewards: Sara Limerick
Head of Workplace Health and Wellbeing: Lara Carmel

TERMS OF REFERENCE

- (a) To provide oversight of the University's People Supporting Strategy and workforce plan, to monitor their contribution to delivery of the University's strategic plan and to report to Council as necessary;
- (b) To make recommendations to Council regarding strategic people policies and plans;
- (c) To make recommendations to Council regarding the strategic framework for remuneration and reward, including as appropriate, pay structures, equal pay (including actions being taken to address any material pay gaps), reward and recognition, performance pay and pay bargaining;
- (d) On behalf of Resources Committee, to put in place a scheme of delegation to the Vice-Chancellor to agree salary increases in individual cases to address urgent retention issues for all categories of staff.

Meetings

At least once a year

Remuneration Committee

EX OFFICIO MEMBERS

Chair of Council: Jane Hamilton (*Chair*)

APPOINTED MEMBERS, (APPOINTED BY NOMINATIONS COMMITTEE):

Four External members of Council:

Alexa Coates
Milan Makwana
Maria Stanford
Dr Adam Wright

One External member with relevant professional expertise, who is not a member of Council:
Frances Mills

OFFICERS IN ATTENDANCE

Registrar and Secretary: Bryn Morris
Director of Human Resources: Susie Morgan
HR Business Partner, in support of the Committee: Katherine Parker

TERMS OF REFERENCE

Under delegated authority from Council:

- (a) In the light of an assessment of performance during the prior year against agreed objectives, to determine the salary, other remuneration and conditions of service of the Vice-Chancellor. Objectives set by the Chair of Council for the Vice-Chancellor should be provided for information to the Committee;

- (b) In the light of recommendations from the Vice-Chancellor based on an assessment of performance during the prior year against agreed objectives, to determine the salary, other remuneration and conditions of service of the Registrar and Secretary, Deputy Vice-Chancellor, Pro-Vice-Chancellors and Executive Deans (in the absence of the Registrar and Secretary for consideration of their case). Objectives set by the Vice-Chancellor for these employees should be provided for information to the Committee. The Vice-Chancellor shall be invited to attend the Committee for this item to present recommendations in relation to these staff and shall withdraw following completion of this presentation and prior to a decision being reached by the Committee;
- (c) to consider and approve recommendations by the Vice-Chancellor on the salaries, other remuneration and conditions of service of senior office holders, professorial staff and professional services staff on Grade 11. The Vice-Chancellor shall be invited to attend the Committee for this item to present recommendations in relation to these staff and shall withdraw following completion of this presentation and prior to a decision being reached by the Committee;
- (d) to develop succession plans as appropriate in relation to the Senior Leadership (Vice-Chancellor and Registrar and Secretary) of the University and to determine the strategy for resourcing these posts should positions become vacant;
- (e) To receive annually:
 - i. a report on work related visits abroad by the Vice-Chancellor and the Registrar and Secretary;
 - ii. a report on the outside earnings of the Vice-Chancellor and the Registrar and Secretary;
- (f) to approve the annual budget for strategic events and stakeholder engagement, of which the Vice-Chancellor shall be the budget holder;
- (g) to receive a report on the award of discretionary increments and bonuses for academic and professional services staff, subject to the availability of such awards in any year;
- (h) to receive a report on early retirement packages and severance payments to members of the University and to approve in advance payments where:
 - i. the cost to the University would not be recovered in two years or less; or
 - ii. any payment above contractual entitlement is proposed to be paid to any member of University Steering Group
- (i) to receive a report on action taken by the Vice-Chancellor under Ordinance 36.3 or 37.4;
- (j) to receive a report on action taken by the Vice-Chancellor to approve salary awards to staff who have received offers from other organisations;
- (k) to receive a report on action taken by the Vice-Chancellor to approve the payment of market supplements;
- (l) to make an annual report to Council, to include details of the decisions taken by the Committee and the basis upon which it has exercised the authority delegated to it by Council; assurance that decisions have been made with reference to the University's charitable objects; information on the number of professorial and grade 11 professional staff by salary band, salary trends and a summary of discretionary payments made; and providing details of the individual salaries of the Vice-Chancellor and Registrar and Secretary;
- (m) to conduct its activities with reference to good practice guidance from the Committee of University Chairs and the Charity Commission;
- (n) to consider any other related business appropriate to the remit of Remuneration Committee.

ROLE OF CHAIR

The Chair shall be passed to one of the appointed members (to be determined by the Committee) on all occasions when the Committee is considering and determining matters relating to the remuneration and conditions of service of the Vice-Chancellor.

MEETINGS

At least once per year

Resources Committee

EX OFFICIO MEMBERS

Chair of Council: Jane Hamilton (*Chair*)

University Steering Group Members

Vice-Chancellor: Professor Anthony Forster

Deputy Vice-Chancellor: Professor Lorna Fox O'Mahony

Pro-Vice-Chancellor (Education): Professor Madeline Eacott

Pro-Vice-Chancellor (Research): Professor Christine Raines

Registrar and Secretary: Bryn Morris

Director of Finance, Planning and Data Insight: Andrew Keeble

APPOINTED MEMBERS, (APPOINTED BY NOMINATIONS COMMITTEE)

Five external member of Council:

Alexa Coates

Simon Hall

Paul Jackson

Geoffrey Probert

Maria Stanford

One academic member of Council, who is not a member of University Steering Group:

Dr Nilüfer Demirkan-Jones

President of the Students' Union: Asha Ali

OBSERVER

Chief of Staff: Monica Illsley

IN ATTENDANCE

Head of Governance: Clare Hornsby

TERMS OF REFERENCE

- (a) To monitor and review the sustainability and progress of the University in achieving its Strategic Plan and its development in academic, social, external, governance and other policy terms;
- (b) to recommend to the Council the annual recurrent budget of the University;
- (c) to approve on behalf of Council additions to the recurrent budget, up to the value of £1,000,000 (net expenditure);
- (d) to delegate to the Remuneration Committee authority to determine an appropriate level of delegation to the Vice-Chancellor to offer salary increases, in cases to address urgent retention issues for all categories of staff;
- (e) to approve on behalf of Council new projects added to the Capital Investment Plan up to the value of £4,000,000 (gross expenditure);
- (f) to approve cost increases to approved projects in the Capital Programme up to the value of £1,000,000;
- (g) to receive an annual report of all completed capital projects in the last 12 months comparing the initially approved budget to its outturn cost;
- (h) to consider and, where appropriate, make comments on all recommendations sent forward from the Senate to the Council which have financial implications;

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- (i) to make recommendations to the Council on all other financial matters.

MEETINGS

Normally four times per year

Sub-Committees of Resources Committee

Investment Sub-Committee

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster

Vice-Chancellor's nominee, Registrar and Secretary: Bryn Morris

Director of Finance, Planning and Data Insight: Andrew Keeble

APPOINTED MEMBERS, (APPOINTED BY NOMINATIONS COMMITTEE)

Simon Hall (*Chair*)

One member from Resources Committee: Geoffrey Probert

One external member with specialist knowledge: William Drake

TERMS OF REFERENCE

- (a) To develop and submit for approval to Resources Committee, the investment objectives for the University's investments;
- (b) to agree and keep under review appropriate asset allocation between equities, fixed interest and cash deposits, and within equities between the UK and overseas markets, taking account of the capital and income growth targets and risk set in the *investment objective* agreed by the Resources Committee;
- (c) to monitor the performance of the fund managers, against the benchmarks set in the *investment objective* and comparator funds and market indices;
- (d) to review, against the benchmark, at least every three years from the date of appointment all managers/investments and either remain invested or replace and to make recommendations to Resources Committee;
- (e) to receive at each meeting an overall report, prepared by the Director of Finance, Planning and Data Insight, on the performance of the University's investments and the key issues to be addressed.

MEETINGS

Normally twice per year

University Steering Group

Purpose

To be the University's executive group, supporting the Vice-Chancellor in the discharge of powers and duties delegated to them by Council and in discharging specific powers and duties delegated to USG by Council.

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster (*Chair*)

Deputy Vice-Chancellor: Professor Lorna Fox-O'Mahony

Pro-Vice-Chancellor (Education): Professor Madeline Eacott

Pro-Vice-Chancellor (Research): Professor Christine Raines

Registrar and Secretary: Bryn Morris

Director of Finance, Planning and Data Insight: Andrew Keeble

Executive Dean, Faculty of Humanities: Professor Andrew Le Sueur

Executive Dean, Faculty of Science and Health: Professor Maria Fasli

Executive Dean, Faculty of Social Sciences: Professor Moya Lloyd

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Chief of Staff: Monica Illsley

IN ATTENDANCE

Governance Officer: Galina Bloomfield

TERMS OF REFERENCE

- (a) To prepare and recommend annually to the Resources Committee of Council five-year financial forecasts and a Capital Investment Plan, incorporating an annual revenue and capital budget for the University, and to monitor the implementation of these;
- (b) to review and monitor the implementation of the Strategic Plan of the University, its Strategies, Sub-Strategies and Supporting Strategies (as developed from time-to-time), their associated action plans and performance against their key performance indicators and to report to Resources Committee, Council and other committees as appropriate;
- (c) to keep the allocation and deployment of University resources under regular scrutiny and review, including allocations to Faculties, Professional Services and institutional contributions (eg HICs, DTP/CDT allocations), to ensure that resources are being used to support the institutional interest and the objectives in the Strategic Plan;
- (d) to approve the provision of staff posts, and to monitor appointments made, delegating authority for individual appointments in accordance with the University's Ordinances and recruitment policies as follows:
 - (i) to the Deputy Vice-Chancellor, authority to approve staffing replacements and new requests of academic staff within budget of academic Departments/Schools;
 - (ii) to the Registrar and Secretary authority to approve staffing replacements and new requests within budget of professional services staff in central sections, faculties and schools/departments;
- (e) to approve non-recurrent non-staff additions to the revenue budget up to the value of £250,000 (net expenditure);
- (f) to review and monitor the annual budget allocations to faculties and professional services;
- (g) under delegation from Council, to mandate new projects and their funding, enabling them to be added to the Capital Investment Plan, up to the value of £2,000,000 (gross expenditure) and to approve cost increases to existing projects up to £400,000, provided the Capital Investment Plan is supported by appropriate financing, eg loans, capital receipts;
- (h) to approve tuition fees on behalf of Council and to report all such approvals to Council;
- (i) to monitor key institutional risks, including compliance with statutory obligations, reporting to Audit and Risk Management Committee, Resources Committee and Council as appropriate;
- (j) to establish advisory groups to undertake detailed work to support USG in discharging its responsibilities more effectively, including delegation of authority for specific decisions where this is considered appropriate.

METHOD OF OPERATION

- (a) The record of meetings of the University Steering Group shall be copied to all members of Resources Committee, the Chair of Audit and Risk Management Committee, Deans, Deputy Deans, Heads of Departments/Schools and Centres, Heads of Professional Services and Faculty Managers.
- (b) University Steering Group provides a regular assurance report to Council of the work carried out and decisions taken by the Group in relation to the powers delegated by Council.

MEETINGS

Normally on a fortnightly basis during term time throughout the year.

Advisory Groups of University Steering Group

Capital Planning Group

Purpose

To support USG in developing for approval and in implementing capital investment plans that will support effective delivery of the University's Strategic Plan.

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster

Deputy Vice-Chancellor; Professor Lorna Fox O'Mahony (*Chair*)

Registrar & Secretary: Bryn Morris

Director of Finance, Planning and Data Insight: Andrew Keeble

Director of Estates and Campus Services: Chris Oldham

Director of Information and Technology Solutions: Jots Sehmbi

Academic Registrar: Richard Stock

Acting Director of Research and Enterprise Office: Rob Singh

Assistant Director of Innovation and Technology Solutions (Strategic Projects): Kerry Woods

APPOINTED MEMBERS

Deputy Director of Finance (Financial Management): to be confirmed

Head of Financial Accounting and Capital: Jo Willis

Head of Procurement: Phil Sweeting

Deputy Director of Maintenance and Capital Development: Andy Sheppard

IN ATTENDANCE

Projects Governance Officer: Leila Winn

TERMS OF REFERENCE

- (a) To recommend to the USG, the University's Capital Investment Plan (CIP), covering all capital expenditure requirements of the University and to operate to the same timeframe as the University's Strategic Plan;
- (b) to consider requests for new capital projects or increased capital expenditure for inclusion within the CIP, prioritising them against the requirements of the Strategic Plan and the contribution they will make to the delivery of excellence in education and research. This includes requests from the University of Essex Campus Services Ltd and the Knowledge Gateway Ltd;
- (c) on an annual basis, to recommend to University Steering Group (USG) an annual capital budget necessary to finance projects within the CIP that will be initiated in the coming year, for approval by Council alongside the University's revenue budget;
- (d) under delegated authority from USG, be responsible to USG for overseeing the system through which the University manages individual capital projects, to ensure that they proceed to time, to budget and deliver their intended benefits;
- (e) identify longer term capital investment requirements for the University, to inform the University's overall financial strategy and to recommend to USG any implications of these requirements for the University's investment of its reserves and its external borrowings which might need to be drawn to the attention of Resources Committee;
- (f) to provide a bi-annual assurance report on the CIP to USG, Resources Committee and Council.

MEETINGS

Normally five times per year

Fees Group

(The Membership and Terms of Reference are currently under review)

EX OFFICIO MEMBERS

Deputy Vice-Chancellor: Professor Lorna Fox O'Mahony (*Chair*)

Register and Secretary: Bryn Morris

Executive Deans (or nominated DDEs): Professor Andrew Le Sueur, Professor Moya Lloyd, Professor Maria Fasli

Dean of Partnerships: Professor Dominic Micklewright

Dean of Postgraduate Research and Education: Professor Sanja Bahun

Academic Registrar: Richard Stock

Director of Communications and External Relations: Vanessa Potter

Director of Marketing and Student Recruitment: Lindsey Russell

Director of Admissions: Mandy Chetham

Head of Faculty Accounting: Chris Goldsworthy

Director of Student Life: Rachel Lucas

Student Services Manager: Nicorum Flaherty

President of the Students' Union: Asha Ali

Course Records Manager: Emily Bewg

IN ATTENDANCE

Funding Manager: Natalie Walker

TERMS OF REFERENCE

The Fees Group is an advisory group to USG which meets on a termly basis and has the following responsibilities:

- (a) Provides strategic direction for University fee policy including bursaries, scholarships and monitors their effectiveness against student recruitment, retention and wellbeing;
- (b) develops policy on fees, recommends specific fees and price bands for undergraduate, postgraduate taught and postgraduate research courses to USG for approval on behalf of Council.
- (c) establishes a framework for bursaries and scholarship provision, based on market intelligence and the specifics of individual department strategy and need. Informs future funding patterns and identifies areas of reduction to support areas of success, as well as supporting scholarship provision overheads.
- (d) reports on fees and financial support annually to USG regarding the effectiveness of the fees and financial support available to students in supporting academic excellence.
- (e) reviews and endorses, on an annual basis, other fees and charges levied for additional or exceptional costs connected to individual student activity which is not included within the main fees.

MEETINGS

Termly

Health and Safety Group

Purpose

- To support the Vice-Chancellor and USG in discharging their executive responsibilities for safeguarding and promoting the health and safety of staff, students and visitors at the University.
- To provide a forum for consultation with student and staff representatives in relation to health and safety.
- In appropriate circumstances, to draw matters directly to the attention of Council.

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster
Registrar and Secretary: Bryn Morris (*Chair*)
Director of Human Resources: Susie Morgan
Director of Estates and Campus Services: Chris Oldham
Southend Campus, Campus Manager: Zoe Manning
Director of Services, Activities and Support: Reeves Watson or Premises Health and Safety Manager: Harrison Andrews
Faculty Manager, Humanities: Dr Jill Holliday
Faculty Manager, Science and Health: Alex Seabrook
Faculty Manager, Social Sciences: Emma Stock
Head of Health and Safety (professional adviser to the Committee): to be confirmed
Fire Safety Manager: Ryan Curtis
Head of Workplace Health and Wellbeing: Lara Carmel
Professional Services & Business Planning Accountant: Richard Fern

NOMINATED/REPRESENTATIVE/ELECTED MEMBERS

One nominee from each of the recognised Trades Unions (3):

Unite: Colin McAuley
UCU: Cathy Crawford or Fiona Elsted
Unison: Colin Oakley

One student member elected by the Students' Union Council: Students' Union President, Asha Ali or Vice-President (Community and Welfare), Ana-Maria Bichir

The following specialist officers will be co-opted, as and when required:

- Fire Safety Officer
- University Ionising Radiation Protection Officer
- University Non-ionising Radiation Protection Adviser (UNIRPA)
- University Biological Safety Adviser (UBSA)
- Health and Safety Adviser (Estates)
- Health and Safety Adviser (Science)
- Other specialist officers as deemed appropriate by the Group

IN ATTENDANCE

Health and Safety Assistant: Abigail Fletcher

TERMS OF REFERENCE

- (a) Reviewing the University's Health and Safety Policy to ensure it remains fit-for-purpose as a basis for delivering the University's Health and Safety obligations and objectives, reporting to USG on any requirements for change as appropriate;
- (b) overseeing the development, implementation and review of policies and standards for the management of health and safety, fire safety and recommending adoption or amendment to USG as appropriate;
- (c) monitoring implementation of the University's Health and Safety action plan as the basis upon which the policy is being operationalised;
- (d) monitoring performance against agreed health and safety performance measures, including providing an annual report on health and safety performance to USG and Council and making recommendations for any amendments to the agreed performance measures;
- (e) considering reports on changes to legislation and best practice that significantly affect health and safety practice at the University recommending to USG any changes in policy or practice that might as a consequence be required;
- (f) consulting on the introduction of any measures that may substantially affect the health and safety of staff and students;

- (g) considering reports:
- i. from the Health and Safety Advisory Service, Occupational Health Service and other relevant specialist officers, for the continuous improvement of the University's health and safety arrangements;
 - ii. on issues of strategic health and safety policy and practice raised by the trade union health and safety representatives and representatives of Faculty and Professional Services management;
 - iii. on audits, significant incidents and health and safety related enforcement action by regulatory bodies;
 - iv. from the Students' Union, University of Essex Campus Services and Wivenhoe House Hotel, on their health and safety performance or specific issues of health and safety practice.
- (h) Making recommendations to USG and Council, on actions needed to address significant health and safety performance issues and to promote continuous improvement and promotion of health and safety;
- (i) establishing sub-groups to focus on particular health and safety risk areas.

MEETINGS

Normally twice per year (April and October)

Sub-Committees of Health and Safety Group

- Biological Hazards and Genetic Modification Safety Committee
- Estate Management Section Health and Safety Group
- Ionising Radiation Protection Committee

Human Resources and Equality and Diversity Group

Purpose

To support USG in developing effective people and culture strategies, policies and practices, including those which relate to equality, diversity and inclusion (EDI), that will support and promote a culture of high performance and equality of opportunity within the University, for recommendation to the People Supporting Strategy Committee, Remuneration Committee and Council.

To monitor on behalf of USG, the implementation of the University's people strategies, policies and practices, including those relating to equality, diversity and inclusion (EDI); promote dissemination of good people management practice throughout the University and draw to the attention of USG any areas of concern requiring attention.

To receive reports from the University's formal consultative arrangements with the recognised trades unions.

In appropriate circumstances, to draw matters directly to the attention of Council.

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster

Deputy Vice-Chancellor: Professor Lorna Fox-O'Mahony (*Chair*)

Registrar and Secretary: Bryn Morris

Executive Dean, Faculty of Humanities: Professor Andrew Le Sueur

Executive Dean, Faculty of Science and Health: Professor Maria Fasli

Executive Dean, Faculty of Social Sciences: Professor Moya Lloyd

Director of Human Resources: Susie Morgan

Assistant Director of Human Resources (Organisational Development): Dr Jo Andrews

Assistant Director of Human Resources (Employee Relations and Reward): Sara Limerick

Head of Workplace Health and Wellbeing: Lara Carmel

Head of Equality, Diversity and Inclusion: Karen Bush

CO-OPTED

The Group may co-opt members as appropriate.

IN ATTENDANCE

Organisational Development Engagement Officer: Jamais Webb-Small

TERMS OF REFERENCE

- (a) On behalf of USG, to keep the University's people strategies and policies, including those relating to equality, diversity and inclusion, under review and to make recommendations to USG on any changes required, including the development of new policies;
- (b) to monitor the performance of the University in relation to a set of HR including EDI, performance indicators, to be agreed as part of the University's People Supporting Strategy 2 and to report annually to USG;
- (c) to identify examples of good people management practice and promote their dissemination, as a means of promoting equality of opportunity and a high performance culture at the University;
- (d) to oversee the implementation of action plans agreed by USG for the delivery of the University's People Supporting Strategy 2, including its EDI sub-strategy and other related initiatives;
- (e) to advise USG on the resources required to support the delivery of the University's People Supporting Strategy 2 and to promote equality of opportunity and inclusion;
- (f) to receive reports from the University's formal consultative arrangements with the recognised trades unions, drawing relevant issues to the attention of USG;
- (g) to review issues arising from cases being considered under the University's grievance, conduct and performance management arrangements, identify any themes which might require particular actions for the University and might need to be drawn to the attention of USG and Council;
- (h) under delegated authority from USG, to approve the University's annual programme of employee learning and development, evaluate the effectiveness of the programme and suggest amendments as necessary.

After each HREDG meeting, an unstarred agenda with an update on all items is to be sent to USG, for information.

MEETINGS

Normally three times per year (at least once a term)

Partnerships Advisory Group

Purpose

To support USG in the implementation of the University Strategy by overseeing the development and delivery of strategic partnerships that contribute to the University's mission of excellence in education and research, deliver on our ambitions to grow the University and enhance the University's reputation and standing.

To monitor on behalf of USG the implementation of the University's Partnerships sub-strategy and draw to the attention of USG any matters requiring USG's attention.

EX OFFICIO MEMBERS

Deputy Vice-Chancellor: Professor Lorna Fox O'Mahony (*Chair*)
Dean of Partnerships (Deputy Chair): Professor Dominic Micklewright
Pro-Vice-Chancellor (Research): Professor Christine Raines
Pro-Vice-Chancellor (Education): Professor Madeline Eacott
Deputy Dean of Partnerships: Professor Nancy Kula
Academic Registrar: Richard Stock

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Director of Communications and External Relations: Vanessa Potter
Acting Director Research and Enterprise Office: Rob Singh
Director of Academic Services: Emma Hardy
Deputy Director of Academic Services (Quality and Development): Claire Nixon
Director of Marketing and Student Recruitment: Lindsey Russell
Head of International Business Development: Ivan Hutchins
Director of Library Services and University Librarian: Cathy Walsh
Head of Faculty Accounting: Chris Goldsworthy

CO-OPTED MEMBER

Head of Planning and Data Insight: Naomi Drinkwater

IN ATTENDANCE

Governance Administrative Assistant: Claire Silburn

TERMS OF REFERENCE

The Terms of Reference for the Partnerships Advisory Group are:

- (a) To provide strategic oversight of the University's partnerships portfolio, in accordance with the priorities set out in the University's Strategic Plan and Key Performance Indicators.
- (b) To oversee the development of partnership activities including progressing the establishment of new partnerships and the development of existing partnerships, aligning decision-making to the principles set out in the Partnerships sub-strategy.
- (c) To coordinate, facilitate and maximise partnership working across the University to ensure the effective and efficient implementation of the University's Partnerships sub-strategy.
- (d) To monitor the implementation of action plans agreed by USG for the delivery of the University's Partnerships sub-strategy
- (e) To consider and recommend to USG and Senate and its sub-committees as appropriate University policies and processes for the approval, management and oversight of the University's strategic partnerships.
- (f) To report at least annually to USG on progress in delivering the University's Partnerships sub-strategy and at other times as necessary to draw to the attention of USG any issues of strategic concern that arise from the development and implementation of the Partnerships sub-strategy.
- (g) To contribute to the development of annual action plans, budget and resource needs for implementation of the University's Partnerships sub-strategy, including supporting and promoting the University's Advanced Institutional International Visit programme by University senior staff and International Partnership Development visits by academic and professional service staff.

MEETINGS

The Partnerships Advisory Group will meet six times each year and as required as necessary.

Data Insight Advisory Group (formerly Performance Monitoring Advisory Group)

Purpose

To support USG in monitoring the University's performance in implementing the University Strategy 2019-25, including systematic analysis and review of real-time, in-year data, lead and lag indicators of performance, use of data and forecasts to analyse the impact of interventions and to ensure that we are utilising the evidence base of performance data in a timely way to inform decision-making.

To monitor on behalf of USG progress towards achieving the targets set out in the Key Performance Indicators and Performance Indicators in our Strategic Plan, and draw to the attention of USG any matters requiring USG's attention.

EX OFFICIO MEMBERS

Deputy Vice-Chancellor: Professor Lorna Fox O'Mahony (*Chair*)

Director of Finance, Planning and Data Insight: Andrew Keeble

Deputy Head of Planning and Data Insight: James Lewis

Head of Planning and Data Insight: Naomi Drinkwater

IN ATTENDANCE

Planning and Data Insight Officer: Naomi Allison

TERMS OF REFERENCE

- (a) To provide strategic oversight of the University's performance, in accordance with the priorities set out in the University's Strategic Plan and Key Performance Indicators.
- (b) To ensure systematic analysis and review of real-time, in-year performance data and forecasts based on lead and lag indicators.
- (c) To identify actionable insights based on timely analysis of performance data, and to progress actions directly through USG leads, or in consultation with USG where appropriate.
- (d) To monitor the impact of interventions aimed at improving performance and, based on early indicators of the effectiveness of interventions to progress actions directly through USG leads or in consultation with USG where appropriate.
- (e) To monitor on behalf of USG progress towards achieving the targets set out in the Key Performance Indicators and Performance Indicators in our Strategic Plan.
- (f) To draw to the attention of USG any matters requiring USG's attention

MEETINGS

The Performance Monitoring Advisory Group will meet six times each year and additionally as required as necessary.

SUB-GROUPS OF DATA INSIGHT ADVISORY GROUP

- Education sub-group
- Research sub-group
- Finance sub-group

Updated: 28 January 2020

Project Coordination Group

Purpose

To support USG in delivering the University's Strategic Projects Portfolio (SPP), underpinning delivery of the Strategic Plan.

EX OFFICIO MEMBERS

Vice-Chancellor: Professor Anthony Forster

Registrar and Secretary: Bryn Morris (*Chair*)

Director of Innovation and Technology Solutions: Jots Sehmbi

Assistant Director of Innovation and Technology Solutions (Strategic Projects): Kerry Woods

A Faculty Manager nominated by the Registrar and Secretary: Alex Seabrook

Deputy Director of Finance (Business Systems and Major Projects) or nominee: To be confirmed

Director of Communications and External Relations or nominee: Vanessa Potter

Director of Estate Management and Campus Services: Chris Oldham

Academic Registrar or their nominee: Richard Stock

A member of academic staff nominated by the Deputy Vice-Chancellor: Dr Ilaria Boncori

Assistant Director (Organisational Development) or nominee: Dr Jo Andrews

Head of Procurement: Phil Sweeting

CO-OPTED

Up to three members at any time, co-opted for a period of up to three years

Pro-Vice-Chancellor (Education): Professor Madeline Eacott

Southend Campus, Campus Manager: Zoe Manning

External Consultant: Bernarde Hyde, SUMS

TERMS OF REFERENCE

- (a) Under delegated authority from USG, to be responsible to USG for the approval, management and oversight of all non-capital projects included in the University's Strategic Project Portfolio (SPP);
- (b) under delegation from USG, to be responsible for the review and approval of detailed business cases for mandated capital projects, and for the monitoring of all capital projects in the Capital Investment Plan (CIP);
- (c) develop, approve and maintain University policies and processes for the approval, management and oversight of all strategically important projects (capital and revenue funded);
- (d) in accordance with the policies and processes agreed under (a-c) above:
 - i. consider all project mandates for revenue funded projects and ensure appropriate management and oversight of these projects;
 - ii. consider all proposals of capital and revenue funded projects for admission to the University's SPP, ensuring that such projects are appropriately specified, resourced and scheduled before they are approved for admission and given permission to proceed;
 - iii. monitor the implementation of all strategically important projects in the SPP, and ensure that where implementation is not proceeding as planned appropriate action is taken;
 - iv. where appropriate, revoke approval to proceed with a strategically important project;
 - v. take a strategic overview of the SPP, to ensure that it is delivering demonstrable value in relation to the University's Strategic Plan and that potential synergies and economies of scale across the SPP are maximized and risks appropriately mitigated.
- (e) report at least annually to USG on the current status of the SPP, and on the University's programme of lean and SUMS activity, and at other times as necessary, to draw to the attention of USG any issues of strategic concern that arise from the development and implementation of the SPP;
- (f) report biannually to CPG on the current status of approved capital projects, and at other times as necessary to draw attention to any strategic concerns that arise from the delivery of the CIP;

- (g) advise the Registrar and Secretary on the selection of areas for consideration for review by Southern Universities Management Services (SUMS), the final choice of areas resting entirely with the Registrar and Secretary;
- (h) receive the reports of SUMS reviews and the management response to these reviews, and ensure that effective follow-up is taken in response to these reviews;
- (i) support and promote the development of institutional capacity for project management and continuous improvement and advise the Registrar and Secretary on the areas of activity which could be included within the University's lean programme.

MEETINGS

Normally six times per year

Risk Management Group

Purpose

To facilitate the execution of the University's risk management policy, undertaking detailed analysis and drawing the attention of USG to major movements in the risk environment and risk profile of the University. In circumstances where this is considered appropriate, drawing matters directly to the attention of Audit and Risk Management Committee.

EX OFFICIO MEMBERS

Registrar and Secretary: Bryn Morris (*Chair*)

Director of Finance, Planning and Data Insight or nominee: Andrew Keeble

Director of Communications and External Relations or nominee: Vanessa Potter

Director of Information and Technology Solutions or nominee: Jots Sehmbi

Director of Estates and Campus Services or nominee: Chris Oldham

A Faculty Manager nominated by the Registrar and Secretary: Dr Jill Holiday

Assistant Registrar: Lucy Johnson

Head of Health and Safety: To be confirmed

TERMS OF REFERENCE

- (a) Under delegated authority from USG, to be responsible for the development and maintenance of the University's central register of risks (the 'Risk Register') in consultation with Risk Owners, Risk Handlers, Heads of Sections/Departments as appropriate, covering strategic and operational risks for consideration and approval by USG, Audit and Risk Management Committee and Council;
- (b) to review, and update if necessary, all items contained in the Risk Register at least termly, ensuring that all risks are assigned to a 'risk owner' and that appropriate procedures and actions are in place to mitigate risk to an acceptable level;
- (c) to review termly the University's operational risk registers and if necessary request the register owner to the Risk Management Group meeting to discuss any new, emerging or changing risks;
- (d) to update the Risk Register for any known material changes that occur in between termly reviews;
- (e) to report to University Steering Group, Audit and Risk Management Committee and where appropriate, Council on all material updates to the Risk Register, on the outcome of the termly review and in relation to other material changes to the risk environment;
- (f) to consider the work of the University's Crisis Management Group and how this impacts on the implementation of the University's risk management policy;
- (g) to advise University Steering Group of any actions necessary to improve the management of risk within the University;
- (h) support and promote the development of institutional capacity for risk assessment and management;
- (i) institutional capacity for risk assessment and management.

MEETINGS

Normally three times per year

Safeguarding Advisory Group

EX OFFICIO MEMBERS

Registrar and Secretary: Bryn Morris (*Chair*)
Academic Registrar: Richard Stock
Senior Compliance and Development Manager: Paula Rothero
Director of Information and Technology Solutions: Jots Sehmbi
Resourcing Manager: Duncan Crow
Security Manager: Marc Lee
Information Assurance Manager: Sara Stock
Professional Services and Business Planning Accountant: Richard Fern
Head of Internal Communications: Emily Banfield
Research Governance and Planning Manager: Sarah Manning-Press
The Faith Centre: to be confirmed
Deputy Director Activities and Support, Students' Union: Fiona Harvey
Societies Manager, Students' Union: Rae Waddon
President, Students' Union: Asha Ali
Vice-President (Welfare and Community), Students' Union: Ana-Maria Bicher¹
Vice-President (Student Experience), Students' Union: Michael Banahene¹
Head of Customer Services: Darren Baker
Assistant Registrar: Lucy Johnson
Compliance Manager, Safeguarding: Rachel A Brown
Senior Wellbeing Manager: Sam Hanley

MEETINGS

Normally three times per year

TERMS OF REFERENCE

- (a) To advise USG on the University's statutory obligations to safeguard vulnerable people, including its obligations to protect them from being drawn into terrorism.
- (b) To monitor the University's implementation of its statutory obligations in this area.
- (c) To draft recommendations for policy and practice in this area, including oversight of the Policy on Safeguarding Children and Adults at Risk, Policy on Academic Freedom and Freedom of Speech and the External Speakers Code of Practice.
- (d) To review regularly associated institutional risks, developing an action plan in response to those risks and measuring delivery in respect of the plan.
- (e) To oversee on-going training and development of staff in the context of our safeguarding duties.
- (f) To provide a forum for engaging with the Students' Union and partner bodies in respect of the Universities duties.
- (g) To receive updates on policy and practice across the country, providing suitable periodic updates and information for stakeholders.
- (h) To oversee any multi-agency work in this area.
- (i) To provide regular reports to USG and the Audit and Risk Management Committee

MEETINGS

Normally to meet up to six times per year and no less than twice per year

¹ The Students' Union are finalising the roles to be included as part of the Safeguarding Advisory Group

Joint Committee of the Council and the Senate

Honorary Degrees and Honorary Fellowships Committee

EX OFFICIO MEMBERS

Chair of Council: Jane Hamilton (*Chair*)
One External member of Council: Dr Elizabeth Hall
One co-opted External member of Council: Dr Adam Wright
Vice-Chancellor/Chair of Senate: Professor Anthony Forster

Three members of Senate, nominated by Senate, representing the range of disciplines within the University:

Humanities: Professor Matt Lodder
Science and Health: Professor Ian Maynard
Social Sciences: Dr John Bartle

Registrar and Secretary: Bryn Morris
One member of Non-Academic Staff: Chelsey Smith
President, Students' Union (or nominee): Asha Ali

IN ATTENDANCE

A representative from the Development and Alumni Office: Director of Advancement: Jo Rogers

TERMS OF REFERENCE

- (a) To consider nominations for the conferment of honorary degrees of the University and to make recommendations for such awards to the Senate and Council;
- (b) to consider nominations for the award of honorary fellow of the University and to make recommendations for such awards to the Senate and Council;
- (c) to consider nominations for the award of honorary degrees by the University's major partner institutions in accordance with procedures agreed from time to time with those institutions and to make recommendations for such awards to the Senate and Council;
- (d) to consider nominations for the award of the Alumnus or Alumna of the Year and to make recommendations for such awards to the Senate and Council;
- (e) to consider such nominations in accordance with the criteria for eligibility and procedures as approved by the Council;
- (f) to monitor matters relating to equality and diversity within its overall consideration;
- (g) to determine the arrangements for seeking nominations from the community of the University and to approve procedures and guidance notes relating to nominations.

Further information

- [Committee Portal](#) (University of Essex login required)
- [Council](#)
- [Council Members](#) (pdf)
- [Search for Committees and their membership](#)
- [Committee structure](#) (pdf)

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Title	Committees of Council
Document manager	Nicky Jackson, Governance Assistant
Section	Corporate Governance, Vice-Chancellor and Registrar's Office
Document owner	Bryn Morris, Registrar and Secretary
Approved by	Council
Date of approval	July 2019
Effective date	1 August 2019
Frequency of review	Annual
Date of last review	June 2019
Date of next review	June 2020
Document status	Approved - published
Document classification	Public
Reporting required	Not applicable
Questions and queries	governance@essex.ac.uk
Related policies	<ul style="list-style-type: none"> ■ Charter, Statutes and Ordinances ■ University Regulations ■ Committee Portal (University of Essex login required) ■ Council ■ Council Members (.pdf) ■ Search for Committees and their membership ■ Committee structure (.pdf)
Supersedes	Committees of Council
Superseded by	Not applicable
Stakeholders	Registrar and Secretary Committee Chair Committee Managers Students' Union University Steering Group Nominations Committee Members of Senate

Stakeholder role	Not applicable
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If you require this document in an alternative format, such as braille, please contact Nicky Jackson