



Committees of the Council

2024-25

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Committees of the Council

Audit and Risk Management

Committee

N.B. Audit and Risk Management Committee shall have no fewer than three members and normally no more than eight members, including the Chair. None of the members shall be drawn from amongst the University's executive or members of Policy and Resources Committee.

Ex Officio Members

University Treasurer: Alan Newman (*Chair*)

Appointed Members

Mickola Wilson

Dr Adam Wright

Independent Members

Mary Dowd

Karen Lowe

Officers in attendance

The Registrar and Secretary: Bryn Morris

Chief Financial Officer: Andrew Keeble

Director of Internal Audit: To be confirmed

A representative from External Audit

Head of Corporate Governance: Clare Hornsby

Governance Officer: Sarah Lawrence

Terms of Reference

Financial and Internal Control

- a. To review the effectiveness of the financial and other internal control systems.
- b. 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.
- c. 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.

External Audit

- a. 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.
- b. Where the External Auditor ceases to hold office for any reason, to consider the circumstances and issues giving rise to the resignation or removal of the External Auditor; consider and report to Council any action that is required; and present to Council the statement from the External Auditor in which they describe any circumstances connected with their removal that they consider should be brought to the governing body's attention, or a statement that there are no such circumstances.
- c. To agree with the External Auditor the nature and scope of the audit.
- d. To meet privately with the External Auditor at least once each academic year, without the presence of University's senior management.
- e. 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.
- f. 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.
- g. To provide oversight on behalf of Council of external audit matters relating to the University's subsidiary companies and the University of Essex Students' Union.

Internal Audit

- a. 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.
- b. To receive and approve a five-year Strategic Plan for the Internal Auditor.
- c. To receive and approve an Annual Plan for the Internal Auditor and any other matter the Internal auditor wishes to discuss.
- d. To meet privately with the Internal Auditor at least once each academic year, without members of the University's senior management present.
- e. 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.
- f. 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.
- g. To consider any internal audit matters not specifically covered above.

Monitoring and co-ordination of internal and external audit

- a. 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.

Financial Statements

- a. To consider the University's transparency and openness of reporting in the financial statements and recommend their approval to Council.
- b. To consider the University's accounting policies, in consultation with the External Auditor where appropriate, and make recommendations to Council.

Oversight

- a. To oversee the University's policies related to ethical and other behaviours, including whistleblowing, anti-bribery, material adverse or reportable events, fraud and irregularity; and to note any action taken under these policies.

- b. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Committee.
- c. Under delegation of authority from Council, to approve the University of Essex Students' Union annual audited accounts, to ensure appropriate University oversight of internal controls within the Students' Union. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Reports of an audit nature

- a. 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.

Value for money

- a. To satisfy itself that adequate arrangements are in place to promote value for money initiatives, economy, efficiency and effectiveness.

Quality of data

- a. 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.

Risk management

- a. To monitor, and review, and advise Council on the effectiveness of the University's risk management (inclusive of academic risk), control and governance arrangements. ARMC will:
 - i. be familiar with the concept and requirements of risk management
 - ii. act as a catalyst for risk management activity across the University
 - iii. ensure appropriate audit work on risk management is performed
 - iv. collect information on risks and risk management and consider the culture and behaviour of the University and institutional arrangements that can affect the University's reputation, such as conflicts of interest
 - v. monitor other relevant sources of assurance, such as the outcome of external reviews, and
 - vi. receive reports from the Risk Management Group regarding the actions taken on the highest risks identified on the Risk Register

Review

- a. To review the Committee's terms of reference annually.

- b. To review and present the Committee's Standing Orders to Council for approval, every two years.
- c. To undertake a formal assessment of its effectiveness at least every year. Recommendations arising from the annual effectiveness review should be presented to Council.
- d. To prepare an annual report for submission to Council reviewing the work of the Audit and Risk Management Committee, incorporating an opinion on the effectiveness of the internal control system and securing value for money and effective risk management. The report to Council to also include an informal appraisal of the Committee's own performance and effectiveness over the year.

Meeting Arrangements and Reporting mechanisms

Membership

The University Treasurer, being an external member of Council that is not a member of Policy and Resources Committee, shall normally be appointed to the role of Chair of Audit and Risk Management Committee, by the Council upon the recommendation of Nominations Committee.

At least two other external members of Council, not being members of Policy and Resources Committee, shall be appointed to Audit and Risk Management Committee by the Council, upon receipt of a joint recommendation from Nominations Committee and the Chair of Audit and Risk Management Committee. Independent and co-opted members may be appointed to Audit and Risk Management Committee by the Council upon receipt of a joint recommendation from Nominations Committee and the Chair of Audit and Risk Management Committee.

At least one appointed, independent or co-opted member of Audit and Risk Management Committee should have recent and relevant experience in accounting or auditing.

Audit and Risk Management Committee shall have no fewer than three members and normally no more than eight members, including the Chair. None of the members shall be drawn from amongst the University's executive.

Quorum

The Committee shall be quorate when half of the members are present, one of which must also be an external member of Council.

Meetings

Meetings shall be conducted in accordance with Audit and Risk Management's Standing Orders.

Meeting structure

Meetings of Audit and Risk Management Committee will normally attend two private meetings each year: one with the Internal Auditor and one with the External Auditor. With the exception of staff servicing the meetings, officers of the University shall not be present at these private meetings.

Standing Orders

Standing Orders for meetings of the Audit and Risk Management Committee shall be recommended to Council for approval annually.

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 University's internal control system and the pursuit of value for money, together with assurance on the University's risk management arrangements. The report to Council will also include an appraisal of the Committee's own performance and effectiveness over the year.

Minutes

To be circulated to all members and attendees of the Audit and Risk Management Committee and all members of Council.

Nominations Committee

Ex Officio Members

Chair of Council: Melanie Leech (*Chair*)

Acting Vice-Chancellor: Professor Maria Fasli

President of the Students' Union: Lily-May Cameron

Appointed members, (recommended by Nominations Committee)

Two external members of Council:

Dr Ajit Menon

Dr Adam Wright

One internal member of Senate elected to Council: Professor Faten Ghosn

The Committee may co-opt members, subject to the approval of Council.

In Attendance

Registrar and Secretary: Bryn Morris

Head of Corporate Governance: Clare Hornsby

Governance Officer: Lisa Briggs/Sarah Lawrence

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.

Terms of Reference

1. 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.
2. To keep under review and make recommendations to Council on:
 - a. the procedures and arrangements for the recruitment of external members of Council and Council committees
 - b. the development of role descriptions for members of Council and its committees
 - c. the induction and training of members of Council and its committees, and
 - d. the Code of Governor Conduct
3. To provide assurance to Council that the candidates in Senate to Council elections and Professional Services staff member elections to Council are free from any known or potential conflicts of interest that might preclude them from performing the role of governor and trustee, and that their status as a 'fit and proper person' has been confirmed.
4. To make recommendations to Council on:
 - a. the method by which Professional Services members of staff will be elected to Council
 - b. whether an alternate member should be appointed to Council or a Council Committee, in circumstances where a vacancy arises as a result of a member taking a period of leave or upon their resignation, suspension or removal, and

- c. the term of appointment and method by which an alternate member of Council or a Council Committee should be selected.
- 5. Take decisions to suspend or remove members of Council, and Council-appointed members of Council Committees, in accordance with the Ordinances.
- 6. To make recommendations to Council on:
 - a. the date on which membership of the Council and any committees of the Council shall cease, in circumstances where a member of Council resigns from the Council; and the date on which membership of the Council and any committees of the Council shall cease, in circumstances where an ex officio, appointed or elected member of the Council resigns from the post in which they are employed by the University, or is served notice that their contract of employment shall be terminated by the University
- 7. On behalf of Council:
 - a. approve the approach to, and oversee the recruitment and selection of, the Directors of the University's subsidiary companies
 - b. endorse and recommend to Council the appointment, reappointment and removal of new and existing Directors of the University's subsidiary companies
 - c. keep under review the composition and membership of each subsidiary company's board, ensuring that there are plans in place for the orderly succession of members, and that the appropriate balance of skills, knowledge, experience and diversity are maintained; and to
 - d. ensure that appropriate arrangements are in place for the induction, training and regular performance review of all subsidiary company board members, and that these arrangements are proportionate to each entity's legal, regulatory and broader operating context
- 8. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Committee.
- 9. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Normally three times per year.

People Supporting Strategy Committee

Ex Officio Members

Chair of Council: Melanie Leech (*Chair*)

Acting Vice-Chancellor: Professor Maria Fasli

Acting Deputy Vice-Chancellor: Professor Neil Kellard

Registrar and Secretary: Bryn Morris

Director of People and Culture: Sara Limerick

President of the Students' Union: Lily-May Cameron

Appointed Members (recommended by Nominations Committee):

Four external members of Council:

Julie Bentley

Obum Ekeke

Paul Jackson

Dr Ajit Menon

One Senate elected member of Council: Dr Laurie James-Hawkins

In attendance

Director of Organisational Development, People and Culture: Dr Jo Andrews

Director of Employee Relations and Reward, People and Culture: Tracey Nunn

Director of Health and Wellbeing, People and Culture: Lara Carmel

Director of Inclusion: Elaine Brown

Deputy University Secretary: Lucy Johnson

Senior Employee Relations Adviser: Sarah Brown

Terms of Reference

1. 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.
2. To make recommendations to Council regarding strategic people policies and plans including Workplace Health, Safety and Wellbeing.
3. 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.
4. To provide oversight on the impact of the people policies and plans in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.
5. On behalf of Policy and 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 (currently up to £25,000 on the Vice-Chancellor's own authority and in excess of £25,000 with the agreement of the Chair)
6. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Committee.
7. To submit to Council an annual report on the work on the Committee, with more regular reports as required.

Meetings

At least once a year.

Remuneration Committee

Ex Officio Members

Chair of Council: Melanie Leech

Appointed Members, (recommended by Nominations Committee):

Four external members of Council:

Julie Bentley

Paul Jackson (*Chair*)

Dr Ajit Menon

Lesley Smith

One independent member with relevant specialist expertise, who is not a member of Council:

Frances Mills

In attendance

Registrar and Secretary: Bryn Morris

Director of People and Culture: Sara Limerick

Payroll and Rewards Manager: Alexis Goodman

Terms of Reference

Under delegated authority from Council:

1. To recommend to Council the Vice-Chancellor's salary, remuneration and conditions of service (within the context of the total reward package) at the time of appointment.
2. 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, within the context of the total reward package. Objectives set by the Chair of Council for the Vice-Chancellor should be provided for information to the Committee.

3. 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 (within the context of the total reward package) 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.
4. 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, within the context of the total reward package. 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.
5. 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.
6. To receive annually:
 - a. a report on work related visits abroad by the Vice-Chancellor and the Registrar and Secretary
 - b. a report on any additional paid work undertaken externally (and the associated earnings) on the outside earnings of by the Vice-Chancellor and the Registrar and Secretary
7. To receive a report on the award of discretionary increments and bonuses for academic and professional services staff up to and including grade 10, subject to the availability of such awards in any year.
8. To receive a report on early retirement packages and severance payments to members of the University and to approve in advance payments where:
 - a. the cost to the University would not be recovered in two years or less, or
 - b. any payment above contractual entitlement is proposed to be paid to any member of University Steering Group
9. To receive a report on action taken by the Vice-Chancellor under Ordinance 36.3 or 37.4.
10. To receive a report on action taken by the Vice-Chancellor to approve salary awards to staff who have received offers from other organisations.

11. To receive a report on action taken by the Vice-Chancellor to approve the payment of market supplements.
12. To make an annual report to Council that meets the requirements of the Committee of University Chairs senior remuneration code, 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; and providing details of the individual salaries of the Vice-Chancellor and Registrar and Secretary.
13. To conduct its activities with reference to good practice guidance from the Committee of University Chairs and the Charity Commission.
14. To consider any other related business appropriate to the remit of Remuneration Committee.
15. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Committee.
16. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

At least once per year.

Policy and Resources Committee

Ex Officio Members

Chair of Council: Melanie Leech (*Chair*)

University Steering Group Members

Acting Vice-Chancellor: Professor Maria Fasli

Acting Deputy Vice-Chancellor: Professor Neil Kellard

Pro-Vice-Chancellor (Education): Professor Larra Anderson

Pro-Vice-Chancellor (Research): Professor Chris Greer

Registrar and Secretary: Bryn Morris

Chief Financial Officer: Andrew Keeble

President of the Students' Union: Lily-May Cameron

Appointed Members, (recommended by Nominations Committee)

Five external members of Council:

Julie Bentley

Obum Ekeke

Simon Hall

Robert Hale

Paul Jackson

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

In attendance

Deputy University Secretary: Lucy Johnson

Governance Officer: Lisa Briggs

Terms of Reference

1. To review and recommend to Council the University's Strategic Plan and the corporate strategies that support it, having due regard for the role and remit of Senate.
2. 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.
3. To approve the Students' Union annual budget in advance of each new financial year, and keep under review the Students' Union's work, performance, and financial sustainability and viability, reporting to Council as appropriate.
4. Maintain oversight of the University's admissions position, reporting to Council as appropriate.
5. To recommend to Council the annual recurrent budget of the University.
6. To approve on behalf of Council additions to the recurrent budget, up to the value of £1,000,000 (net expenditure).

7. 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.
8. To approve on behalf of Council new projects added to the Capital Investment Plan up to the value of £4,000,000 (gross expenditure).
9. To approve cost increases to approved projects in the Capital Programme up to the value of £1,000,000.
10. To receive an annual report of all completed capital projects in the last 12 months comparing the initially approved budget to its outturn cost.
11. To consider and, where appropriate, make comments on all recommendations sent forward from the Senate to the Council which have financial implications.
12. To make recommendations to the Council on all other financial matters.
13. On behalf of Council, approve high level corporate policies that relate to the management and administration of the University's revenue, property and other non-staff resources, which require consideration by the University's governors. The approval and implementation of policies that are operational in nature shall remain within the purview of the University Steering Group.
14. To determine the governance arrangements for the approval of and subsequent revisions to policies considered in accordance with paragraph 13 above, delegating authority to the University Steering Group and others, as appropriate.
15. To consider and make recommendations to Council on high level policies that relate to the employment of staff, recognising Council's role as the employer of staff at the University and being cognisant of the role and remit of the University Steering Group, Senate, Council and their sub-committees and advisory groups.
16. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Committee.
17. To have due regard for the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Normally four times per year.

Sub-Committee of Policy and Resources Committee

Investment Committee

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli

Vice-Chancellor's nominee: No nomination made

Chief Financial Officer: Andrew Keeble

Appointed Members, (recommended by Nominations Committee)

One external member from Policy and Resources Committee: Simon Hall (*Chair*)

Co-opted Members

The Committee may co-opt members, subject to the approval of Council.

One external member with specialist knowledge: Kevin Wade

External member of Council: Mickola Wilson

External member of Council: Robert Hale

Membership

At least two appointed external members, at least one of whom must be a member of Policy and Resources Committee.

In attendance

Director of Finance (Financial Reporting and Risk Management): Richard Fern

Head of Financial Accounting and Capital, Finance, Planning and Data Insight: Jo Willis

Officer in attendance

Governance Officer: Sarah Lawrence

Terms of Reference

1. To develop and submit for approval to Policy and Resources Committee, the investment objectives for the University's investments, and the Treasury Management Policy.
2. To keep under review the University's investment and borrowing policies, ensuring that due consideration is given to ethical and sustainable investment and borrowing, making recommendations to Policy and Resources Committee as appropriate.
3. 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 *Treasury Management Policy* agreed by the Policy and Resources Committee.
4. To monitor the performance of the fund managers, against the benchmarks set in the *Treasury Management Policy* and comparator funds and market indices.
5. 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 Policy and Resources Committee.
6. 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.
7. To prepare and submit to Policy and Resources Committee, an annual summary of investments and borrowings, along with year-on-year movements, including returns achieved/financing costs.
8. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Committee.
9. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.
10. To review at least annually the approved counterparties and monetary limits of the University.

Meetings

Normally three times a year

University Steering Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli (*Chair*)

Acting Deputy Vice-Chancellor: Professor Neil Kellard

Pro-Vice-Chancellor (Education): Professor Larra Anderson

Pro-Vice-Chancellor (Research): Professor Chris Greer

Registrar and Secretary: Bryn Morris

Chief Financial Advisor: Andrew Keeble

Executive Dean, Faculty of Arts and Humanities: Professor Sanja Bahun

Acting Executive Dean, Faculty of Science and Health: Professor Graham Underwood

Executive Dean, Faculty of Social Sciences: Professor John Preston

Chief of Staff: Monica Illsley

In attendance

Governance Manager: Galina Bloomfield

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 discharging specific powers and duties delegated to University Steering Group (USG) by Council.

Terms of Reference

1. To prepare and recommend annually to Policy and 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.

2. 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 Policy and Resources Committee, Council and other committees as appropriate.
3. To keep the allocation and deployment of University resources under regular scrutiny and review, including allocations to Faculties, Professional Services and institutional contributions (eg Host Institution Contributions, Doctoral Training Partnerships/Centres for Doctoral Training allocations), to ensure that resources are being used to support the institutional interests and the objectives in the Strategic Plan.
4. 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:
 - a. to the Deputy Vice-Chancellor, authority to approve staffing replacements and new requests of academic staff within budget of academic Departments/Schools
 - b. 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
5. To approve non-recurrent non-staff additions to the revenue budget up to the value of £250,000 (net expenditure).
6. To review and monitor the annual budget allocations to Faculties and Professional Services.
7. 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, e.g. loans, capital receipts.
8. On behalf of Policy and Resources Committee, to approve the University's policies on tuition fees and price bands, bursaries and scholarships and monitor their effectiveness in relation to student recruitment, retention and wellbeing.
9. To monitor key institutional risks, including those relating to the health and safety of student, staff, and visitors, and compliance with statutory obligations, reporting to Audit and Risk Management Committee, Policy and Resources Committee and Council as appropriate.
10. To develop and monitor the effectiveness of the University's people and culture policies and practices, including those which relate to equality, diversity and inclusion, for recommendation to the People Supporting Strategy Committee, Remuneration Committee and Council as appropriate.

11. To oversee the development the University's strategic partnerships portfolio and the implementation of associated policies and practices, and to monitor the effectiveness of the University's approach, reporting to Senate and Council as appropriate.
12. 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.
13. To provide oversight of the policies and plans to deliver the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Method of Operation

- a. The record of meetings of University Steering Group shall be shared with all members of Policy and Resources Committee, the Chair of Audit and Risk Management Committee, Deans, Heads of Departments/Schools and Directors of flagship Institutes and Centres, Deputy Registrars, 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 to it by Council.

Meetings

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

University Steering Group - Advisory Groups

Capital Planning Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli

Acting Deputy Vice-Chancellor; Professor Neil Kellard (*Chair*)

Chief Financial Officer: Andrew Keeble

Deputy Registrar (Infrastructure and Environments): Chris Oldham

Chief Information Officer: Ian Arbuthnot

Academic Registrar: Richard Stock

Director of Research and Enterprise Office: Dr Rob Singh

Director of Strategic Project Delivery, Digital Innovation and Technology Services: Kerry Wood

Pro-Vice-Chancellor (Research): Professor Chris Greer

Director of Infrastructure Services (Deputy Chief Information Officer): Kit Lindsley

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

Appointed Members

Director of Financial Reporting and Risk Management): Richard Fern

Head of Financial Accounting and Capital: Jo Willis

Director of Procurement: Phil Sweeting

Director of Estates: Andy Sheppard

Southend Campus, Campus Manager: Zoe Manning

In attendance

Projects Governance Manager: Leila Winn

Purpose

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

Terms of Reference

1. To recommend to the USG, the University's Capital Investment Plan (CIP), covering all capital expenditure requirements of the University for a minimum period of five years.
2. 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's subsidiary companies

3. To be responsible for the review and endorsement of detailed business cases for mandated capital projects.
4. On an annual basis, to recommend to University Steering Group 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.
5. 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.
6. 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 Policy and Resources Committee.
7. To provide a bi-annual assurance report on the CIP to USG, Policy and Resources Committee and Council.
8. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Group.
9. To provide oversight on capital projects in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Normally five times per year.

Data Insight Advisory Group

Ex Officio Members

Acting Deputy Vice-Chancellor: Professor Neil Kellard (*Chair*)

Pro-Vice-Chancellor (Education): Professor Larra Anderson

Pro-Vice-Chancellor (Research): Professor Chris Greer

Academic Registrar: Richard Stock

Director of Research and Enterprise Office: Dr Rob Singh

Chief Financial Officer: Andrew Keeble

Chief Information Officer: Ian Arbuthnot

Director of Planning and Data Insight: Naomi Drinkwater

Associate Director, Data Governance and Statutory Returns: James Lewis

Head of Student Data Reporting: Sean Mitchell

Head of Planning and Performance: Stephen Bland

In attendance

Planning and Data Insight Officer: Megan Beck

Purpose

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.

The establishment of a Data Insight Advisory Group (DIAG) will enable a coordinated and efficient approach to monitoring performance through systematic analysis of data releases, and forecasts based on lead and lag indicators. It will ensure proportionate action in response to early signals about performance.

This group will have oversight of Working Groups focused on in-year reporting of established lead indicators and those requiring development in each area: (i) Education Performance, (ii) Research Performance and (iii) Financial Performance. The Working Groups will identify actionable insights from the lead indicators and will report to the Data Insight Advisory Group on an interim basis.

DIAG will also coordinate systematic monitoring of forecasts of performance and data releases on an agreed schedule.

Terms of Reference

The Group will:

1. have overall oversight of institution performance indicators (Research, Education and Finance) and have responsibility for the scrutiny and challenge of these
2. provide advice and guidance to the Deputy Vice-Chancellor on the operation and development of the working groups via the Chairs
3. plan, review and assess the success in delivering the activities undertaken by the group and working groups

4. provide assurance reports to University Steering Group (USG) on actions taken, and bring to USG's attention any matters requiring USG's attention
5. if required, re-prioritise activities to address conflicting priorities and emerging themes (eg identified as part of the University's annual performance review and planning process)
6. to have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Group
7. to provide oversight on the policies and plans in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty

Meetings

The Group will meet normally every four to six weeks, with additional meetings scheduled subject to the approval of the Chair.

Working-groups of Data Insight Advisory Group

- Education Data Insight Action Group (E-DIAG)
- Research Data Insight Action Group (R-DIAG)
- Finance Data Insight Action Group (F-DIAG)

Essex Sports Board

Ex Officio members

Deputy Registrar (Infrastructure and Environments): Chris Oldham (*Chair*)

Director of Education, Activities and Welfare, Students' Union: Keith Rowland

Director of Finance (UECS): Louise Wilson

Director of Sport: Dr Dave Parry

Director of Student Life: Rachel Lucas

Head of the school of Sport, Rehabilitation and Exercise Sciences: Professor Nelson Cortes

Student Activities Manager (sports), Students' Union: Dominic King

VP Student Experience, Students' Union: Ian Lau

Head of Active Essex: Jason Fergus

In attendance

Head of Corporate Governance: Clare Hornsby

Governance Officer: To be confirmed

Purpose

To provide advice and guidance to USG on the development and delivery of the University's Sport Sub-Strategy and the associated annual action plans, ensuring that sport makes a positive contribution to lives of members of the University's community.

Terms of Reference

1. To support the development and implementation of the University's Sport Sub-Strategy by offering advice to the University Steering Group and the Students' Union, and by promoting the alignment of the University and Students' Union's respective priorities.
2. To comment and advise on a draft of the University's Annual Action Plan arising from the Sport Sub-Strategy prior to its consideration by the University Steering Group and Education Committee each year.
3. To review and provide feedback on the operational delivery of sport at Essex and provide guidance for the Sport Operational Group as necessary.
4. To review and provide feedback on the development and achievements of performance and focus teams and on our British Universities and Colleges Sport (BUCS) strategy, participation sport and outreach.
5. To make recommendations to Communications and External Relations on the brand development and marketing plan for sport at the University.
6. To review and provide feedback and advice on key partnerships with internal stakeholders and external bodies, including regional organisations and national governing bodies, to support the delivery of the Essex Sport Sub-Strategy and to leverage additional resources including external funding.
7. To provide a forum to facilitate collaboration with academic partners to ensure an integrated approach to the delivery of the academic offer allied to sport and physical activity at Essex.
8. To review and provide advice on priorities for investment in sporting facilities prior to the commencement of the University's Annual Planning Round.

9. To review and provide feedback and advice on the charging model for student and staff participation in all sporting activities, prior to budgetary approval by the University Steering Group.
10. To note the proposed and final approved annual sports and sports-related budget for each academic year.
11. To comment and advise on the Board's annual cycle of business.

Meetings

Normally three meetings will be held each year.

Fees Group

Ex Officio Members

Acting Deputy Vice-Chancellor: Professor Neil Kellard (*Chair*)

Register and Secretary or nominee: Lucy Johnson

Executive Deans (or nominated Faculty Deans Undergraduate): Professor Sanja Bahun. Professor John Preston, Professor Graham Underwood (Acting)

Dean of Partnerships (Education): Dr Annecy Lax

Dean of Postgraduate Research and Education: Professor Shane Martin

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

Director of Financial Planning and Analysis: Chris Goldsworthy

Director of Student Life (or nominee): Rachel Lucas

President of the Students' Union: Lily-May Cameron

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:

1. Provides strategic direction for University fee policy bursaries and scholarships and monitors their effectiveness against student recruitment, retention and wellbeing.
2. 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.
3. 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.
4. 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.
5. 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.
6. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Group.
7. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Four meetings per year.

Financial Sustainability Advisory Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli (Chair)

Acting Deputy Vice-Chancellor: Professor Neil Kellard

Registrar and Secretary: Bryn Morris

Chief Financial Officer: Andrew Keeble

Terms of Reference

1. To maintain oversight of the implementation of the Action Plan for Financial Sustainability, working to ensure that the University:
 - a. optimises academic delivery
 - b. secures greater economy and efficiency in operations
 - c. undertakes deep financial planning
2. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Group.
3. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.
4. Progress made against the Plan will be reported to each meeting of Policy and Resources Committee and Council.

Meetings

At least four times a year.

Health and Safety Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli

Registrar and Secretary: Bryn Morris (*Chair*)

Director of People and Culture: Sara Limerick

Deputy Registrar (Infrastructure and Environments): Chris Oldham

Southend Campus, Campus Manager: Zoe Manning

Loughton Campus, Campus Facilities Supervisor: Mark Spicer

Head of Facilities Management (Health & Safety, IT and Premises): Matthew Smith

Faculty Manager, Arts and Humanities: Carly Peaston-Hart

Faculty Manager, Science and Health: Alex Seabrook

Faculty Manager, Social Sciences: Emma Stock

Professional Lead for Health and Safety (Professional Services): Richard Green

Fire Safety Manager: Peter Campbell

Director of Health and Wellbeing, People and Culture: Lara Carmel

Professional Lead for Health and Safety (Academic Faculties): Emmanuel Omoijiade

Professional Lead for Occupational Health: Nicola King

Director of Estates: Andy Sheppard

Director of Campus Services: Helena Newton

Chief Compliance Officer (Infrastructure and Environments): Darren Baker

Director of Sustainability (Estates): Rob Davey

Insurance and Risk Assistant: Fabio Moneiro Martins

Business Services Manager (DITS): Susannah Jones

Workplace Health, Safety and Wellbeing Administrator: Sam Sprules (Secretary)

Nominated/Representative/Elected Members

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

Unite: To be confirmed

UCU: Cara Booker

Unison: to be confirmed

One student member elected by the Students' Union Council:

Students' Union President, Lily-May Cameron or Vice-President (Community and Engagement), Guilly Banari

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

- University Ionising Radiation Protection Officer (UIRPO)
- University Non-ionising Radiation Protection Adviser (UNIRPA)
- University Biological Safety Adviser (UBSA)
- University Diving Officer (UDO)
- Other specialist officers as deemed appropriate by the Group

In attendance

Professional Lead for Occupational Health: Nicola King

Health and Safety Advisor: Glyn Shand

Assistant Fire Officer: Corina Stanescu

Assistant Health and Safety Adviser: Abigail Fletcher

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.

Terms of Reference

1. 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.
2. 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.
3. Monitoring implementation of the University's Health and Safety action plan as the basis upon which the policy is being operationalised.
4. 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.
5. 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.
6. Consulting on the introduction of any measures that may substantially affect the health and safety of staff and students.
7. Considering reports:
 - a. from the Workplace Health, Safety and Wellbeing and other relevant specialist officers, for the continuous improvement of the University's health and safety arrangements
 - b. 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
 - c. on audits, significant incidents and health and safety related enforcement action by regulatory bodies; and
 - d. 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.
8. 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.
9. Establishing sub-groups to focus on particular health and safety risk areas

10. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Group.
11. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Normally twice per year (April and October).

Sub-Groups of Health and Safety Group

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

Office for Students Advisory Group

Ex Officio Members

Deputy University Secretary: Lucy Johnson (*Chair*)

Chief Financial Officer: Andrew Keeble

Director of Admissions: Mandy Chetham

Director of Planning and Data Insight: Naomi Drinkwater

Head of Corporate Governance: Clare Hornsby

Associate Director, Data Governance and Statutory Returns: James Lewis

Director of Student Life: Rachel Lucas

Deputy Director of Academic Services (Quality and Development): Claire Nixon

Chief Executive of the Students' Union: Craig Stephens

Students' Union President: Lily-May Cameron

In attendance

Compliance Manager (Safeguarding): Rachel A Brown

Assistant Registrar: Sarah Tattersall

Governance Officer: Louise Soper

Purpose

To support University Steering Group (USG) in managing the University's compliance with the requirements of the Office for Students (OfS), the regulator of higher education in England and Wales, by overseeing the development and delivery of activities in support of the University's compliance with the OfS's Regulatory Framework.

To monitor on behalf of USG the University's compliance with the initial and ongoing conditions of registration with the OfS, and to alert Council and USG to any matters requiring Council's attention.

Terms of Reference

The Terms of Reference for the Office for Students Advisory Group are:

1. to monitor of the University's compliance with the conditions of registration with the OfS, as outlined in the Regulatory Framework
2. to provide strategic assurance to Council and USG about the University's and, where relevant, the University's partners' ongoing compliance with the conditions of registration with the OfS, alerting USG and Council's attention to matters requiring Council's attention
3. to develop, achieve approval for, and publish the University's annual Student Protection Plan
4. to provide oversight on the University's approach to academic freedom and freedom of speech, as outlined in the Regulatory Framework, providing assurance to USG and Council of the University's compliance actions
5. to coordinate, facilitate and maximise partnership working across the University to ensure the continued compliance with the requirements of the OfS
6. to review the University's approach to reportable events and to monitor the number of events reported annually
7. to report annually to USG and Council on the University's compliance with the conditions of registration with the OfS, as outlined in the Regulatory Framework

Meetings

The Office for Students Advisory Group will meet termly and as required as necessary.

Delegates of ex-officio members are permitted in the absence of the named individual.

Partnerships Advisory Group

Ex Officio Members

Acting Deputy Vice-Chancellor: Professor Neil Kellard (*Chair*)

Deans of Partnerships (Deputy Chairs): Dr Annecy Lax, Professor David O'Mahony (until 30 September 2024) / Professor Stavroula Karapapa (from 1 January 2025) and Professor Vicky Joffe

Dean of Postgraduate Research and Education: Professor Shane Martin

Deputy Dean of Partnerships: Dave Briggs

Academic Registrar: Richard Stock

Director of Communications and External Relations: Vanessa Potter

Director Research and Enterprise Office: Dr Rob Singh

Director of Academic Services: Maricia Klinke

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: Jonathan White

Director of Financial Planning and Analysis: Chris Goldsworthy

Director of Partnerships: Louise Blair

Faculty Partnerships Director, Faculty of Science and Health – Dr Maria Kyropoulou (until 31 December 2024) / To be confirmed (from 1 January 2025)

Faculty Partnerships Director, Faculty of Arts and Humanities – Dr Konstantinos Kalliris (until 31 December 2024) / To be confirmed (from 1 January 2025)

Faculty Partnerships Director, Faculty of Social Sciences – Prithwiraj Nath (until 31 December 2024) / To be confirmed (from 1 January 2025)

Partnerships Lead: Progress and Assessment – Dr Ritta Husted (until 31 December 2024) / To be confirmed (from 1 January 2025)

Partnerships Lead: Progress and Assessment

Co-opted Member

Director of Planning and Data Insight (nominee): Naomi Drinkwater

In attendance

Governance Officer: Sarah Lawrence

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.

Terms of Reference

The Terms of Reference for the Partnerships Advisory Group are:

1. 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.
2. 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.
3. To coordinate, facilitate and maximise partnership working across the University to ensure the effective and efficient implementation of the University's Partnerships sub-strategy.
4. To monitor the implementation of action plans agreed by USG for the delivery of the University's Partnerships sub-strategy.
5. 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.
6. 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.

7. 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.
8. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Group.
9. To provide oversight on the policies and plans in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

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

People, Culture and Inclusion Advisory Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli

Acting Deputy Vice-Chancellor: Professor Neil Kellard (*Chair*)

Registrar and Secretary: Bryn Morris

Executive Dean, Faculty of Arts and Humanities: Professor Sanja Bahun

Acting Executive Dean, Faculty of Science and Health: Professor Graham Underwood

Executive Dean, Faculty of Social Sciences: Professor John Preston

Director of People and Culture: Sara Limerick

Director of Organisational Development, People and Culture: Dr Jo Andrews

Director of Employee Relations and Reward, People and Culture: Tracey Nunn

Director of Health and Wellbeing, People and Culture: Lara Carmel

Co-opted

The Group may co-opt members as appropriate.

In attendance

Governance Officer: Lisa Briggs

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 to the attention of Council through the University Steering Group.

Terms of Reference

1. 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.
2. To monitor the performance of the University in relation to a set of People and Culture including EDI, performance indicators, to be agreed as part of the University's People Supporting Strategy to 2025 and to report annually to USG.
3. 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.

4. To oversee the implementation of action plans agreed by USG for the delivery of the University's People Supporting Strategy to 2025, including its EDI sub-strategy and other related initiatives.
5. To advise USG on the resources required to support the delivery of the University's People Supporting Strategy to 2025 and to promote equality of opportunity and inclusion.
6. To receive reports from the University's formal consultative arrangements with the recognised trades unions, drawing relevant issues to the attention of USG.
7. 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.
8. 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.
9. To monitor the impact of the University's budget and financial plans on equality and diversity, reporting to Council through the University Steering Group, as appropriate.
10. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Group.
11. To draw matters to the attention of USG as required.

Meetings

Up to four times per year (once a term at least)

An unstarred report on the work of PCIAG should be submitted to USG annually.

Project Coordination Group

Ex Officio Members

Acting Vice-Chancellor: Professor Maria Fasli

Deputy Registrar (Infrastructure and Environments): Chris Oldham (*Chair*)

Chief Information Officer: Ian Arbuthnot

Director of Strategic Project Delivery, Digital Innovation and Technology Services: Kerry Wood

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

Director of Financial Reporting and Risk Management or nominee: Richard Fern

Director of Infrastructure Services (Deputy Chief Information Officer): Kit Lindsley

Director of Communications and External Relations or nominee: Vanessa Potter

Academic Registrar or their nominee: Richard Stock

A member of academic staff nominated by the Deputy Vice-Chancellor: Dr Lisa Smith

Director of Organisational Development, People and Culture or nominee: Dr Jo Andrews

Director of Procurement: Phil Sweeting

Pro-Vice-Chancellor (Education): Professor Larra Anderson

Pro-Vice-Chancellor (Research): Professor Chris Greer

Southend Campus, Campus Manager: Zoe Manning

Director of Sustainability: Rob Davey

Chief Financial Officer: Andrew Keeble

Head of Financial Accounting and Capital: Jo Willis

In attendance

Projects Governance Manager: Leila Winn

Purpose

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

Terms of Reference

1. 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).
2. Under delegation from USG, to be responsible for the monitoring of all capital projects in the Capital Investment Plan (CIP).

3. Develop, approve and maintain University policies and processes for the approval, management and oversight of all strategically important projects (capital and revenue funded).
4. In accordance with the policies and processes agreed under (1-3) above:
 - a. consider all project mandates for revenue funded projects and ensure appropriate management and oversight of these projects
 - b. consider all proposals of 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
 - c. admit all approved capital funded projects to the SPP
 - d. 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; and
 - e. where appropriate, revoke approval to proceed with a strategically important project
 - f. 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
5. Receive regular reports from the Delivery Assurance Groups on the current status of all approved projects, and at other times as necessary, to draw attention to any strategic concerns, particularly those that arise from the delivery of the CIP.
6. Support and promote the development of institutional capacity for project management and transformation.
7. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Group.
8. To provide oversight on capital projects in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

Normally five times per year.

Risk Management Group

Ex Officio Members

Chief Financial Officer or nominee: Andrew Keeble (*Chair*)

Director of Communications and External Relations or nominee: Vanessa Potter

Chief Information Officer or nominee: Ian Arbuthnot

Deputy Registrar (Infrastructure and Environments) or nominee: Chris Oldham

Director of People and Culture: Sara Limerick

Academic Registrar or nominee: Richard Stock

A Faculty Manager nominated by the Registrar and Secretary: Carly Peaston-Hart

Assistant Registrar: Sarah Tattersall

Deputy University Secretary: Lucy Johnson

Professional Lead for Health and Safety (Professional Services): Richard Green

Chief Compliance Officer (Infrastructure & Environments): Darren Baker

In Attendance

Director of Finance Financial Reporting and Risk Management: Richard Fern

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.

Terms of Reference

1. 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.

2. To have due regard to the risks associated with the University's implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time-to-time), as relevant to the work of the Group.
3. To review, recommend updates if necessary, to USG, Audit and Risk Management Committee and Council concerning changes 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.
4. 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.
5. To update the Risk Register for any known material changes that occur in between termly reviews.
6. 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.
7. To provide annual assurance to University Steering Group, Audit and Risk Management Committee and where appropriate, Council, that the University has effective controls in place to protect itself from the risks associated with international activity as outlined in the Universities UK guide to managing risks in internationalisation.
8. 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.
9. To consider the risks associated with the University's policies and plans in delivering commitments to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.
10. To proactively undertake a horizon scanning approach aimed at identifying analysing, and anticipating emergency risks, trends, as well as potential challenges and opportunities.
11. To advise University Steering Group of any actions necessary to improve the management of risk within the University.
12. To support and promote the development of institutional capacity for risk assessment and management.

Meetings

Normally three times per year.

Safeguarding Advisory Group

Ex Officio Members

Academic Registrar: Richard Stock (*Chair*)

Assistant Registrar: Sarah Tattersall

Chief Information Officer (or nominee): Ian Arbuthnot

Deputy University Secretary: Lucy Johnson

Director of Communications (or nominee): Liam Preston

Director of Education, Activities and Welfare, Students' Union: Keith Rowland

Director of Facilities Services: Kanisha Braddick

Faith and Community Manager: Andy Chrin

Head of Campus Security and Safety: Richard Oliver

Head of Student Wellbeing and Inclusivity: Danielle Booth

Director of Employee Relations and Reward (or nominee) : Tracey Nunn

Information Assurance Manager: Clare Chatfield

Head of Research Governance and Planning (or nominee): Phin Wenlock

Inclusion Manager and EDI Lead: Karen Bowlby

Vice-President (Welfare), Students' Union: Nifemi Wilson-Adu

In attendance

Compliance Manager (Safeguarding): Rachel A Brown

Director of Financial Reporting and Risk Management or nominee: Richard Fern

Terms of Reference

1. To advise USG on the University's statutory obligations to safeguard vulnerable people, including its obligations to protect them from being drawn into terrorism.
2. To monitor the University's implementation of its statutory obligations in this area.
3. To provide oversight for the operation of the Speaker Code of Practice and any related policies and procedures and to propose recommendations for changes, as appropriate
4. To provide oversight of policies related to the University's safeguarding obligations and to provide recommendations for changes as appropriate.
5. To review regularly associated institutional risks, developing an action plan in response to those risks, and monitoring delivery in respect of the plan.
6. To oversee on-going training and development of staff in the context of our safeguarding duties.
7. To provide a forum for engaging with the Students' Union and partner bodies in respect of the University's duties.
8. To receive updates on policy and practice across the country, providing suitable periodic updates and information for stakeholders.
9. To oversee any multi-agency work in this area.
10. To provide regular reports to USG, Audit and Risk Management Committee and Council.
11. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Group.
12. To provide oversight on the policies and plans in delivering the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

Meetings

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

Strategic Planning Advisory Group

Membership

Chief Financial Officer: Andrew Keeble (Chair)

Assistant Registrar: Sarah Tattersall

Acting Deputy Vice-Chancellor: Professor Neil Kellard

Director of Strategic Project Delivery: Kerry Wood

Director of Procurement: Phil Sweeting

Associate Director, Data Governance and Statutory Returns: James Lewis

Director Finance (UECS): Louise Wilson

Officer in attendance

Head of Professional Service Accounting: Daniel Shedd (Secretary)

Finance Business Partner Trainee: Gyan D Santos

Purpose

The Strategic Planning Advisory Group (SPAG) will enable a coordinated and efficient approach to monitoring and achieving Value for Money (VFM) through targeted initiatives endorsed by the Group, while the annual planning process promotes VFM at the departmental and section level, SPAG promotes VFM across the University, supporting the institutional Value for Money Strategy.

In addition, SPAG will have strategic oversight of the delivery of the action plan for financial sustainability, which sets out the next steps to be taken to enhance the University's financial performance as it responds to a challenging student number environment; proportionate action will be taken in response to early signals about performance.

This Group is advisory to the University Steering Group and will have oversight of initiatives in the areas of:

- a. yield per student, including new product delivery
- b. the use of University assets
- c. the use of technology to streamline performance

- d. procurement
- e. efficiency
- f. execution of the action plan for financial sustainability, and
- g. the Sustainability Sub-Strategy

Terms of Reference

1. Oversee institutional Value for Money initiatives and have responsibility for the scrutiny and challenge of these.
2. Take on a strategic oversight role in guiding of the execution of the action plan for financial sustainability, whereby the University must achieve cost transformation to assist it through a challenging student number environment and enable rebuilding of cash balances. The Action Plan for Financial Sustainability supports other key University workstreams including the Digital Transformation Programme and the Sustainability Sub Strategy
3. Plan, review and assess the success of activities promoted by the Group.
4. If required, re-prioritise activities to address conflicting priorities and emerging themes (e.g. identified as part of the University's annual performance review and planning process).
5. Bring to USG's attention any matters requiring it's attention.
6. Provide advice and recommendations on the Advisory Group's operation and development to the University Steering Group.
7. If required, pass on actions to F-DIAG which could involve the facilitation of university wide analysis of the monitoring of key metrics.

Joint Committee of the Council and the Senate

Honorary Degrees and Honorary Fellowships Committee

Ex Officio Members

Chair of Council: Melanie Leech (*Chair*)

Acting Vice-Chancellor/Chair of Senate: Professor Maria Fasli

Registrar and Secretary: Bryn Morris

President, Students' Union (or nominee): Lily-May Cameron

Appointed Members (recommended by Nominations Committee)

One external member of Council: Mickola Wilson

Elected Members

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

Arts and Humanities: Dr Olayinka Lewis

Science and Health: Professor Nelson Cortes

Social Sciences: Dr Jessica Battersby

One member of Professional Services, elected by Professional Services staff at the University: Caroline Bose

The committee may co-opt additional members, subject to the endorsement of Nominations Committee and the approval of Council.

In attendance

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

Graduation and Awards Manager: Chelsey Smith

Terms of Reference

1. To consider nominations for the conferment of honorary degrees of the University and to make recommendations for such awards to the Senate and Council.
2. To consider nominations for the award of honorary fellow of the University and to make recommendations for such awards to the Senate and Council.
3. 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.
4. 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.
5. To consider such nominations in accordance with the criteria for eligibility and procedures as approved by the Council and set out below.
6. To have due regard for the implementation of the Strategic Plan, its Strategies, Sub-Strategies and Supporting Strategies, and the delivery of key institutional priorities and their associated action plans (as agreed from time to time), as relevant to the work of the Committee.
7. To monitor matters relating to equality and diversity within its overall consideration.
8. To determine the arrangements for seeking nominations from the community of the University and to approve procedures and guidance notes relating to nominations.

Meetings

Once per year.