

## Strategic Performance Committee Terms of Reference 2025/26

<b>Section 1: Purpose</b>	
Strategic Performance is a Committee of the Board of Governors. Its primary responsibility is to assess the strategic performance of the University in its broadest sense and provide assurance to the Board on the adequacy of progress made in achieving the University's Strategic Ambitions and Commitments, and of the systems to measure, monitor and deliver on them.	
<b>Section 2: Roles and Responsibilities</b>	
2.1	To provide advice to the University Executive, Audit Committee and Board of Governors on the adequacy and operation of the University's strategic performance management framework, which includes a systematic approach to, and timeline for, strategic review across the full spectrum of the University Strategy.
2.2	To approve on behalf of Board of Governors minor adjustments to the Measures of Success of the University Strategy that do not represent significant or material change in the opinion of the Committee. Proposed changes that are significant or material, changes to the definition of a Measure or the replacement of a Measure will require Board approval on the endorsement of the Committee.
2.3	To provide advice to the University Executive and assurance to Board of Governors on performance in respect of the delivery of the University Strategy and its Strategic Delivery Plans.
2.4	To provide advice to the University Executive, Audit Committee and Board of Governors in respect of any implications for the University's Strategic Risk Register arising from strategic performance considerations.
2.5	To undertake, as necessary, appropriate review and analysis of specific activities which will affect the ultimate achievement of the University's Strategic Ambitions and Commitments. This will include both issues identified during the course of the year by the Committee and issues arising from consideration of information from other sources.
2.6	To provide assurance to the Board of Governors that academic governance is robust and effective, on the <del>adequacy of arrangements for Academic</del> University's compliance with the Office for Students' conditions of registration for Quality and Standards, the integrity of academic qualifications and student experience, and that key academic risks are being effectively managed.
2.7	To provide assurance to the Board of Governors on the adequacy of arrangements and outcomes for environmental sustainability, including the development of appropriate metrics.
2.8	To provide assurance to the Board of Governors on the adequacy of arrangements and outcomes associated with the University's research activities and quality and growth, with particular reference to the relevant Measures of Success and Strategic Delivery Plans.
2.9	To provide assurance to the Board of Governors and to Audit Committee where relevant on the effectiveness of the University's partnership working and its outcomes.
2.10	To provide assurance to the Board of Governors on the effectiveness of the University's international working and its outcomes.
2.11	To provide assurance to the Board of Governors on the effectiveness of the University's work to drive social mobility including the development and monitoring of the Access and Participation Plan.
2.12	To consult with, advise and provide assurance to Audit Committee on the internal control implications of matters within its remit.
<b>Section 3: Mode of Operation</b>	
3.1	The Committee will provide recommendations on the wider performance implications linked to the areas under discussion, consider the actions taken by the University Executive to optimise positive achievement and over-performance and manage under-performance identified, and will support the University Executive in providing recommendations to address performance areas. This will be achieved through:

3.2	<ul style="list-style-type: none"> <li>The consideration of regular reports on overall performance in respect of the achievement of the Strategic Ambitions and Commitments and the Strategic Delivery Plans contained within the University Strategy.</li> </ul>
3.3	<ul style="list-style-type: none"> <li>The consideration of ad hoc reports on specific areas of performance or risk as requested by the Committee, Board of Governors or the Executive.</li> </ul>
3.4	<ul style="list-style-type: none"> <li>Assessing the adequacy of the University's arrangements for performance management.</li> </ul>
3.5	<ul style="list-style-type: none"> <li>Advising Finance and Resources Committee and People Committee on strategic performance matters as these relate to the responsibilities of those Committees.</li> </ul>
3.6	<ul style="list-style-type: none"> <li>Cross-committee working, including the referral of matters brought before it to another committee or body where specialist consideration or investigation is required. Referral of business should be approved by the Chairs of the relevant committees and the Chair of the Board of Governors.</li> </ul>

#### Section 4: Constitution

4.1	The Committee shall consist of Independent Governors, one of whom will Chair the Committee, plus the Vice-Chancellor and Chief Executive as an ex-officio member and student and staff governors as determined by Nominations Committee. Membership of the Committee is reviewed annually by Nominations Committee.
4.2	The quorum for the Committee is 50% of its members, plus one, thereby amounting to a simple majority. Co-opted members of Board Committees form part of the quorum and have full voting rights. Attendees from the Board of Governors and other committees, or senior management attendees do not form part of the quorum, nor do they have the right to vote.
4.3	The Committee meets at least four times per year either on campus or online at the discretion and judgement of the Chair with this set in advance of the first meeting of the year. Online attendance of on campus meetings will be governed by the approach approved by Board of Governors. Also at the discretion and judgement of the Chair it may transact decisions by written resolution by a simple majority of members where it is not possible or expedient to meet either physically or virtually.

#### Section 5: Membership

Dr Stuart Fancey (Chair)	Independent Governor	2 <sup>nd</sup> term ends: 31/12/25
Dr Roberta Blackman-Woods	Independent Governor	2 <sup>nd</sup> term ends: 31/07/26
Jan Thompson	Independent Governor	1 <sup>st</sup> term ends: 30/11/26
Prof Andy Long	Ex officio	N/A
Adam Parker	Co-opted Committee Member	1 <sup>st</sup> term ends: 30/04/26
Katherine Fawcett	Professional Services Staff Governor	2 <sup>nd</sup> term ends: 31/07/27
TBC	Student Governor	
<b>Committee Secretary:</b>		
Georgina Bailes	Secretary	
Beth Lenney	Assistant Secretary	
<b>Individuals with a standing invitation to attend each meeting:</b>		
Professor Tom Lawson	Deputy Vice-Chancellor	
Dan Monnery	Chief Strategy Officer	
Professor Graham Wynn	PVC (Education)	
Other management role-holders may be invited as required for specific items.		

<b>Effective From:</b>	1 August 2025	<b>Last Review Date:</b>	9 June 2025
<b>Approval Authority:</b>	Board of Governors	<b>Approved:</b>	30 June 2025
<b>Executive Owner:</b>	Georgina Bailes	<b>Business Owner:</b>	Beth Lenney
<b>Next Review Date:</b>	June 2026	<b>Publication External Y/N</b>	Y