

STAFFORDSHIRE UNIVERSITY BOARD OF GOVERNORS

COMMITTEE TERMS OF REFERENCE 2021-22

SUSTAINABILITY AND RESOURCES COMMITTEE

Composition

- 4 independent Governors
- 1 staff Governor
- 1 student Governor
- 2 co-opted Committee Members
- Vice Chancellor (Professor Martin Jones)

In Attendance

- Deputy Vice Chancellor (VACANCY)
- Chief Operating Officer and Clerk to the Board (Ian Blachford)
- Pro Vice Chancellor – Digital (Andrew Proctor)
- Chief Financial Officer & Deputy Chief Executive (Sally McGill)

Quoracy

- For a meeting to be quorate, two independent Governors must be present.
- If a meeting is quorate but fewer than half the members present are independent Governors, a majority of those independent Governors present shall be able to require a decision to be deferred to the next meeting. No decision shall be deferred more than once under this process.
- "Independent Governor" refers to a Governor who is not a staff or student Governor.

Special Conditions

None

No. of Scheduled Meetings Per Year

Three

Key Performance Indicators

In 2021 we will be:

- **Financially sustainable in accordance with our Strategic Financial Plan**

We will achieve this through our core strategies:

Talented People

- 50% of academic staff with doctoral level qualifications
- 100% of academic staff with HEA fellowship status

Connected communities

- £2.6m income from research as measured by HE-BCI

Innovate and Applied Learning

- 30% or greater of our REF submitted staff will be delivering world leading and internationally recognised research

Monitoring of University-level Risk

The University is committed to implementing a risk management framework, to enable an appropriate and proportionate level of risk management across the University and to ensure that key risk related issues are addressed in a timely fashion.

The objectives are to:

- Continuously develop risk management to raise its profile across the University
- Further integrate risk management into the culture and decision making of the University

- Manage risk, including the University's risk appetite

The following risks are overseen by this Committee:

Risk	Risk Appetite Level
Digital capacity	Hungry
Environmental sustainability	Open
Estates	Moderate - Open
Financial compliance/control	Cautious
Health and safety	Avoid – Cautious
Insurance	Cautious
Investment strategy	Cautious
Pensions	Cautious
People and organizational development	Open
Procurement	Cautious
Financial sustainability	Cautious
Student enterprise	Open
Student recruitment	Open - Hungry

	Approach to achieving aims and objectives	Potential Reward/Benefit from Risk taking
Avoid	Safe; exposure to only the very lowest levels of risk	Very Low
Cautious	Guarded; as little risk as reasonably possible	Low
Moderate	Balanced; exposure to middle-ground risks	Medium
Open	Creative; elevated levels of risk exposure	High
Hungry	Pioneering; substantial levels or risk exposure	Extremely High

Sustainability

- To consider the mission, strategy and long-term financial sustainability policy of the University, through the analysis of the Strategic Plan (including the process for each School and Service aligning to the overarching strategic objectives) having regard to legislation including the Charities Act, regulation and reputation and the Strategic Financial Plan; and the monitoring of progress in delivering these along with appropriate stress testing/scenario planning.
- To consider the University's revenue, costs, capital estimates and liquidity estimates and advise and make appropriate recommendations to the Board.
- To consider reports on the student recruitment position of the University in relation to its impact on the current year finances and the budget setting assumptions for the forthcoming year, and in relation to the long-term sustainability of the University.
- To consider reports on the monitoring, control and assurances regarding the University's budget throughout the financial year, including reports of the level of debtors and the treasury management of University funds.
- To consider on an annual basis the Annual Financial Statements and Audit Highlights memorandum, Management Letter and Letter of Representation and report on the University's pension liability, in order to recommend approval of these to the Board of Governors.
- To determine, on behalf of the Board, recommendations from the Executive in regard to appropriate Financial Regulations and Standing Orders for the University.

Employment

- g) To approve:
 - i. on behalf of the Board, recommendations from the Executive in regard to matters of employment policy with the exception of holders of senior posts.
 - ii. on behalf of the Board, recommendations from Executive in regard to pay and conditions of service of staff employed at the University with the exception of holders of senior posts.
 - iii. on behalf of the Board, recommendations from the Executive in regard to matters of the Health and Safety policy and its implementation.
- h) To consider an annual report from the Executive on the staffing and employment aspects of the University, including people management, employee engagement, professional development, health and safety and diversity matters.

Estates

- i) To consider the University's Estates Strategy and make recommendations, as appropriate, to the Board, and to monitor and review the implementation of the Strategy which underpins and facilitates the Strategic Plan.
- j) To approve the contractual arrangements and approvals for capital building projects and monitor progress.
- k) To approve annually the University's long-term maintenance programme and monitor its implementation on a regular basis.
- l) To ensure that the Committee has assurance that the University is statutorily compliant in terms of building maintenance.
- m) To approve the University's Facilities Management plans and monitor implementation on a regular basis.
- n) In approving or considering all Estates and Infrastructure matters to:
 - i. take into account the University's principles of sustainability and be environmentally conscious wherever possible in planning, design, operation and maintenance of the estate and buildings.
 - ii. require the University to meet its responsibilities under the provisions of the Carbon Reduction Commitment Energy Efficiency Scheme (CRC).
 - iii. ensure the University meets its responsibilities under the provisions of legislation, including health and safety and the public sector equality duties.












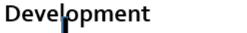












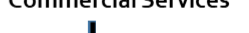

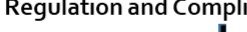
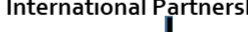
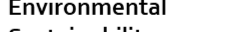
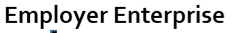
Information Technology

- o) To consider the University's Digital Strategy and make recommendations, as appropriate, to the Board.
- p) To monitor and review the implementation of the Strategy which underpins and facilitates the Strategic Plan.

Other

- q) To consider, on behalf of the Board of the Governors, any other matters as referred to the Committee from time to time by the Board.
- r) To be aware that the Board of Governors and its sub-committees continue to have oversight and governance of all appropriate matters for Staffordshire University and for Staffordshire University Services Limited.

Appendix: Risk Appetites (Autumn 2021)

Financial HLR 3	Operational HLR 1, HLR2, HLR 13, HLR14, HLR15	Student Experience HLR 5, HLR6, HLR10, HLR12, HLR15	Strategy and Reputation HLR 1, HLR4, HLR7	Infrastructure HLR 9, HLR11,
Financial Sustainability/ Investment Strategy  Cautious	Health and Safety  Avoid – Cautious	Quality Assurance  Moderate	Academic Portfolio Development  Open – Hungry	Business Transformation  Hungry
Procurement  Cautious	Business Continuity  Avoid – Cautious	Employability  Open – Hungry	Learning and Teaching Enhancement  Open – Hungry	Digital Capacity  Hungry
Pensions  Cautious	People and Organisational Development  Open	Student Support  Open – Hungry	Research Funding  Open – Hungry	Estates  Moderate – Open
Financial compliance/ control  Cautious	Legal Compliance  Cautious	Student Recruitment  Open - Hungry	Civic Engagement  Open – Hungry	Cyber Security  Cautious
Insurance  Cautious	Equality Diversity and Inclusion  Open - Hungry	Student Satisfaction  Moderate – Open	UK Partnerships  Open – Hungry	Commercial Services  Open – Hungry
Fraud  Avoid	Regulation and Compliance  Avoid		International Partnerships  Cautious – Moderate	Environmental Sustainability  Open
Employer Enterprise  Open – Hungry				