

# STAFFORDSHIRE UNIVERSITY BOARD OF GOVERNORS

## COMMITTEE TERMS OF REFERENCE 2022-23

<b>SUSTAINABILITY AND RESOURCES COMMITTEE</b>															
<b>Composition</b>															
<ul style="list-style-type: none"><li>▪ 4 independent Governors</li><li>▪ 1 staff Governor</li><li>▪ 1 student Governor</li><li>▪ 2 co-opted Committee Members</li><li>▪ Vice Chancellor (Professor Martin Jones)</li></ul>															
<b>In Attendance</b>															
<ul style="list-style-type: none"><li>▪ Deputy Vice Chancellor (Kevin Hetherington)</li><li>▪ Chief Operating Officer and Clerk to the Board (Ian Blachford)</li><li>▪ Pro Vice Chancellor – Digital Transformation (Professor Raheel Nawaz)</li><li>▪ Chief Financial Officer &amp; Deputy Chief Executive (Sally McGill)</li></ul>															
<b>Quoracy</b>															
<ul style="list-style-type: none"><li>▪ For a meeting to be quorate, two independent Governors must be present.</li><li>▪ If a meeting is quorate but fewer than half the members present are independent Governors/Co-opted Committee Members, a majority of those independent Governors/Co-opted Committee Members 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.</li><li>▪ "Independent Governor" refers to a Governor who is not a staff or student Governor.</li></ul>															
<b>Special Conditions</b>															
None															
<b>No. of Scheduled Meetings Per Year</b>															
Three															
<b>Key Performance Indicators</b>															
<table border="1"><thead><tr><th><b>KPIs</b></th></tr></thead><tbody><tr><td>Grow full-time undergraduate on campus students to 0.7% of market share</td></tr><tr><td>Grow full-time postgraduate on campus students to 0.7% market share with increases reflected in domestic and international student numbers</td></tr><tr><td>75% of graduates in graduate level roles, classified in accordance with Graduate Outcomes Survey</td></tr><tr><td>Delivery of Net Carbon Zero by 2030*</td></tr><tr><td>Student Demographic Profile that mirrors the post-92 Sector norms</td></tr><tr><td>Staff Demographic Profile that mirrors the regional profile</td></tr><tr><td>£5m income from externally funded research per annum by 2026-2027</td></tr><tr><td>55% of our research outputs will be internationally co-authored as measured by Scopus</td></tr><tr><td>Secured entry into the QS World University Rankings by 2024-2025 and progressed to 'top 1000' by 2026-2027</td></tr><tr><td>5% of Staffordshire young people progressing into HE at Staffordshire University</td></tr><tr><td>20% graduate retention in graduate roles within Staffordshire as proportion of all graduates</td></tr><tr><td>20% of all impactable spend will be spent in the Staffordshire postcode area</td></tr><tr><td>Teaching Excellence Framework - Gold Rating</td></tr><tr><td>Top 50% of the major UK League Tables</td></tr></tbody></table>	<b>KPIs</b>	Grow full-time undergraduate on campus students to 0.7% of market share	Grow full-time postgraduate on campus students to 0.7% market share with increases reflected in domestic and international student numbers	75% of graduates in graduate level roles, classified in accordance with Graduate Outcomes Survey	Delivery of Net Carbon Zero by 2030*	Student Demographic Profile that mirrors the post-92 Sector norms	Staff Demographic Profile that mirrors the regional profile	£5m income from externally funded research per annum by 2026-2027	55% of our research outputs will be internationally co-authored as measured by Scopus	Secured entry into the QS World University Rankings by 2024-2025 and progressed to 'top 1000' by 2026-2027	5% of Staffordshire young people progressing into HE at Staffordshire University	20% graduate retention in graduate roles within Staffordshire as proportion of all graduates	20% of all impactable spend will be spent in the Staffordshire postcode area	Teaching Excellence Framework - Gold Rating	Top 50% of the major UK League Tables
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**Reduction in all awarding gaps to less than 10%**

### 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 & innovation	Hungry
Environmental sustainability	Moderate - Open
Estates	Moderate - Open
Financial compliance/control	Cautious
Health and safety	Avoid – Cautious
Insurance	Cautious
Pensions	Avoid
People and organizational development	Open
Procurement	Cautious
Financial sustainability/investment strategy	Cautious
Student attraction and recruitment	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.

- d) 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.
- e) 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.
- f) 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 2022)**

Financial	Operational	Student Experience	Strategy and Reputation	Infrastructure
<b>Financial Sustainability/ Investment Strategy</b> Cautious 	<b>Health and Safety</b> Avoid-Cautious 	<b>Quality Assurance</b> Cautious 	<b>Academic Portfolio Development</b> Hungry 	<b>Business Transformation</b> Hungry 
<b>Procurement</b> Cautious 	<b>Critical Incident Management and Business Continuity</b> Avoid-Cautious 	<b>Employability</b> Open-Hungry 	<b>Research Capacity and Performance</b> Hungry 	<b>Digital Capacity and Innovation</b> Hungry 
<b>Pensions</b> Avoid 	<b>People, Organisational Development and Culture</b> Open 	<b>Student Support</b> Open-Hungry 	<b>Civic Engagement</b> Hungry 	<b>Estates</b> Moderate - Open 
<b>Financial compliance/control</b> Cautious 	<b>Legal Compliance</b> Cautious 	<b>Student Attraction and Recruitment</b> Hungry 	<b>Internationalisation</b> Hungry 	<b>Cyber Security</b> Avoid 
<b>Insurance</b> Cautious 	<b>Equality Diversity and Inclusion</b> Open-Hungry 	<b>Student Satisfaction</b> Moderate-Open 		<b>Environmental Sustainability</b> Moderate-Open 
<b>Fraud</b> Avoid 	<b>Governance, Regulation and Compliance</b> Avoid 	<b>Learning and Teaching Enhancement</b> Hungry 		
<b>Employer Enterprise</b> Hungry 	<b>Industrial Relations</b> Open 	<b>Partnership Progression</b> Open 		
<b>Commercial</b> Open-Hungry 				