University of Essex

Committees of the Council

2025-2026

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Committees of the Council

Audit and Risk Management Committee

Ex Officio Members

University Treasurer: Alan Newman (*Chair)*

Appointed Members

Mickola Wilson

Lesley Smith

Independent Members

Gary Attle (from 13 October 2025)

Martyn Carvey (from 13 October 2025)

Mary Dowd

Phil Harding (from 1 February 2026)

Officers in attendance

Chief Operating Officer: Chris Oldham

University Secretary: Lucy Johnson

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

A representative from External Audit

Governance Officer: Lisa Briggs

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 consider 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 Committee's Standing Orders.

Meeting structure

Members of the 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 reviewed and recommended to Council for approval annually.

Annual report

To prepare and submit to Council and the Office for Students an annual report 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)*

Vice-Chancellor: Professor Frances Bowen

President of the Students' Union: Alex Sablich

Appointed members, (recommended by Nominations Committee)

Two external members of Council:

Dr Ajit Menon

Lesley Smith

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

University Secretary: Lucy Johnson

Governance Manager: Galina Bloomfield (until 15 May 2026)

Governance Officer: Marcus Buchanan (from 16 May 2026)

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 oversee a formal selection process and make recommendations to Council on the appointment of:

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

2. To keep under review and make recommendations to Council on the:

    a. procedures and arrangements for the recruitment of external members of Council and Council committees;
    b. development of role descriptions for members of Council and its committees;
    c. induction and training of members of Council and its committees; and
    d. 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 the:

   a. 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

   b. 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. Consider 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.
   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 University Strategy, 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)*

Vice-Chancellor: Professor Frances Bowen

Deputy Vice-Chancellor: Professor Neil Kellard (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer (from 1 May 2026)

Chief Operating Officer: Chris Oldham

Director of People and Culture: Sara Limerick

President of the Students' Union: Alex Sablich

Appointed Members (recommended by Nominations Committee):

Four external members of Council:

Julie Bentley

Obum Ekeke

Dr Ajit Menon

Vacancy

One Senate elected member of Council: Dr Laurie James-Hawkins (until 31 December 2025)

In attendance

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

Director of Employee Relations and Reward, People and Culture: To be confirmed

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

Director of Inclusion: Elaine Brown

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

Dr Ajit Menon *(Chair)*

Russell Sheldon

Lesley Smith

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

Vacancy

In attendance

University Secretary: Lucy Johnson

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 Executive Committee.

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*)

President of the Students' Union: Alex Sablich

Executive Committee Members

Vice-Chancellor: Professor Frances Bowen

Deputy Vice-Chancellor: Professor Neil Kellard (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer (from 1 May 2026)

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

Pro-Vice-Chancellor (Research): Professor Chris Greer (until 31 March 2026)

Pro-Vice-Chancellor (Research): Professor Noam Lubell (from 1 April 2026)

Chief Operating Officer: Chris Oldham

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Appointed Members, (recommended by Nominations Committee)

Five external members of Council:

Julie Bentley

Obum Ekeke

Robert Hale

Dr Ajit Menon

Sharon White

One academic member of Council, who is not a member of Executive Committee:
Professor Onyeka Osuji

In attendance

University Secretary: Lucy Johnson

Governance Officer: Lisa Briggs

Alan Newman (University Treasurer, and Chair of Audit and Risk Management Committee) to attend specific meetings for selected agenda items where his financial and risk expertise will strengthen the alignment between the committees' oversight functions.

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 approve the University's policies on tuition fees, bursaries and scholarships and monitor their effectiveness in relation to student recruitment, retention and wellbeing, and consider for approval tuition fees and price bands, bursaries and scholarships, delegating authority to the Executive Committee as appropriate.

13. To make recommendations to the Council on all other financial matters.

14. 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 Executive Committee.

15. 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 Executive Committee and others, as appropriate.

16. 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 Executive Committee, Senate, Council and their sub-committees and advisory groups.

17. 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.

18. 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

Vice-Chancellor: Professor Frances Bowen

Vice-Chancellor's nominee: No nomination made

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Appointed Members, (recommended by Nominations Committee)

One external member from Policy and Resources Committee: Robert Hale *(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: Sharon White

Membership

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

At least one co-opted member with specialist expertise (an investment professional).

In attendance

Acting Director of Finance, Planning and Data Insight: Richard Fern

Head of Financial Accounting and Capital: Jo Willis

Observer

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Officer in attendance

Governance Officer: Lisa Briggs

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 ethnical 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 Chief Financial Officer, 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 and financing costs.

8. To have due regard for the implementation of the University Strategy, 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 receive annually a report on the University's performance in the People & Planet's University League, to ensure that the information related to the ethical investment and banking remains current, and to have due regard for the Environmental, Social, and Governance principles of the University's Treasury.

10. To have due regard to the University's commitment to equality, diversity and inclusion and meeting the requirements of the public sector equality duty.

11. To review at least annually the approved counterparties and monetary limits of the University.

Meetings

Normally three times a year

Executive Committee

Ex Officio Members

Vice-Chancellor: Professor Frances Bowen *(Chair)*

Deputy Vice-Chancellor: Professor Neil Kellard (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer (from 1 May 2026)

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

Pro-Vice-Chancellor (Research): Professor Chris Greer (until 31 March 2026)

Pro-Vice-Chancellor (Research): Professor Naom Lubell (from 1 April 2026)

Chief Operating Officer: Chris Oldham

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

University Secretary: Lucy Johnson

Director of People and Culture: Sara Limerick

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

Executive Dean, Faculty of Science and Health: Professor Silke Paulmann

Acting Executive Dean, Faculty of Social Sciences: Professor Shane Martin

In attendance

Governance Manager: Galina Bloomfield (until 15 May 2026)

Projects Governance Manager: Leila Winn (from 16 May 2026)

Purpose

To act as the University's executive group, supporting the Vice-Chancellor in the discharge of powers, duties and responsibilities delegated to the group by Council. The Executive Committee uses its diverse expertise and leadership across the University to consider strategic, financial, governance, risk, policy, cultural and operational matters of significant importance to the University. It makes decisions within its delegated authority in the best interests of the University, particularly in relation to the prioritisation of resources and regulatory matters in the context of the University's mission, strategy, budget and sustainability.

Terms of Reference

1. To prepare and recommend annually to Policy and Resources Committee of Council an annual revenue and capital budget for the University, five-year financial forecasts, and a Capital Investment Plan.

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 consider, review and monitor the implementation of any other area of University policy, and to report to Council and other committees as appropriate.

3. To keep the allocation of annual budgets to Faculties and Professional Services and deployment of University resources under regular scrutiny and review, including institutional

contributions, 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 where this would be appropriate:

5. To approve non-recurrent non-staff additions to the revenue budget up to the value of £250,000 (net expenditure).

6. 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, working within the overall funding envelope approved by Council and provided the Capital Investment Plan is supported by appropriate financing.

7. To monitor key institutional risks with reference to the Strategic Risk Register, including those relating to the health and safety of students, staff, and visitors, and compliance with statutory obligations and the public sector equality duty, reporting to Audit and Risk Management Committee and Council as appropriate.

8. On behalf of Policy and Resources Committee, under authority delegated from time to time, to approve the University's policies and subsequent revisions to such policies on the University's revenue, property and other non-staff resources, including tuition fees and price bands, bursaries and scholarships, and to monitor their effectiveness in relation to revenue generation, student recruitment, retention and wellbeing, and equitable access and participation.

9. Recognising Council's role as the employer of staff at the University and being cognisant of the role and remit of Council and its committees, to consider and make recommendations to Council, and the committees of Council, as appropriate, on high level policies that relate to the employment of staff.

10. To approve and monitor the implementation and effectiveness of all other policies that are operational in nature, delegating authority for approval as appropriate.

11. To oversee the development of 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 the Executive Committee in discharging its responsibilities more effectively, including delegation of authority to such groups or members of the Executive Committee for specific decisions where this is considered appropriate.

13. To draw matters arising from discussions at Executive Committee or any of its sub-committees or advisory groups to the attention of Council and its committees as appropriate.

14. To gather sufficient input from relevant stakeholders through formal and informal mechanisms to inform strategic discussions and decisions, and to ensure that major developments and decisions are communicated transparently to the University community.

Method of Operation

15. The Vice-Chancellor is Chair of the University Executive Committee. In the absence of the Vice-Chancellor, the Deputy Vice-Chancellor will act as Chair of the University Executive Committee.

16. The membership and operation of the Executive Committee is to be determined by the Vice-Chancellor on delegated authority from Council as required to fulfil their responsibilities to Council and will be reviewed annually by Council.

Executive Committee - Advisory Groups

Capital Planning Group

Ex Officio Members

Vice-Chancellor: Professor Frances Bowen

Deputy Vice-Chancellor: Professor Neil Kellard *(Chair)* (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer *(Chair)* (from 1 May 2026)

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Chief Operating Officer: Chris Oldham

Chief Information Officer: Ian Arbuthnot

Academic Registrar: Richard Stock (until 12 June 2026)

Director of Research and Enterprise Office: Dr Rob Singh

Director of Strategic Project Delivery: Kerry Wood (until 30 April 2026)

Pro-Vice-Chancellor (Research): Professor Chris Greer (until 31 March 2026)

Pro-Vice-Chancellor (Research): Professor Naom Lubell (from 1 April 2026)

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

A Faculty Manager: 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

Head of Estates: Matt Brown

Technical Services Manager (Technician Commitment): Chris Spice

In attendance

Projects Governance Manager: Leila Winn

Purpose

To support Ex Comm 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 Ex Comm, 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 Executive Committee 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 Ex Comm, be responsible to Ex Comm 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. To identify longer term capital investment requirements for the University, to inform the University's overall financial strategy and to recommend to Ex Comm 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 Ex Comm, 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

Deputy Vice-Chancellor: Professor Neil Kellard *(Chair)* (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer *(Chair)* (from 1 May 2026)

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

Pro-Vice-Chancellor (Research): Professor Chris Greer (until 31 March 2026)

Pro-Vice-Chancellor (Research): Professor Naom Lubell (from 1 April 2026)

Academic Registrar: Richard Stock (until 12 June 2026)

Director of Research and Enterprise Office: Dr Rob Singh

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Chief Information Officer: Ian Arbuthnot

Director of Planning and Data Insight: Naomi Drinkwater

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Head of Student Data Reporting: Sean Mitchell

Head of Planning and Performance: Stephen Bland

In attendance

Planning and Performance Officer: Megan Beck

Purpose

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

To monitor performance through systematic analysis of data releases and forecasts based on lead and lag indicators, and to ensure proportionate action in response to early signals about performance.

To coordinate systematic monitoring of forecasts of performance and data releases on an agreed schedule.

To provide 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.

Terms of Reference

1. To have overall oversight of institution performance indicators (Research, Education and Finance) and have responsibility for the scrutiny and challenge of these
2. To provide advice and guidance to the Deputy Vice-Chancellor on the operation and development of the working groups via the Chairs
3. To plan, review and assess the success in delivering the activities undertaken by the group and working groups
4. To provide assurance reports to the Executive Committee (Ex Comm) on actions taken, and bring to Ex Comm's attention any matters requiring Ex Comm's attention
5. If required, to 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)

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 once per term, 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 Sport Board

Ex Officio members

Chief Operating Officer: Chris Oldham *(Chair)*

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

Director of Finance (UECS): Louise Wilson (until 20 February 2026)

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

Head of Membership Communities, Students' Union: Emma Sainty

VP Activities, Students' Union: Ata Rahoojo

Head of Active Essex: Jason Fergus

Director of Campus Services: Helena Newton

In attendance

PA and Executive Officer (Infrastructure and Environments): Anne Marie Lovell

Purpose

To provide advice and guidance to the Executive Committee (Ex Comm) 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 Ex Comm 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 Executive Committee 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 Executive Committee.

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

Deputy Vice-Chancellor: Professor Neil Kellard *(Chair)* (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer *(Chair)* (from 1 May 2026)

University Secretary or nominee: Lucy Johnson

Executive Deans (or nominated Faculty Deans Undergraduate): Professor Sanja Bahun, Professor Shane Martin (from 12 January 2026), and Professor Silke Paulmann

Dean of Partnerships (Education): Dr Annecy Lax

Dean of Postgraduate Research and Education: Professor Shane Martin (until 9 January 2026)

Acting Dean of Postgraduate Research and Education: Professor Leanne Andrews (from 2 February 2026)

Dean of Postgraduate Taught Education: Barry Pryer (until 31 December 2026) / To be confirmed (from 1 January 2026)

Academic Registrar: Richard Stock (until 12 June 2026)

Director of Marketing, Student Recruitment and Admissions: Lindsey Russell

Director of International Student Recruitment: Simon Foster

Representative from Admissions, role to be confirmed

Director of Partnerships: Louise Blair

Director of Financial Planning and Analysis: Chris Goldsworthy

Director of Student Life (or nominee): Rachel Lucas

Head of Philanthropy, Fundraising and Donor Relations: Lynsey Dawson

President of the Students' Union: Alex Sablich

Course Records Manager: Emily Bewg

In Attendance

Funding Manager: Natalie Walker

Purpose

To be an advisory group to the Executive Committee (Ex Comm), with the responsibility to recommend to Ex Comm the strategic direction of the University's policy on fees, tuition fees, and scholarships (fee discounts) and bursaries.

Terms of Reference

1. The Fees Group is an advisory group to Ex Comm which meets on a termly basis and has the following responsibilities: To provide strategic direction for University fee policy bursaries and scholarships and monitor their effectiveness against student recruitment, retention and wellbeing.

2. To develop policy on fees, recommend specific fees and price bands for undergraduate, postgraduate taught and postgraduate research courses to Ex Comm for approval on behalf of Council.

3. To establish a framework for bursaries and scholarship provision, based on market intelligence and the specifics of individual department strategy and need. To inform future funding patterns and identify areas of reduction to support areas of success, as well as supporting scholarship provision overheads.

4. To report on fees and financial support annually to Ex Comm regarding the effectiveness of the fees and financial support available to students in supporting academic excellence.

5. To review and endorse, 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

Vice-Chancellor: Professor Frances Bowen (Chair)

Deputy Vice-Chancellor: Professor Neil Kellard (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer (from 1 May 2026)

Chief Operating Officer: Chris Oldham

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Co-opted members:

Director of Financial Planning and Analysis: Chris Goldsworthy

Head of Professional Service Accounting: Daniel Shedd

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Director Finance (UECS): Louise Wilson (until 20 February 2026)

Director of People and Culture: Sara Limerick

Terms of Reference

The Financial Sustainability Advisory Group is an advisory group to the Executive Committee (Ex Comm) with the following responsibilities:

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

Vice-Chancellor: Professor Frances Bowen

Chief Operating Officer: Chris Oldham *(Chair)*

Director of People and Culture: Sara Limerick

Senior Facilities and Safety Manager: Anthony Jackson

Campus Facilities Supervisor, Loughton: Mark Spicer

Faculty Manager, Arts and Humanities: Carly Peaston-Hart/Jamie Tuxford

Faculty Manager, Science and Health: Alex Seabrook

Faculty Manager, Social Sciences: Emma Stock

Professional Lead for Health and Safety (Professional Services): To be confirmed

Building Services and Safety Manager - Compliance, Assets, Contracts: Peter Campbell

Head of Health and Safety and Facilities, Students' Union: Reuben Rhode

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

Professional Lead for Health and Safety (Academic Faculties): To be confirmed

Head of Estates: Matt Brown

Director of Campus Services: Helena Newton

Chief Compliance Officer (Infrastructure and Environments): Darren Baker

Director of Sustainability: Rob Davey

Insurance Officer: George Goodrich

Director of IT Business Operations: Susannah Jones

Head of Security and Campus Safety: Siobhan Kiamia-Cucina-Walters

Nominated/Representative/Elected Members

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

Unite: To be confirmed

UCU: Cara Booker

Unison: Ryan McCready

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

Workplace Health, Safety and Wellbeing Administrator: Sam Sprules

Health and Safety Adviser: Adam Woodhouse

Purpose

To support the Vice-Chancellor and the Executive Committee (Ex Comm) 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. To review 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 Ex Comm on any requirements for change as appropriate.

2. To oversee the development, implementation and review of policies and standards for the management of health and safety, fire safety and recommend adoption or amendment to Ex Comm as appropriate.

3. To monitor implementation of the University's Health and Safety action plan as the basis upon which the policy is being operationalised.

4. To monitor performance against agreed health and safety performance measures, including providing an annual report on health and safety performance to Ex Comm and Council and making recommendations for any amendments to the agreed performance measures.

5. To consider reports on changes to legislation and best practice that significantly affect health and safety practice at the University, recommending to Ex Comm any changes in policy or practice that might be required as a consequence.

6. To consult on the introduction of any measures that may substantially affect the health and safety of staff and students.

7. To consider 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. To make recommendations to Ex Comm 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. To establish 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

University Secretary: Lucy Johnson (*Chair*)

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Director of Planning and Data Insight: Naomi Drinkwater

Assistant Registrar: Sarah Tattersall

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Director of Student Life: Rachel Lucas

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

Head of Admissions (Compliance): Briony Galpin

Chief Executive of the Students' Union: Craig Stephens

Students' Union President: Alex Sablich

In attendance

Compliance Manager (Safeguarding): Talia Francis

Governance Assistant: Sally Ovenden

Purpose

To support Executive Committee (Ex Comm) 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 Ex Comm the University's compliance with the initial and ongoing conditions of registration with the OfS, and to alert Council and Ex Comm 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 Ex Comm about the University's and, where relevant, the University's partners' ongoing compliance with the conditions of registration with the OfS, alerting Ex Comm 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 Ex Comm 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 Ex Comm 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 and necessary.

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

Partnerships Advisory Group

Ex Officio Members

Deputy Vice-Chancellor: Professor Neil Kellard *(Chair)* (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer *(Chair)* (from 1 May 2026)

Deans of Partnerships (Deputy Chairs): Dr Annecy Lax, Professor Stavroula Karapapa, and Professor Victoria Joffe

Executive Dean, Faculty of Arts and Humanities (or nominee): Professor Sanja Bahun

Executive Dean, Faculty of Science and Health (or nominee): Professor Silke Paulmann

Acting Executive Dean, Faculty of Social Sciences (or nominee): Professor Shane Martin (from 12 January 2026)

Deputy Dean of Partnerships: To be confirmed

Director of Partnerships (or nominee): Louise Blair

University Secretary (or nominee): Lucy Johnson

Director of Financial Planning and Analysis (or nominee): Chris Goldsworthy

Director of Marketing, Student Recruitment and Admissions (or nominee): Lindsey Russell

Director of International Student Recruitment (or nominee): Simon Foster

Academic Registrar (or nominee): Richard Stock (until 12 June 2026)

Director of the Research and Enterprise Office (or nominee): Dr Rob Singh

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

Co-opted Member

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

Deputy Director of Partnerships (Europe): Dr Dorian Hayes

Faculty Partnerships Director, Faculty of Arts and Humanities – Dr Konstantinos Kalliris

Faculty Partnerships Director, Faculty of Science and Health – Dr Maria Kyropoulou

Faculty Partnerships Director, Faculty of Social Sciences – Professor Prithwiraj Nath

In attendance

Governance Officer: To be confirmed

Purpose

The Partnerships Advisory Group (PAG) is a strategic advisory body that supports the growth, development, and oversight of the University's education, research and healthcare partnerships. Reporting to the Executive Committee (Ex Comm), it provides direction on the advancement and delivery of the Partnerships Sub-Strategy, ensuring that partnership activity is well-aligned with institutional objectives for academic excellence, international engagement, and financial sustainability.

PAG contributes to the University's strategic aims by advising on new partnership opportunities, monitoring the performance of existing partnerships, and considering key performance and risk indicators across the portfolio. It helps ensure that partnership development remains consistent with the University's mission as a research-led institution committed to high-quality education and transformative student outcomes.

The Group supports the integration of partnership activity with broader institutional strategies for growth, reputation, and global positioning. It also provides assurance on the overall effectiveness of governance arrangements for partnerships, including mechanisms for risk management, quality oversight, and regulatory compliance.

Terms of Reference

The Terms of Reference for the Partnerships Advisory Group are:

Strategic Oversight

1. On behalf of Ex Comm, provide strategic oversight of the University's partnerships portfolio in alignment with the University Strategy.

2. On behalf of Ex Comm, ensure the effective delivery of the Partnerships Sub-Strategy by supporting partnership growth in line with academic priorities, research reputation, and international recruitment goals, while maintaining robust and effective data-informed frameworks for decision-making.

3. On behalf of Ex Comm, monitor relevant sector developments and opportunities, including relevant policy consultations and regulatory changes, and establish measurable partnership objectives and associated action plans that enhance the University's global reputation, and contribute to its institutional goals for education, research, and recruitment.

Promotion, Development, and Endorsement of Partnerships

4. Evaluate proposals for new academic partnerships to determine their suitability for progression to the Institutional Alignment and Course Approval stage. Drawing on reports from the Strategic Partnerships Review Group, assess each proposal with due regard to the University's strategic goals, regulatory requirements, ethical standards, and financial, legal, reputational, and academic risks.

5. Oversee the development and growth of existing partnerships, recommending strategic adjustments, interventions, or disengagement (where necessary) to ensure alignment with the University's academic, financial, and reputational objectives.

6. Support departments in delivering partnership strategic plans that align with their academic and research ambitions and contribute to their financial sustainability. Monitor progress, offering guidance and assistance to help realise these goals, and escalate emerging issues to Ex Comm, where additional support or intervention may be required.

7. Review and make recommendations to Ex Comm for the endorsement of new academic partnerships, following Institutional Alignment and Course Approval events. Ensure each proposal aligns with the University Strategy as well as academic, financial, and reputational objectives.

8. Review the alignment of strategies that integrate partnership activity with international recruitment, global engagement, educational development, research, and financial growth. Ensure coherence and complementarity across these domains, and advise on how best to ensure strategic coherence, mitigate duplication, and enhance collective impact.

9. Oversee and evaluate the impact of key global engagement initiatives, including partner visits, institutional visit programmes, and senior staff travel aimed at fostering and developing partnerships. Ensure these activities align with the University's strategic goals and contribute meaningfully to partnership growth and aligns with institutional objectives.

10. Monitor the effectiveness of operational support for partnerships, reviewing alignment with strategic objectives through reports from the Partnerships Operational Group. Regularly appraise internal support levels to ensure appropriate resourcing and capacity, while reviewing ongoing partner compliance with quality standards and regulatory requirements.

11. Promote and facilitate professional development and cross-sector collaboration for partnerships among faculties, departments, and professional services. Strengthen partnership impact by fostering best practices, knowledge-sharing, and integrated working approaches.

Performance Monitoring, Evaluation, Risk Management, and Reporting

12. Enact good partnerships governance by monitoring the implementation and progress of action plans in support of the Partnerships Sub-Strategy, identifying emerging issues and escalating them to Ex Comm for intervention or support as needed.

13. Ensure that the partnerships portfolio complies with all UK HE regulatory requirements, recognised sectoral standards and best practice frameworks for collaborative education provision and transnational education.

14. Regularly evaluate existing partnerships against defined partnership key performance indicators, ensuring high performance and strategic alignment with the University's objectives. Additionally, ensure partnerships uphold the University's commitments to equality, diversity, inclusion, and sustainability.

15. Develop targeted strategies for underperforming partnerships, addressing risks such as financial instability, reputational challenges, and compliance concerns while identifying opportunities for improvement.

16. Provide an annual assurance report to Ex Comm, along with interim updates as required, on progress toward partnership goals and the effective delivery of the Partnerships Sub-Strategy.

17. Review the annual report on the University's Partnership Portfolio, prior to submission to Ex Comm and reporting to the University's governing body (Council).

18. Receive regular summary reports from SPARG detailing partnerships reviewed during the reporting period, including those approved for development and those discontinued. Highlight any specific issues, risks, or concerns requiring attention.

19. Receive annual effectiveness assurance reports from SPARG and POG, including any proposed changes to their membership, terms of reference, or operating procedures. Consider interim reports as required. Action Notes from these Groups will be collated and sent on to PAG.

Quorum

A quorum for decision-making requires the presence of at least half the members, which shall include at least one representative from each faculty. Co-opted members and their nominated deputies count

toward the quorum and may contribute fully to discussions. Voting rights are reserved for full members or their nominated deputies, unless a co-opted member has been formally designated as a deputy.

Meetings

The Partnerships Advisory Group will meet six times annually, with additional meetings as required.

People, Culture and Inclusion Advisory Group

Ex Officio Members

Vice-Chancellor: Professor Frances Bowen

Deputy Vice-Chancellor: Professor Neil Kellard *(Chair)* (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer *(Chair)* (from 1 May 2026)

Chief Operating Officer: Chris Oldham

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

Executive Dean, Faculty of Science and Health: Professor Silke Paulmann

Acting Executive Dean, Faculty of Social Sciences: Professor Shane Martin (from 12 January 2026)

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: To be confirmed

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

Director of Inclusion, People and Culture: Elaine Brown

Co-opted

The Group may co-opt members as appropriate.

In attendance

PA and Administrator: Megan Winstanley

Purpose

To support the Executive Committee (Ex Comm) 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 Ex Comm, 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 Ex Comm 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 Executive Committee.

Terms of Reference

1. On behalf of Ex Comm, to keep the University's people strategies and policies, including those relating to equality, diversity and inclusion, under review and to make recommendations to Ex Comm 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 Ex Comm.

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 Ex Comm for the delivery of the University's People Supporting Strategy to 2025, including its EDI sub-strategy and other related initiatives.

5. To advise Ex Comm 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 Ex Comm.

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 Ex Comm and Council.

8. Under delegated authority from Ex Comm, 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 Executive Committee, 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 Ex Comm 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 Ex Comm annually.

Project Coordination Group

Ex Officio Members

Vice-Chancellor: Professor Frances Bowen

Chief Operating Officer: Chris Oldham *(Chair)*

Chief Information Officer: Ian Arbuthnot

Director of Strategic Project Delivery: Kerry Wood (until 30 April 2026)

A Faculty Manager: Alex Seabrook

Acting Director of Finance, Planning and Data Insight: Richard Fern

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

Director of Marketing, Student Recruitment and Admissions: Lindsey Russell

Academic Registrar or their nominee: Richard Stock (until 12 June 2026)

A member of academic staff nominated by the Deputy Vice-Chancellor: To be confirmed

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 (until 31 March 2026)

Pro-Vice-Chancellor (Research): Professor Naom Lubell (from 1 April 2026)

Director of Sustainability: Rob Davey

Chief Financial Officer: Andrew Keeble (until 28 February 2026)

Head of Financial Accounting and Capital: Jo Willis

Technical Services Manager (Technician Commitment): Chris Spice

In attendance

Projects Governance Manager: Leila Winn

Purpose

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

Terms of Reference

1. Under delegated authority from Ex Comm, to be responsible to Ex Comm for the approval, management and oversight of all non-capital projects included in the SPP.

2. Under delegation from Ex Comm, 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*) (until 28 February 2026)

Director of Communications: Liam Preston

Director of Marketing, Student Recruitment and Admissions: Lindsey Russell

Chief Information Officer or nominee: Ian Arbuthnot

Chief Operating Officer or nominee: Chris Oldham

Director of Employee Relations and Reward: To be confirmed

Academic Registrar or nominee: Richard Stock (until 12 June 2026)

A Faculty Manager: Carly Peaston-Hart/Jamie Tuxford

Assistant Registrar: Sarah Tattersall

University Secretary: Lucy Johnson

Professional Lead for Health and Safety (Professional Services): To be confirmed

Chief Compliance Officer (Infrastructure & Environments): Darren Baker

In Attendance

Acting Director of Finance, Planning and Data Insight: Richard Fern

Insurance Officer: George Goodrich

Insurance and Risk Assistant: Fabio Monteiro

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Purpose

To facilitate the execution of the University's risk management policy, undertaking detailed analysis and drawing the attention of Ex Comm 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 Ex Comm, 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 Ex Comm, 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 Ex Comm, 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 Executive Committee, 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 consider the work of the University’s Critical Incident Management Group and how this impacts on the implementation of the University’s risk management policy.

8. 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.

9. To proactively undertake a horizon scanning approach aimed at identifying analysing, and anticipating emergency risks, trends, as well as potential challenges and opportunities.

10. To advise Executive Committee of any actions necessary to improve the management of risk within the University.

11. 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)* (until 12 June 2026)

Assistant Registrar: Sarah Tattersall

Chief Compliance Officer (or nominee): Darren Baker

Chief Information Officer (or nominee): Ian Arbuthnot

University Secretary: Lucy Johnson (*Chair from 13 June 2026*)

Head of Outreach: Rachel Wier

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: Siobhan Kiamia-Cucina-Walters

Head of Student Wellbeing and Inclusivity: Heather Hunt

Director of Employee Relations and Reward (or nominee): To be confirmed

Information Assurance Manager: Clare Chatfield (until 12 May 2026)

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

Inclusion Manager and EDI Lead: Karen Bowlby

Vice-President (Welfare), Students' Union: Hareem Rehan

In attendance

Compliance Manager (Safeguarding): Talia Francis

Acting Director of Finance, Planning and Data Insight (or nominee): Richard Fern

Terms of Reference

1. To advise the Executive Committee (Ex Comm) 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 Ex Comm, 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)* (until 28 February 2026)

Assistant Registrar: Sarah Tattersall

Deputy Vice-Chancellor: Professor Neil Kellard (until 30 April 2026)

Deputy Vice-Chancellor: Professor Chris Greer (from 1 May 2026)

Director of Strategic Project Delivery: Kerry Wood (until 30 April 2026)

Director of Procurement: Phil Sweeting

Director of Audit, Data Governance and Regulatory Assurance: James Lewis (until 13 June 2026)

Director Finance (UECS): Louise Wilson (until 20 February 2026)

Officer in attendance

Head of Professional Service Accounting: Daniel Shedd (Secretary)

Finance Business Partner Trainee: Gyan D Santos

Purpose

To 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, the Strategic Planning Advisory Group (SPAG) promotes VFM across the University, supporting the institutional Value for Money Strategy.

To 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 Executive Committee (Ex Comm) 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 Ex Comm's attention any matters requiring it's attention.

6. Provide advice and recommendations on the Advisory Group's operation and development to the Executive Committee.

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*)

Vice-Chancellor/Chair of Senate: Professor Frances Bowen

University Secretary: Lucy Johnson

President, Students' Union (or nominee): Alex Sablich

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: Lucy Birch

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.