

## Governance

### Strategic Resources Committee Constitution

#### 1. Committee of the Senate

- (1) The Strategic Resources Committee is a committee of the Senate.
- (2) The committee operates in accordance with the Senate Code and the Senate Standing Orders in their application to Senate Committees.

#### 2. Role

- (1) The role of the committee is to —
  - (a) monitor the financial performance, welfare and sustainability of the University, including the annual budget;
  - (b) monitor campus planning and advise Senate on major infrastructure developments and associated policy issues;
  - (c) monitor policy on staffing resources in the context of the current Priority Staffing and Industrial Relations Objective, and report to Senate annually on its findings;
  - (d) monitor strategy and bring to the Senate's attention emerging strategic issues related to the committee's role which have the potential to impact on the University and which it believes should be addressed by the Executive and/or the Senate;
  - (e) advise the Senate on proposals for the establishment, acquisition or change in ownership of a controlled entity, or a material change significantly affecting the University's level of control in a controlled entity; and
  - (f) monitor and advise Senate on matters relating to the enabling and implementation of objectives pertaining to people and culture in the University's Vision, Strategic and Annual Plans, priorities and key indicators,and make recommendations to the Senate in relation to each of these areas, where necessary.

#### 3. Responsibilities

- (1) Responsibilities of the committee include —

##### **Financial performance, welfare and sustainability**

- (a) monitoring the financial performance, welfare and sustainability of the University including, but not limited to -
  - i. resourcing, revenue growth initiatives and fundraising;
  - ii. the University's external financing and debt funding strategy;
  - iii. the performance of the University against the annual budget, plans for capital expenditure and other relevant financial benchmarks as set by the Senate,and reporting to Senate annually on its findings;
- (b) reviewing and recommending to Senate for approval;
  - i. the University's annual budget; and
  - ii. material variations to the approved annual budget;

##### **Campus planning**

- (c) monitoring the strategic planning, development and oversight of the University's real property, and physical and digital infrastructure, with reference to —
  - i. major capital developments;
  - ii. infrastructure management, maintenance and replacement;

- iii. operating resource allocation;
- iv. financial sustainability;
- v. significant acquisition or disposal;
- vi. efficient utilisation of buildings and grounds; and
- vii. the student experience;

### **Strategy**

- (d) monitoring financial aspects of the University's Strategic and Annual Plans, priorities and key indicators (as relevant);
  - (e) monitoring the performance of the University against those plans to the extent that such performance has a financial consequence for the University; and
  - (f) monitoring the prioritisation of objectives in those plans.
- (2) In performing its role and responsibilities —
- (a) the committee is to take account of the University's Vision, Strategic and Annual Plans, priorities, key indicators and Campus Plan (as amended from time to time) in order to achieve objectives within those plans;
  - (b) where the committee identifies issues that may present a risk consideration for the University, it shall refer the matters to the Audit and Risk Committee for that committee's consideration in the overall context of the University's risk management framework, systems and material risk management; and
  - (c) where the committee identifies issues that may present an investment consideration for the University, it shall refer the matters to the Investment Committee for that committee's consideration in the overall context of the University's investment framework, strategies and objectives.

## **4. HESF/ESOS Oversight Responsibilities**

In performing its role and responsibilities, the committee monitors compliance with those standards relevant to its remit contained in the Higher Education Standards Framework (Threshold Standards) 2021, the ESOS National Code of Practice for Providers of Education and Training to Overseas Students 2018 and as required by other higher education regulators and regulatory bodies.

## **5. Membership, Standing Invitees and Executive Officer**

- (1) The committee comprises —
  - (a) members appointed by and from the Senate as follows:
    - (i) an external member, as Chair;
    - (ii) at least two other external members;
    - (iii) at least one member of the academic or general staff;
  - (b) the Vice-Chancellor;
  - (c) the member elected by the Academic Board;
  - (d) the President of the Student Guild; and
  - (e) up to four external members co-opted by the foregoing.
- (2) At the beginning of each year the committee must appoint from among its members an external member of the Senate as Deputy Chair.
- (3) Except as set out in (4) an external member is one who does not hold any University position, either paid or honorary.
- (4) For the purpose of membership of this committee, the Senate may determine that a holder of a clinical, adjunct or honorary position, is an external member.
- (5) The following are standing invitees to meetings of the committee —

- (a) the Chancellor;
  - (b) the Senior Deputy Vice-Chancellor; and
  - (c) the Chief Financial Officer.
- (6) The University Secretary, or nominee as approved by the Chancellor or Vice-Chancellor, is Executive Officer to the committee.

#### **6. Terms of office**

- (1) The term of office of members appointed under 5(1)(a) and (e) is normally three years.
- (2) The term of office of the member appointed under 5(1)(d) is normally one year.

#### **7. Eligibility for a second or subsequent term of office**

At the end of a term of office, members are eligible to be reappointed or co-opted again for the greater of three terms or a maximum of nine years.

#### **8. Skills and/or qualifications of members**

- (1) It is desirable that members appointed under 5(1)(a) and (e) have an understanding of the strategic use of resources.
- (2) In determining co-opted members under 5(1)(e), the committee —
  - (a) must ensure that co-opted members provide expertise in areas of need identified by the committee;
  - (b) must consider issues of conflict, confidentiality and availability; and
  - (c) must consider co-opting members of the alumni, potential future members of the Senate and former members of the Senate.

#### **9. Quorum**

The quorum for the committee is half the number of members and must include at least one of the members appointed under 5(1)(a)(i) or (ii).

#### **10. Decisions**

- (1) All questions which come before the committee are decided by a majority of the members present and voting.
- (2) The chair of the meeting has an ordinary vote and, in the case of an equality of votes, a casting vote.

#### **11. Frequency of meetings**

The committee meets as required but normally meets four times a year.

#### **12. Review and Performance**

- (1) The committee shall, annually —
  - (a) review this Constitution to ensure that it complies with relevant legislative and regulatory requirements, and that it accurately reflects the committee's current role and responsibilities. Any revisions will be recommended to the Senate for approval; and
  - (b) perform an evaluation of the committee's performance to determine whether it is functioning effectively by reference to global good practice and report the outcomes to Senate.

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