

Council Strategy Sub-Group – Terms of Reference

2023-24

Parent body

Council

Purpose

The CUC Code states that:

‘Working with the Executive, the governing body sets the mission, strategic direction, overall aims and values of the institution. In ensuring the sustainability of the institution, the governing body actively seeks and receives assurance that delivery of the strategic plan is in line with legislative and regulatory requirements, institutional values, policies and procedures, and there are effective systems of control and risk management in place.’

‘The governing body is responsible for the mission, character and reputation of the institution and therefore sets the values and standards that underpin the institution’s strategy and operation.’

‘The governing body must be engaged in development of the institution’s strategy and formally approves or endorses the strategic plan in accordance with its constitution and the expectations of stakeholders, including students and staff.’

The role of Council and specifically through the strategy sub-group is to generate ideas, offer suggestions and set parameters of the approach, with management then leading on developing the detail and specific content for the strategy, as it is developed.

The Group is responsible for monitoring the development of the College’s strategic plan. Council and the sub-group will receive reports from management on this development on a termly basis before, in due course, request the sub-group recommend to Council a draft and final version of the Plan and associated KPIs.

The purpose of this group is to:

1. To provide expertise and advice to on the direction of the strategic plan and stakeholder engagement, drawing on individual members’ skill sets and experience.

2. Set clear parameters to SMT in order that the development process be operationalised and delivered in a consultative and clear manner.
3. Determine the vision, mission and purpose that should underpin the SMT community engagement and preparation of a draft strategy.
4. receive assurance from SMT on behalf of Council that development of the plan is proceeding on time, within the College's financial constraints and achieving the objectives which are in line with the College's mission, vision and values.
5. to assure Council that there have been appropriate levels of stakeholder engagement in the development of the plan.
6. to review risk, issues or decisions escalated from SMT.
7. to receive early Council papers and comment on the proposal ahead of the Council meeting to allow adjustments to be made.
8. to provide expertise and advice to on the direction of the strategic plan and stakeholder engagement, drawing on individual members' skill sets and experience.
9. To recommend the Strategic Plan and associated KPIs to Council.

Governance

This group does not have delegated authority to act on behalf of Council, which will continue to monitor and approve the College's Strategic Plan.

Meetings

The Group will meet once per term with additional meetings to be scheduled as required by decision of the Chair.

Reporting

Following each termly meeting, an impact report will be prepared by SMT and approved by the Chair for the next Council meeting scheduled in the College calendar.

Members

Role	Member
Chair	Dinah Caine
Council member	Philip Stoltzfus
Council member	Aaron Porter

Role	Member
Council member	Ben Morton-Wright
Council member	Monika Barnes
Council member	Andrew Laurence
Council member	Ronke Akerele
Warden	Frances Corner
Pro Warden Research	David Oswell
Chief Operating Officer (in attendance)	Jilly Court
Pro Warden Academic	Ernest Caldwell
Academic Representative	Kiran Grewal
Internal Representative	To be confirmed
Two Sabbatical Officers of the Students' Union	To be confirmed
	To be confirmed
Secretary	Emma Joynson-Hicks

VERSION CONTROL

Full revision of ToR	September 2023	Governance Secretariat
Approval by Nominations & Governance Committee	20 September 2023	
Approved by Council	4 October 2023	
Updated membership	12 October 2023	Governance Secretariat