

C. COMMITTEES

C.5 STRATEGY, IMPLEMENTATION & PERFORMANCE COMMITTEE

C.5.1 PURPOSE

The Committee has been established to allow more time than is available at Council for independent Council members to review progress in delivering City's Vision & Strategy 2026, to monitor City's performance in the round and that of its constituent Schools and to consider any proposals or development related to the institution's strategic objectives. The Committee seeks assurance on these matters, advises Council and assists the Executive in bringing any matters to Council through the process of constructive challenge.

C.5.2 DELEGATED POWERS

Approval of the Annual Transparent Approach to Costing (TRAC) return to the Office for Students (OfS).

C.5.3 OTHER TERMS OF REFERENCE

- i. To gain assurance for Council on the progress of the Executive in implementing the Vision & Strategy 2026 and City's performance in the round, including performance against the four Academic Output KPIs contained in the Vision & Strategy 2026, the institutional PIs and other relevant data and information, including international and national university league tables.
- ii. To receive regular reports on the delivery of:
 - a. The Finance Strategy and the Five-Year Financial & Investment Plan
 - b. The People Strategy
 - c. The Estate Strategy
 - d. The School Strategic Plans
 - e. The Education & Student Strategy
 - f. The Research & Enterprise Strategy
 - g. The Internationalisation Strategy.To agree with the Executive the best way of reporting progress to Council.
- iii. To advise the Executive and Council on the proposals to be brought forward for approval in order to enable delivery of Vision & Strategy 2026, including:
 - a. Business cases for capital investment in the estate and Information Technology
 - b. Proposals for major organisational change
 - c. Proposals related to external borrowing or financing schemes.
- iv. To consider and advise Council on the following:
 - a. The impact of major external changes within the Higher Education sector and elsewhere that could impact upon the achievement of City's strategic priorities;
 - b. Any necessary changes to the Vision & Strategy 2026 arising from external changes and/or performance and implementation issues.
- v. To recommend to Council the University's Annual Sustainability Assurance Report (ASSUR) to be submitted to the OfS.

C.5.4 MEMBERSHIP

- i. Up to six independent members of Council
- ii. Up to two co-opted members
- iii. The President
- iv. The Student Union's President

C.5.5 IN ATTENDANCE

- i. Vice-President (Strategy & Planning)
- ii. Chief Financial Officer
- iii. Other officers as required
- iv. Any lay member of Council who wishes to attend.

C.5.6 FREQUENCY OF MEETING

At least four times per year.