UNIVERSITY BOARDS AND COMMITTEES

TERMS OF REFERENCE 2021/22

CONTENTS

BOARD OF GOVERNORS

The Board of Governors is responsible for:

- the determination of the educational character and mission of the University and for oversight of its activities;

- the effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets;

- approving the annual estimates of income and expenditure and the annual accounts;

- the appointment, grading, assignment, appraisal, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts;

- setting a framework for the pay and conditions of service of all other members of the staff;

- the appointment of external auditors.

- the promotion of equality of opportunity and diversity for members of staff and students;

- the health and safety of members of staff, students and other persons on the University's premises or where a duty of care exists.

Membership

The composition of the Board of Governors, determined by the Board in accordance with paragraph 4 of the Instrument of Government, is as follows: -

Independent Members   13
Academic Board Nominee   1
Student Nominees   2
Co-opted Members   7
Vice-Chancellor   1

Quorum

The quorum for meetings of the Board of Governors shall be ten Governors of whom seven shall be independent members. If a meeting is quorate, but less than half the number present are independent members, a majority of the independent members present shall be able to require that a decision be deferred to the next meeting. No decision shall be deferred more than once under this provision.

AUDIT AND RISK COMMITTEE

Purpose

To advise and assist the governing body in respect of the University's assurance and control environment.

Duties

The duties of the Committee are as follows:

1. To advise the Board of Governors on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.

2. To discuss with the external auditors, before the audit begins, the nature and scope of the audit.

3. To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter, incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).

4. To consider and advise the Board of Governors on the appointment and terms of engagement of the internal audit service (and the head of internal audit, if applicable), the audit fee, the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.

5. To review the internal auditors' audit risk assessment, strategy and programme; to consider major findings of internal audit reviews and management's response; and to promote co-ordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Board of Governors as appropriate).

6. To keep under review the effectiveness of the risk management, control and governance arrangements, and to review the external auditors' management letter, the internal auditors' annual report, and management responses.

7. To monitor the implementation of agreed audit-based recommendations, from whatever source.

8. To ensure that all significant losses have been thoroughly investigated and that the internal and external auditors, and, where appropriate, the regulator, have been informed.

9. To oversee the institution's policy on fraud and irregularity, including being notified of any significant action taken under that policy.

10. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.

11. To satisfy itself that effective arrangements are in place to ensure appropriate and

accurate data returns are made to external stakeholders and regulatory bodies.

12. To receive any relevant reports from the National Audit Office, the Office for Students and other organisations.

13. To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their objectivity, and to make recommendations to the Board of Governors concerning their reappointment, where appropriate.

14. To monitor other relevant sources of assurance, for example other external reviews.

15. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the regulator's Accounts Directions.

16. In the event of the merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.

Membership

The Committee and its Chair shall be appointed by the Board of Governors, from among its own members, and must consist of members with no executive responsibility for the management of the institution. There shall be no fewer than three members; a quorum shall be at least two independent members. The Chair of the Board of Governors and the Chair of the Finance and Resources Committee should not be members of the Committee. Members should not have significant interests in the institution.

At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee may, if it considers it necessary or desirable, co-opt members with particular expertise. In order to maintain independence, Audit Committee members are not usually also members of the Finance and Resources Committee.

Attendance at Meetings

The Financial Director, the head of internal audit, and a representative of the external auditors shall normally attend meetings where business relevant to them is to be discussed. The Committee has the right, whenever it is satisfied that this is appropriate, to go into confidential session and exclude any or all other participants and observers other than the Audit Committee Secretary.

Frequency of Meetings

Meetings shall normally be held at least four times each financial year. The external auditors or head of internal audit may request a meeting if they consider it necessary and the Chair may call additional meetings if he or she considers it necessary.

Authority

The Committee is authorised by the Board of Governors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board of Governors to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or Chair of the Board of Governors. However, it may not incur direct expenditure in this respect in excess of £30,000, without the prior approval of the Board of Governors.

The Audit Committee will review the audit of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter. The Committee should, where appropriate, confirm with the internal and external auditors that the effectiveness of the internal control system has been reviewed, and comment on this in its annual report to the Board of Governors.

Reporting Procedures

The minutes (or a report) of meetings of the Committee will be circulated to all members of the Board of Governors.

The Committee will prepare an annual report covering the institution's financial year and any significant events up to the date of preparing the report. The report will be addressed to the Board of Governors and the Vice-Chancellor, and will summarise the activity for the year. It will give the Committee's opinion on the adequacy and effectiveness of the institution's arrangements for the following:

- risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts)

- sustainability, economy, efficiency and effectiveness (value for money)

- the management and quality assurance of data submitted to external stakeholders and regulatory bodies.

This opinion should be based on the information presented to the Committee. The Audit Committee Annual Report should normally be submitted to the Board of Governors before the members' responsibility statement in the annual financial statements is signed.

Clerking Arrangements

The clerk to the Audit Committee will be the Clerk to the Board of Governors (or other appropriate independent individual).

FINANCE AND RESOURCES COMMITTEE

Purpose

To consider, to advise on or determine, as appropriate, the strategies and policies for the effective and efficient use of the University's financial, physical and human resources, and to be responsible to the Board of Governors for ensuring the solvency of the University and the safeguarding of its assets.

Strategies

1. To consider, to advise or determine, as appropriate, the University's strategies relating to finance, human resources, health and safety, estates, facilities, IT systems and environmental sustainability, ensuring alignment with the University's Strategy.

Human Resources

1. To make recommendations to the Board of Governors concerning the policies relating to staff behaviour and performance.

2. On behalf of the Board of Governors, to set a framework for the pay and conditions and pension arrangements of all staff (excluding the members of the University Executive Group whose remuneration is approved by the Remuneration Committee), taking into account any schemes of pay and conditions drawn up by relevant national bodies; regulatory requirements; and best practice.

3. To oversee the implementation and delivery of the University's People Strategy.

4. To review the University's Remuneration Policy Principles, as appropriate.

5. To ensure compliance with the University's legal obligations in relation to health and safety and equality and diversity.

Financial

1. To consider and make recommendations to the Board of Governors regarding:
   - The annual Financial Statements of the University and its subsidiary companies.
   - The University's budgets and financial forecasts.
   - A framework within which fees and other charges payable to the University shall be set.
   - Joint venture arrangements that lead to the establishment of a separate (new) legal entity in which the University will play any role.
   - The Financial Regulations.

2. To ensure compliance with the Office for Students' financial requirements and obligations.

3. To approve the acceptance of gifts of money, land or other property where the value is between £1m and £5m or advise the Board where the value is in excess of £5m.

4. To determine policies regarding borrowing and similar pecuniary liabilities, reserves, deficits, investments, sale and purchase of assets.

5. To approve the appointment of bankers and external investment and cash fund managers.

6. To consider the Students' Union's Financial Statements.

Estates and IT and Infrastructure

1. To consider and make recommendations to the Board of Governors regarding:
   - Capital and IT expenditure where project costs exceed £5m.
   - The Estate Strategy, acquisitions, developments or disposals where project costs exceed £5m.

2. To approve all matters of the Estate Strategy, acquisition, development or disposal if the value is between £1m and £5m.

3. To approve capital and IT expenditure where project costs are between £1m and £5m.

4. To review the progress on a regular basis of all capital projects with a value in excess of £1m and undertake post-project reviews of all estates projects where expenditure is in excess of £5 million.

5. To ensure that the University's capital and IT project commitments are in line with the University's medium and long term financial plans.

Membership

As determined by the Board from time to time having regard to the provisions of Article 6.3.

At least one member of the Committee should also be a member of the Remuneration Committee.

Quorum

50% of the Committee membership, rounded up if necessary, of which two must be independent members.

NOMINATIONS AND GOVERNANCE COMMITTEE

Purpose

To be responsible to the Board of Governors for the oversight of corporate governance arrangements to ensure that the University is pursuing best practice, for identifying and recommending the appointment of new Governors to the Board and for recommending the appointment of Governors, co-opted members and Chairs to Committees.

Terms of Reference

1. To keep under review and advise the Board of Governors on the University's governance arrangements, ensuring adherence to regulatory requirements and best practice.

2. To develop processes for the Board's periodic review of its own effectiveness.

3. To advise the Board on the appointment of Chancellor.

4. To keep under review the membership and profile and diversity of the Board of Governors and undertake succession planning to ensure that vacancies on the Board are filled promptly by suitably qualified candidates.

5. To seek out possible candidates to join the Board and to recommend the appointment of new Governors to the Board and the reappointment of Governors whose specified terms of office are coming to an end.

6. To advise the Board on all matters relating to the process for the appointment of Governors.

7. To review the membership of the Board's Committees and to recommend to the Board the appointment of Governors and co-opted members to Committees and the appointment of Committee Chairs.

8. To oversee and monitor the implementation of Governor induction and training.

Membership

As determined by the Board from time to time having regard to the provisions of Article 6.3, subject to the Chair of the Board and the Vice-Chancellor being members ex officio.

Quorum

50% of the Committee membership, rounded up if necessary, of which two must be independent members

REMUNERATION COMMITTEE

Purpose

The Board of Governors has delegated responsibility to the Remuneration Committee to agree the pay and conditions for the Vice-Chancellor, the Clerk to the Board of Governors, and other members of the University Executive Group, and to approve severance arrangements for those staff.

Duties

The duties of the Committee are as follows:

1. To have responsibility for setting the remuneration policy for the Vice-Chancellor, the Chief Operating Officer (whose role encompasses the Clerk to the Board), and other members of the University Executive Group, ensuring adherence to regulatory requirements and best practice. Remuneration shall include pay, pension and any other terms and conditions of employment.

2. To review the on-going appropriateness and relevance of the remuneration policy in relation to the Vice-Chancellor, the Chief Operating Officer and other members of the University Executive Group.

3. To approve the individual remuneration package of each member of the University Executive Group.

4. To approve the design of, and determine targets for, any performance related pay schemes for University Executive Group members, and approve the total annual payments under such schemes.

5. To ensure that severance terms on exit for any member of the University Executive Group comply with best practice, are fair to the individual, fair to the University, do not reward failure and fully recognise the duty to mitigate loss.

6. In respect of those duties laid out in these terms, pay particular attention to equality and diversity, making sure that reward policy and practice reflect the University's commitment to ensuring equal treatment.

Membership

1. The Committee shall comprise at least 3 independent Governors (one of whom shall be the Chair of the Board of Governors).

2. The Vice-Chancellor shall not be a member of the Committee.

3. At least one member of the Committee shall also be a member of the Finance and Resources Committee.

4. Appointments to the Committee are made by the Board, other than the Chair of the Board of Governors, who is a member ex officio.

5. The Board shall appoint a Committee Chair who shall be a senior Independent Governor on the Board. The Chair of the Board shall not be chair.

Attendance

No member of staff may be present at a meeting during discussion about their own remuneration.

Quorum

50% of the Committee membership, rounded up if necessary, of which the majority must be independent members.

Reporting

Provide sufficiently detailed reports to the Board, (not less than once per year) to provide the necessary assurance to other Governors, not involved in Remuneration Committee, that appropriate governance is being deployed.

THE ACADEMIC BOARD

Terms of Reference

Subject to the provisions of the Articles of Government, to the overall responsibility of the Board of Governors, and to the responsibilities of the Vice-Chancellor, the Academic Board is responsible:

1. For general issues relating to the research, scholarship, learning and teaching and courses at the institution, including criteria for the admission of students; the appointment and removal of internal and external examiners; policies and procedures for assessment and examination of the academic performance of students; the content of the curriculum; academic standards and the validation and review of courses; the procedures for the award of qualifications and honorary academic titles; and the procedures for the expulsion of students for academic reasons, such responsibilities shall be subject where appropriate to the requirements of validating and accrediting bodies.

2. For considering the development of the academic and related activities of the University and the resources needed to support them and for advising the Vice-Chancellor and the Board of Governors thereon.

3. For advising on such matters as the Board of Governors or the Vice-Chancellor may refer to the Academic Board.

Membership

1.	Vice-Chancellor (Chair)
2.	Ex Officio: • Deputy Vice-Chancellor • Chief Operating Officer • Pro-Vice-Chancellor Education • Pro-Vice-Chancellor International • Pro-Vice-Chancellor Research and Knowledge Exchange • Faculty Pro-Vice-Chancellors
3.	One Head of Department/ Deputy Faculty Pro-Vice-Chancellor from each Faculty, nominated by the Faculty Pro-Vice-Chancellor (term of office: 2 years)
4.	One Faculty Head of Education nominated by the Pro-Vice-Chancellor Education (term of office: 2 years)
5.	One Faculty Head of International nominated by the Pro-Vice-Chancellor International (term of office: 2 years)
6.	One Faculty Head of Research and Knowledge Exchange nominated by the Pro-Vice-Chancellor Research and Knowledge Exchange (term of office: 2 years)
7.	Three members of the Professoriate nominated by the Chair (term of office: 2 years)
8.	One elected member of staff from each Faculty (term of office: 2 years)
9.	The President of the Students' Union
10.	The Students' Union Education Officer

Operational Protocols

1. The focus of Academic Board business should be on academic enhancement. Routine monitoring of quality management should be undertaken by the academic administration, and reported to Academic Board via its Committees.

2. Responsibility for the enactment, implementation and monitoring of operational procedures is delegated by the Academic Board to its Committees. The following responsibilities, however, are retained by the Board and not delegated:
   - Determination of academic strategy and strategic planning.
   - Approval of policy.
   - Approval of policy statements.
   - Approval of Institutional Codes of Practice.
   - Approval of regulations.
   - Approval of documents prepared for institutional reviews.
   - Approval of substantial revisions to any of the above.
   - Approval of changes to terms of reference and composition of the Board's committees (including Assessment Boards and Programme Committees).

3. In order to reinforce the link between Academic Board Committees, executive responsibilities and strategic direction, all Academic Board Committees should be chaired by the relevant members of the University Executive Group in their Pro Vice-Chancellor roles.

Quorum

The quorum for Academic Board meetings is 50% of the total membership.

EDUCATION COMMITTEE

Terms of Reference

The Education Committee has delegated responsibility for the educational oversight of all taught provision, wherever delivered. Its focus is on priority issues of an institutional nature. The Committee has delegated responsibility for the maintenance of academic quality and standards. It is responsible to the Academic Board for the institutional oversight of the operation of strategies, policies, systems, procedures and codes of practice relating to quality and standards within the University and the strategic enhancement of the education of students. It has responsibility for the consideration and approval of a range of institutional procedures on behalf of the Academic Board.

The Education Committee is authorised to delegate responsibility for routine procedural matters, their enactment, implementation and monitoring, to the Head of Academic Standards (e.g. programme approval; external examiner appointments) who reports to the Education Committee on consistent compliance with University procedures on an annual basis. The Committee is also authorised to delegate responsibility for procedural matters, their enactment, implementation and monitoring, to the Faculty Education Committees.

Purpose

To advise the Academic Board on issues relating to student education, particularly strategy and policy concerning learning, teaching and assessment for all taught awards and credit-bearing provision, and to maintain oversight of the academic quality and standards of the University's taught provision on behalf of the Academic Board. To maintain oversight of the implementation of the University's Education Strategy.

Terms of Reference

To oversee the following areas of activity on behalf of Academic Board and to advise and make recommendations to Academic Board on:

1. The development and promotion of strategically-led enhancement initiatives, activities and institution-wide changes designed to enhance the educational experience of students using external measures of teaching quality and student satisfaction to guide strategic development.

2. Overarching or significant issues identified through the Education Annual Review process.

3. The strategic priorities relating to the student life-cycle (including, as necessary, pre-entry; admission; widening participation; retention; progression; achievement; employability; alumni).

4. The implementation of strategy and the development of policy in relation to learning, teaching and assessment, including the:

   - development and enhancement of the University's curriculum;
   - dissemination, promotion and evaluation of good practice identified internally and externally in relation to learning, teaching and assessment;
   - impact of teaching, learning and assessment on student progression throughout their studies.

5. The effectiveness of the student partnership in quality assurance and enhancement.

6. The analysis of student survey outcomes and feedback, and identification of actions to address areas of concern.

7. The effectiveness of learner support.

8. The identification and oversight of priorities for the engagement of academic staff with CPD.

9. Engagement with relevant external agendas developments, consultations and agencies, (particularly the OfS, QAA, AdvanceHE, UUK and other national committees) in relation to the student educational experience and academic quality and standards.

10. Keep under review the policies and procedures relating to standards and quality, ensuring that they remain in line with external expectations and policies, including the QAA Quality Code, and seek approval of the Academic Board for policy development or substantive changes.

11. Maintain and review the University's Assessment Regulations so that these protect and assure academic standards:
    a. monitoring the effectiveness and consistent application of the Assessment Regulations across all taught provision;
    b. annually reviewing and updating the Assessment Regulations for taught provision, ensuring that they remain in line with external expectations and support institutional objectives, and to seek approval of the Academic Board for changes;
    c. considering proposals from Faculty Education Committees for variations to or exemptions from specific aspects of the Assessment Regulations

12. Oversee the academic quality and standards of all academic and collaborative partnerships in the UK and overseas, ensuring that all such provision meets University standards. Specifically it will:
    a. monitor the effectiveness of existing academic and collaborative partnerships through annual review of academic quality and standards;
    b. develop and keep under review the policies and procedures for the approval, review and discontinuation of collaborative partnerships making recommendations for changes as necessary;
    c. consider proposals for the approval of new collaborative partners ensuring that requirements of quality and standards due diligence are met and that appropriate partner evaluations have been conducted, and reported to the Academic Board.

13. Monitor reports from PSRBs and actions taken to resolve issues.

14. Oversee the operation of the external examiner system, monitor appointments and terminations, consider significant or overarching themes from external examiner feedback, and report as necessary on matters of concern or of good practice.

15. To consider and approve a range of sub-regulatory procedures on behalf of the Academic Board.

Reporting Line

Academic Board

Specific Policy Responsibilities

- Academic Regulations and associated matters of the University.
- Institutional Codes of Practice.
- Curriculum Frameworks
- Strategic Framework for Retention.
- Our Commitment Statement.
- University Assessment Regulations and sub-regulatory procedures.

Groups

The Education Committee may establish other groups, provided that these:
- are approved by Academic Board;
- have a defined remit, are time-limited and report to the Education Committee on a termly basis.

The Education Committee is required to review the operation and effectiveness of these groups on an annual basis, with a view to adapting or dissolving such groups.

Frequency of Meetings

The Education Committee shall meet at least twice per term.

Minutes

Copies of all minutes will be forwarded to Academic Board. Minutes and papers will be held electronically in Governance and Secretariat.

Membership

1	Pro-Vice-Chancellor Education (Chair)
2	Ex Officio: • Faculty Heads of Education • Academic Registrar • Head of Academic Standards • Head of Centre for Excellence in Learning and Teaching • Head of Learning and Research Technologies • Director of Careers and Employability • Director of Education Management • Director of Student Services • Director of Student and Programme Management
3	Up to two co-opted members (term of office: 2 years)
4	Up to three Students' Union representatives, one of whom can be a Students' Union staff member (term of office: 1 year)
5	Up to two members nominated by Academic Board (term of office: 2 years)

Quorum

The quorum for the Education Committee is 50% of the total membership.

ACADEMIC AND COLLABORATIVE PARTNERSHIPS SUB COMMITTEE

Purpose
To advise the Education Committee on the academic quality and standards of the University's Academic and Collaborative Partnerships.

Terms of Reference
To oversee academic quality and standards of all Academic and Collaborative Partnerships on behalf of the Education Committee and to advise and make recommendations to the Committee on:

1. The development, implementation and monitoring of University policies and procedures relating to the academic quality and standards of Collaborative and Academic Partnerships.

2. Oversight of the University Collaborative Provision and Academic Partnership Register, ensuring compliance with the University's obligation to notify the OfS of any new or terminated partnerships defined by the OfS as a reportable event.

3. The approval of quality and standards due-diligence assessments of new collaborative partners.

4. Oversight and monitoring of the quality and standards of Collaborative Programmes, through detailed scrutiny of reports from Faculty Partnership Management Groups, Faculty Education Committees and Collaborative Partner Reviews.

5. Oversight and ongoing monitoring of issues, recommendations and action plans arising from Cause for Concern investigations and Teach Out arrangements.

6. The approval of articulation proposals considered by the Articulation Approval Group.

7. Monitor the application of the University's requirements for the approval of collaborative partner teaching staff.

Reporting Line
Education Committee

Frequency of Meetings
The Committee shall meet at least once per term.

Minutes
Copies of all minutes will be forwarded to Education Committee.

Membership

1	Deputy Director of Education Management (Chair)
2	Ex Officio: Head of Academic Collaboration
3	One academic representative from each Faculty, nominated by the Faculty Pro-Vice-Chancellor
4	One representative from the International Office

5	One representative from Marketing
6	One representative from Student Data Services
7	The Student Operations Manager
8	One representative from Library Services

Quorum

The quorum for the Academic and Collaborative Partnerships Sub-Committee is 50% of the total membership.

GRADUATE OUTCOMES SUB-COMMITTEE

Purpose:

To oversee the implementation of the University's Graduate Outcomes Strategy.

Terms of Reference:
1. To provide oversight of the continuing implementation and development of the Graduate Outcomes (GO) Strategy 2020-2025.
2. To provide oversight of GO related activities and ensure alignment with the Education Strategy via the Education Committee, and the office of the Pro-Vice-Chancellor Education.
3. To align, where appropriate, with other University Strategies, projects, and activities.
4. To ensure GO-related projects and initiatives (e.g. My 5 Year Plan, RISE, etc.) remain impactful and focussed on strategic objectives.
5. To initiate, where appropriate, partnership activities and projects designed to support the GO Strategy and facilitating a cross-University approach to supporting employability.
6. To develop an institution-wide overview of the effectiveness and efficiency of the full range of issues, interventions and services affecting student employability, work-based learning and graduate outcomes.
7. To maintain and promote an understanding of the factors that make a student employable, and developments in the graduate labour market – local, regional, national and international.
8. To provide a forum for discussion and dissemination of good practice, as well as areas for concern, challenges, and opportunities to collaborate.
9. To consider, direct, and act upon developments relating to the GO Strategy Workstreams.
10. To initiate Task and Finish projects to address emerging challenges.
11. To initiate, where appropriate, partnership activities and projects designed to support the GO Strategy and facilitating a cross-University approach to supporting employability.
12. To monitor University and faculty performance in employability-related metrics (GO, Proceed, League Tables, etc.); and to track the progress of the stated lead-indicators, such as Careers Registration data.
13. To identify and consider relevant sector-wide developments, projects, and activities; and assess the potential application of these at Manchester Met.
14. To review and consider sector/policy developments in relation to measuring employability and career outcomes.
15. To benchmark, where possible, against competitor/peer group universities.

Reporting Line:
Faculty Employability Groups will report into the GO Sub-committee (via Faculty Employability Leads).

The GO Sub-committee will report into the University Education Committee.

Frequency:
The Group shall meet at least twice per term in line with the Education Committee cycle.

Membership

Director of Careers and Employability (CHAIR)	Careers and Employability Service (CES)
Faculty Employability Leads	Arts and Humanities Science and Engineering Health and Education Business and Law
GO Strategy Workstream Leads	Curriculum Development Early Career Graduate Differential Outcomes GO Survey Employer Partnerships
Representative of Faculty Heads of Education	
Representative of the DFPOs	Strategic Planning Office (SPO)
Employability Projects Manager	CES
Director of Rise	SPO
My5YP Academic Lead	University Teaching Academy (UTA)
Head of Student & Graduate Employment	CES
Head of Faculty Careers & Employability	CES
Careers Information & Communications Manager	CES
Reps from Alumni team	Development and Alumni
Rep. from Students' Union	Students' Union
Careers Data Analyst	CES

Minutes

Copies of all minutes will be forwarded to Education Committee.

Quorum

The quorum for the GO Sub-committee is 50% of the total membership.

FACULTY EDUCATION COMMITTEE

The Faculty Education Committee is responsible to the Education Committee of Academic Board. It is authorised to delegate responsibility for procedural matters, their enactment, implementation and monitoring, to Programme Committees.

The Faculty Education Committee shall ensure that any matters relating to the strategy, resources and congruence with the Faculty Plan are referred to the Faculty Executive Group for consideration and resolution before final recommendations are made to the Education Committee.

Purpose

To consider issues relating to the monitoring and enhancement of the student experience (whether delivered at the University or by a collaborative partner) and advise the Education Committee on the student educational experience.

To advise Faculty Executive on issues relating to the Faculty's student education, including, particularly strategy and policy in relation to learning, teaching and assessment in connection with all taught award and credit bearing provision.

Terms of Reference

To oversee the following areas of activity on behalf of the Education Committee and the Faculty Executive Group, and to advise and make recommendations to the Education Committee on:

1. The promotion and evaluation of the University's policies and Regulations in relation to the education of students.

2. The review of relevant issues that impact on the student lifecycle raised through:
    - Data gathered through the Analytics Dashboard (including: admission; retention; progression; attainment);
    - Reports on pre-entry; induction; widening participation; PDP; employability; alumni.
    - The Student Voice (including Programme Committees, surveys and Course Representative feedback).

3. Oversee and review development and policies in relation to learning, teaching and assessment and the dissemination and embedding of good practice, particularly in relation to the:
    - development and enhancement of the University's curriculum;
    - impact of teaching, learning and assessment on student progression.

4. The evaluation of the student partnership and student voice; analysis of current feedback and implementation of actions to address areas of concern, including:
    - mechanisms for liaison between staff and students;
    - the development, timely implementation and review of the Faculty action plan in response to student surveys;
    - implementation and oversight of mechanisms to ensure timeliness in responding to student feedback;
    - providing evidence of how the Faculty closes the feedback loop and communicates this to staff and students;
    - the dissemination of good practice.

5. The evaluation of priorities for learner support, including:
    - Oversight and enhancement of the Personal Tutoring system;

- Personal Learning Plans;
- Student engagement;
- Student Support Framework.

6. Monitor, on a termly basis, Faculty-wide Programme amendment activity, to ensure non-material and administrative change activity remains appropriate.

7. Contributing to institutional responses to consultations made by agencies (particularly OfS, the QAA, AdvanceHE, UUK and other national committees) in relation to the student experience.

8. The support and promotion across the Faculty of the enhancement of education, and identification of good practice.

9. Report and advise on priorities for CPD, engagement of academic staff in CPD, teaching qualifications and promotion.

Reporting Line

Education Committee

Specific Policy Responsibilities

Implementation of policies approved by Education Committee and Academic Board.

Frequency of Meetings

The Faculty Education Committee shall meet at least twice per term.

Minutes

Copies of all minutes will be forwarded to the Education Committee and relevant Faculty Executive Groups. Minutes and papers will be held electronically in Governance and Secretariat.

Membership

1.	Faculty Head of Education (Chair)
2.	A Programme Leader (or equivalent) nominated by each Head of each Department (or equivalent) (Term of Office: 2 years)
3.	One representative from the University Teaching Academy
4.	One representative from the Careers and Employability Service
5.	One representative from Student Support Services
6.	Up to two Students' Union representatives, one of whom can be a Students' Union staff member (term of office: 1 year)
7.	Up to two representatives with Faculty responsibility for student experience and/or employability
8.	Up to four co-opted members of staff (term of office: 2 years)

Quorum

The quorum for the Faculty Education Committee meetings is 50% of the total membership.

WIDENING PARTICIPATION STEERING GROUP

Purpose

To oversee the development, implementation and monitoring of Widening Participation activity across the institution, ensuring this activity supports the implementation of the University's Education Strategy and is in line with Office for Students (OfS) requirements. To review and recommend for approval relevant strategic documents including the University's Access and Participation Plan (APP) and the Annual Monitoring Return to the OfS.

Terms of Reference

1. To provide oversight of the development, implementation and monitoring of Widening Participation activities across the institution, ensuring these support the aims of the University's Education Strategy and are in line with OfS requirements.

2. To ensure the Manchester Met Access and Participation Plan is drafted in line with OfS guidance and reflects the institution's approach to Access, Student Success and Progression.

3. To monitor the University's performance in relation to Widening Participation activities across the student lifecycle, noting the commitments made in the Access and Participation Plan.

4. To identify areas of concern and best practice in Widening Participation activity and recommend improvements.

5. To oversee the completion of the Annual Monitoring Return to OfS and address any areas of under-performance.

6. To monitor the utilisation and impact of funding received by the University for Widening Participation, including as appropriate the additional fee income and OfS Student Premium funding.

Reporting Line

Education Committee

Membership

1.	Academic Registrar (Chair)
2.	Director of External Relations
3.	Director of Recruitment and Admissions
4.	Director of Strategic Planning
5.	Director of Student Services
6.	Director of Careers and Employability
7.	Head of Widening Participation
8.	Head of CELT

9.	Assistant Director of Finance
10.	Head of Accounting, Planning and Reporting
11.	Head of Membership Development (The Union)
12.	Students' Union President
13.	Faculty Head(s) of Education (nominated by the Pro-Vice-Chancellor for Education)

HONORARY AWARDS COMMITTEE

Terms of Reference

The Honorary Awards Committee has authority to consider and approve nominations for honorary awards on behalf of the Academic Board. The Committee shall meet at least once a year and is responsible for:

1. Considering and approving nominations for the conferment of honorary degrees made in accordance with the criteria specified in the University Regulations and the University's Honorary Awards Procedure.

2. In exceptional circumstances, considering and approving any proposed rescinding of an honorary degree made in accordance with the University Regulations.

3. Keeping the criteria and procedures for conferring Honorary Awards under review and recommending changes to Academic Board as necessary.

4. Reporting its decisions annually to the Academic Board.

Reporting Line

Academic Board

Membership

1.	Vice-Chancellor (or nominee) (Chair)
2.	Ex Officio: • Deputy Vice-Chancellor • Chief Operating Officer • Pro Vice-Chancellor(s) with relevant brief • President of the Students' Union • Director of External Relations • Director of Development and Alumni Relations • Director of Public Affairs
3.	Two members nominated by the Chair from the Professoriate (term of office: 2 years)
4.	Two members from Faculties or Professional Services nominated by the University Executive Group (term of office: 2 years)
5.	Two members nominated by and from the membership of the Board of Governors (term of office: 1 year)

Operational Protocols

1. When considering nominations for honorary awards or proposals for the withdrawal of an honorary award, the business of the Committee shall be conducted in strict confidence.

2. In matters relating to the conferment or withdrawal of honorary awards the decision of the Committee shall be final.

Quorum

The quorum for the Honorary Awards Committee is 50% of the members.

RESEARCH AND KNOWLEDGE EXCHANGE COMMITTEE

Purpose

The Research & Knowledge Exchange Committee has oversight of matters related to research policy and strategy at the University. Research is here conceived as covering the whole spectrum of activity from initial idea through the investigative process, whatever form it might take, to the delivery of impact, encompassing engagement and knowledge exchange with potential users, stakeholders or beneficiaries as a part of any or all stages of this process. The terms of reference below should be understood as referring to this full spectrum.

Terms of Reference

Key responsibilities are:

1. To provide Academic Board and University Executive Group with leadership and advice on research policy and strategy at the University, for example through the effective articulation of a powerful and coherent vision in the University's Research and Knowledge Exchange Strategy.

2. To work with Research Centres, Faculties and Professional Services to create the appropriate environment and associated infrastructure to enable the University's research and impact to be positioned at the forefront of national and international developments, both taking account of and shaping future agendas.

3. To monitor research funding trends in the UK, Europe and key regions where the University has active collaborations; to ensure that new opportunities are being addressed and appropriate responses made where these are aligned with the overall Research and Knowledge Exchange Strategy.

4. To approve the establishment and disestablishment of research entities including University Centres for Research and Knowledge Exchange (UCRKEs).

5. To monitor the performance of the University, Faculties and UCRKEs in terms of research quality, financial stability, impact and research integrity.

6. To approve Strategies and Policies in relation to Research Ethics and Governance.

7. To ensure the University's voice is heard at influential research organisations, including key players in the UK, Europe and other regions where the University has active research activities.

8. To identify, promote and disseminate good practice in the management of research within the University, and also to promote research, engagement and impact successes internally and externally.

9. To advise on and monitor progress towards research grants and contracts targets (applications, awards and income), including considering barriers to, and effective support for, the delivery of such targets.

10. To advise on the development of strategic research partnerships with business and industry.

11. To develop and recommend to UEG the approval of policies and procedures to promote, monitor and reward commercial development of intellectual property and the commercial use of research facilities.

12. To recommend to Academic Board an appropriate strategy for the University submissions to the Research Excellence Framework and to oversee the arrangements for the preparation of these submissions.

13. To oversee, via the University Research Degrees Committee, strategy and policy for postgraduate research provision, postgraduate researcher experience and wellbeing, and quality assurance and enhancement for postgraduate research provision.

14. To oversee local implementation of national research-related initiatives such as Open Research.

15. To oversee the University's compliance with the Concordat to Support the Career Development of Researchers, including the development and delivery of appropriate staff development activities for researchers.

16. To oversee the University's compliance with the Concordat for Engaging the Public with Research.

17. To promote collaboration and interdisciplinary research, both internally and externally, nationally and internationally, in order to improve the quality of the University's research.

18. To advise on, and monitor progress towards, research and influence activities and targets supporting the Strategic Framework, including the relevant KPTs.

Reporting Line

Academic Board

Minutes

Copies of all minutes will be forwarded to Academic Board. Minutes and papers will be held electronically in Governance and Secretariat.

Membership

1.	Pro-Vice-Chancellor Research and Knowledge Exchange (Chair)
2.	Faculty Heads of Research & Knowledge Exchange
3.	One Representative of Directors of University Centres for Research and Knowledge Exchange (Term of Office: 3 years)
4.	One Faculty Pro-Vice-Chancellor (nominated by Pro-Vice-Chancellor RKE) (Term of Office: 3 years)
5.	Director of Research and Knowledge Exchange
6.	Head of Graduate School
7.	Head of Business Engagement
8.	Head of Research Development
9.	Head of Research Environment and Impact

10.	Early/ Mid Career Researchers (or equivalent group) (Term of Office: 1 year)
11.	Postgraduate Researcher representative (Term of Office: 1 year)
11.	Up to four co-opted members (Term of Office: 3 years)

Quorum

The quorum for the Research & Knowledge Exchange Committee is 50% of the total membership.

FACULTY RESEARCH AND KNOWLEDGE EXCHANGE COMMITTEE

Purpose

The Faculty Research and Knowledge Exchange Committee has oversight of matters related to research policy and strategy in the Faculty. Research covers the whole spectrum of activity from initial idea through the investigative process, to the delivery of outcomes and impact, encompassing engagement and knowledge exchange with potential users, stakeholders or beneficiaries. The terms of reference below refer to this full spectrum.

The Committee shall ensure that any matters relating to strategy, resources and congruence with the Faculty plan are referred to the Faculty Executive Group for consideration before final recommendations are made to the University Research and Knowledge Exchange Committee.

Terms of Reference

Key responsibilities are:

1. To provide an effective and responsive two-way interface with the University RKE Committee and to support the articulation of a powerful and coherent vision for research and knowledge exchange in the Faculty.

2. To work with the Faculty's RKE Centres and associated Groups as well as the Faculty Executive and colleagues in the Professional Services to create the environment and infrastructure to enable the Faculty's RKE activities to be positioned at the forefront of national and international developments.

3. To monitor research funding trends in the UK, Europe and key regions where the Faculty has active collaborations.

4. To ensure that new funding opportunities are addressed and appropriate responses made where these are aligned with the overall RKE strategy.

5. To support efforts to ensure the University's voice is heard at influential research organisations, including key players in the UK, Europe and other regions where the Faculty has active research activities.

6. To identify, promote and disseminate good practice in the management of research within the Faculty and University, and also to promote research, engagement and impact successes internally and externally.

7. To advise on and monitor progress towards research grants and contracts targets (applications, awards and income), including considering barriers to, and effective support for, the delivery of such targets.

8. To advise on the development of strategic research partnerships with business and industry where they are relevant to the Faculty.

9. To work with the University RKE Committee and associated colleagues to ensure that an appropriate strategy for the Faculty's submissions to the Research Excellence Framework is followed and to oversee the local arrangements for the preparation of these submissions.

10. To oversee, via the Faculty and University Research Degrees Committee, strategy and policy for postgraduate research provision, postgraduate researcher experience and wellbeing, and quality assurance and enhancement for postgraduate research provision.

11. To oversee local implementation of national research-related initiatives such as Open Research.

12. To oversee the Faculty's compliance with the Concordat to support the Career Development of Researchers, including the provision of appropriate staff development activities for researchers.

13. To oversee the Faculty's compliance with the Concordat for Engaging the Public with Research.

14. To promote collaborative and interdisciplinary research, both internally and externally, nationally and internationally, in order to improve the quality of the Faculty's and University's research.

15. To advise on, and monitor progress towards, research and influence activities and targets supporting the Strategic Framework, including the relevant KPTs.

Reporting Line

University Research and Knowledge Exchange Committee.

Minutes

Copies of all minutes will be forwarded to the University RKE Committee. Minutes and papers will be held electronically by Governance and Secretariat.

Membership

1.	Head of Faculty Research and Knowledge Exchange (Chair)
2.	Faculty Heads of RKE Centres and Groups
3.	Chair of Faculty Research Degrees Committee
4.	Chair of Faculty Research Ethics and Governance Committee
5.	PGR representative
6.	Senior Business Development Manager (or equivalent)
7.	Up to four co-opted members*
*Appointed on an annual basis and term extended by agreement of the Chair.	

Quorum

The quorum for the Faculty Research and Knowledge Exchange Committee is 50% of the total membership.

RESEARCH DEGREES COMMITTEE

Research Degrees Committee is responsible to Academic Board through Research and Knowledge Exchange Committee and Education Committee for the educational oversight of all research degree provision, wherever delivered. Its focus is on priority issues of an institutional nature.

The Committee has delegated responsibility for the maintenance of academic quality and standards related to research degree provision. It is responsible for the institutional oversight of the operation of strategies, policies, systems, procedures and codes of practice relating to quality and standards for research degree provision. It has responsibility for the consideration and approval of a range of institutional procedures relating to research degree provision on behalf of Research and Knowledge Exchange Committee, Education Committee and Academic Board.

Research Degrees Committee is authorised to delegate responsibility for routine procedural matters, their enactment, implementation and monitoring, to the Head of Graduate School, who reports to Research Degrees Committee on an annual basis. The Committee is also authorised to delegate responsibility for procedural matters, their enactment, implementation and monitoring, to the Faculty Research Degrees Committee.

Purpose
To advise the Academic Board through Research and Knowledge Exchange Committee and Education Committee on matters relating to research degrees, particularly strategy and policy concerning postgraduate researcher development, supervision and assessment for all postgraduate research awards, and to maintain oversight of the academic quality and standards of the university's postgraduate research provision on behalf of the Academic Board. Research Degrees Committee will develop and maintain oversight of the University's postgraduate research strategy.

Terms of Reference
To oversee the following areas of activity on behalf of Research and Knowledge Exchange Committee and Education Committee:

Strategy and Policy
1. The development and promotion of strategically-led enhancement initiatives, activities and institution-wide changes designed to enhance postgraduate research provision and the experience of postgraduate research students.

2. Advise on strategic partnerships with academic institutions and industry related to postgraduate research.

3. Lead the strategic development and enhancement of Faculty Graduate Schools and Faculty Research Degrees Committees.

Postgraduate Researcher Experience
4. Strategic priorities relating to the postgraduate research student life-cycle, including recruitment, admissions, retention, progression, submission and completion, achievement, employability and alumni.

5. The implementation of strategy and the development of policy in relation to postgraduate researcher development, supervision and assessment, including:

- development and enhancement of the University's research degree offering;

- dissemination, promotion and evaluation of good practice identified internally and externally in relation to postgraduate researcher development, supervision and assessment.

6. Development and promotion of policies and processes related to postgraduate research studentships and funding.

7. Development and promotion of policies and processes related to postgraduate research student wellbeing.

Quality Assurance and Enhancement
8. Enhancement of the quality of postgraduate research provision, including review of significant issues identified through the Postgraduate Review Process and external surveys such as Postgraduate Researcher Experience Survey.

9. Maintain review of the regulations, policies and procedures relating to standards, quality and assessment, ensuring they remain in line with external expectations and policies, including the QAA Quality Code and UKRI guidelines, and seek approval of the Academic Board for policy developments or substantive changes.

10. Ensure the maintenance of quality and standards for research degree programmes and the provision of training for staff and students.

11. Consider, and approve, where appropriate, new programmes of study and amendments to programmes of study.

12. Oversee the academic quality and standards of academic and collaborative partnerships related to postgraduate research study, ensuring that such provision meets University standards.

13. Specify the requirements for, and receive, annual reports and PGR strategic planning proposals, from Faculty Research Degree Committees, including the identification and monitoring of key performance indicators.

External Context
14. Engagement with relevant external developments, consultations and agencies, in relation to postgraduate researcher experience and developments in the research environment.

15. Report on engagement with external research organisations and funding bodies for postgraduate research provision, ensuring that opportunities are identified and responded to, in line with Research and Knowledge Exchange Strategy.

16. Represent the University externally in matters relating to postgraduate research.

Internal Communications
17. Communication with Education Committee on issues of common interest.

18. Forward to the University Executive Group (UEG) recommendations involving significant resource implications.

Specific Policy Responsibilities
- Regulations for Postgraduate Research Degrees
- Regulations on the Examination of Postgraduate Research Degrees
- Guidelines and Codes of Practice related to Research Degrees

Groups

Research Degrees Committee may establish other groups, provided that these:

- are approved by Research and Knowledge Exchange Committee;
- have a defined remit, are time-limited, and report to Research Degrees Committee on a timely basis.

Research Degrees Committee is required to review the operation and effectiveness of these groups on an annual basis, with a view to adapting or dissolving such groups.

Reporting Line

Research and Knowledge Exchange Committee and Education Committee.

Minutes

Copies of all Minutes will be forwarded to the Research and Knowledge Exchange Committee and Education Committee. Minutes and papers will be held electronically in Governance and Secretariat.

Membership

1.	Pro-Vice-Chancellor (Research and Knowledge Exchange) (Chair)
2.	Ex Officio: • Heads of Faculty Research Degrees (nominated by the Faculty Pro-Vice-Chancellors) • Director of Research and Knowledge Exchange • Head of Graduate School • Graduate School Manager • PGR Governance and Quality Assurance Manager • Head of University Teaching Academy (or nominee) • A representative from a research centre in each Faculty with responsibility for postgraduate research students. • Heads of relevant Professional Services or their nominees (Academic Services, External Relations, ISDS) (membership to be determined biennially by Research Degrees Committee)
3.	Two Postgraduate Researcher representatives
4.	A representative from the Students' Union
5.	Up to three co-opted members (term of office: 2 years)
6.	Representatives from Institutions with which MMU has collaborative PGR partnerships. Open business only.

Quorum

The quorum for the Research Degrees Committee is 50% of the total membership.

FACULTY RESEARCH DEGREES COMMITTEE

Purpose

To be responsible to the University Research Degrees Committee for the oversight of matters relating to research degrees:

- Oversee quality assurance and standards for postgraduate research provision within the Faculty, undertaking detailed scrutiny of Faculty programme approval, review and modification.
- Monitor Faculty research degree provision, including collaborative provision, on behalf of Research Degree Committee.
- Ensure the proper functioning of Programme Committees, where they exist (for example for professional doctorates).
- Ensure the implementation of policies and procedures relating to PGR students.
- Consider issues relating to the monitoring and enhancement of the postgraduate researcher experience (whether delivered at the University or by a collaborative partner) and advise the Research Degrees Committee on the postgraduate researcher experience.
- Advise Faculty Executive Group on issues relating to the Faculty's postgraduate research provision, including strategy and policy in relation to postgraduate researcher development.

The Committee shall ensure that any matters relating to strategy, resources, and congruence with the Faculty Plan are referred to the Faculty Executive Group for consideration and resolution before final recommendations are made to the University Research Degrees Committee.

Terms of Reference

To oversee the following areas of activity on behalf of the Research Degrees Committee and the Faculty Executive Group, and to advise and make recommendations to the Research Degrees Committee on:

Strategy and Policy
1. Promotion, implementation and evaluation of the University's strategies and policies in relation to provision for postgraduate researchers.

Postgraduate Researcher Experience
2. Review of relevant issues that impact on the postgraduate research student lifecycle including recruitment, admissions, retention, progression, submission and completion, achievement, employability and alumni, and the postgraduate researcher experience.

3. Oversee and review development and policies in relation to postgraduate researcher development, supervision, and assessment and development and enhancement of the University's research degree offering.

4. Enhance the academic, administrative, and social integration of the postgraduate community, ensuring the central role of the postgraduate researcher voice, and make recommendations on the adequacy of the level of welfare and social provision for postgraduate research students.

5. Promote the Skills Development Agenda of postgraduate research students in accordance with the Researcher Development Framework (RDF) and Concordat to

Support the Career Development of Researchers. Develop and provide a comprehensive training and development programme for postgraduate researchers. Work with the Graduate School and other Faculty Research Degrees Committees to ensure coordinated postgraduate researcher training and development.

6. Implementation and promotion of policies and processes related to postgraduate research student wellbeing.

Quality Assurance and Enhancement

7. Ensure strategies, policies and procedures relating to academic standards and quality are applied consistently, are in line with University requirements, external expectations (such as the QAA Quality Code) and compliance with any accrediting bodies.

8. Coordinate the preparation of annual reporting and PGR strategic planning proposals, including the identification and monitoring of key performance indicators.

9. Monitor Faculty programme approval, review and amendment activity, and specifically:
   • Approve requests for material change(s) to approved provision.
   • Monitor non-material and administrative change activity.

10. Monitor the academic quality and standards of PGR collaborative partnerships in the Faculty.

11. Promote and ensure the application of the University Assessment Regulations and Institutional Codes of Practice.

12. Enhancement of the quality of postgraduate research provision, including review of significant issues identified through the Postgraduate Review Process and external surveys such as Postgraduate Researcher Experience Survey.

13. Oversee the operation of programme boards, for example for professional doctorates and collaborative provision.

External Context

14. Contribute to relevant external developments, consultations and agencies, in relation to postgraduate researcher experience and developments in the research environment.

15. Be aware of the wider context for supporting research, scholarship and enterprise activity. Work with Research Centres and Faculty Research & Knowledge Exchange Committees to support and enhance the Faculty's research base and the research capability of staff

Internal Communication

16. Report regularly on PGR developments to Faculty Research and Knowledge Exchange Committee.

17. Forward to the Faculty Executive Group recommendations involving resource implications.

Reporting Line
Research Degrees Committee

Membership

1	Head of Faculty Research Degrees (Chair)
2	Ex Officio: • Faculty Head of Research and Knowledge Exchange • Research Degrees Manager • Faculty Heads of Research Centres (or their nominee) • A nominee from University Teaching Academy
3	A member of academic staff from each department nominated by each Head of Department with responsibility for postgraduate research students. The nominee should be a Full Member of a UCRKE.
4	A representative from the Faculty with responsibility for collaborative provision or internationalisation.
5	Two Faculty-registered postgraduate Research Degree students (to be elected by and from their number). Open business only.
6	Up to four co-opted members nominated by Directors of Professional Services (Academic Services, External Relations, ISDS) (membership to be determined biennially by Faculty Research Degrees Committee in consultation with Research Degrees Committee). Open business only.

Quorum

The quorum for the Faculty Research Degrees Committee is 50% of the minimum membership.

The quorum for closed business is 50% of the membership entitled to attend for closed business.

Assessment Board

The Assessment Board shall be made up of the academic staff members of the Faculty Research Degrees Committee.

The quorum for the Assessment Board is 50% of the membership of the Assessment Board.

The Research Degrees Manager arranges secretariat support to the Assessment Board.

RESEARCH ETHICS AND GOVERNANCE COMMITTEE

Purpose

The Research Ethics and Governance Committee will provide senior management oversight of research ethics and governance activities within the University, and establish and implement research ethics and governance related policies within the University, reporting to Research & Knowledge Exchange Committee and Academic Board.

Terms of Reference

1. To provide senior management oversight in relation to the University's research ethics and governance and, where necessary, initiate management action to address issues that arise.

2. To monitor and develop research ethics and governance related policies for the University, this will include ensuring compliance with the Concordat to Support Research Integrity, where necessary making recommendations to Research and Knowledge Exchange Committee to Academic Board.

3. To own and review annually any policies and procedures relating to research ethics and governance (including research misconduct), recommending any required changes via Research and Knowledge Exchange Committee to Academic Board for approval.

4. To develop and deliver a strategy for the continuous improvement of research integrity within the University, initiating actions as necessary and making recommendations via Research and Knowledge Exchange Committee to Academic Board as appropriate.

5. To oversee ethical review activity across the University, establishing policies where appropriate and required, in order to ensure that the ethical quality of University research is maintained.

6. To develop, deliver and maintain a standard operating procedure (SOP). The SOP will include a process for Faculty Research Ethics and Governance Committees to identify and refer to the REGC the research cases which raise ethical or governance issues in need of management input or policy decisions.

7. To act as a body of appeal and final decision in relation to any disputed matter concerning research ethics.

8. To receive minutes and reports from the Faculty Research Ethics and Governance Committees.

Reporting Line

Research and Knowledge Exchange Committee and Academic Board

Frequency of Meetings

The Research Ethics and Governance Committee will meet six times per academic yearor as its workload and/or the Research and Knowledge Exchange Committee/Academic Board may require.

Minutes

Copies of all minutes will be forwarded to via Research and Knowledge Exchange Committee and Academic Board. Minutes and papers will be held electronically in Governance and Secretariat.

Membership

1.	Pro-Vice-Chancellor Research and Knowledge Exchange (Chair)
2.	RKE Director
3.	Ethics and Research Governance Manager(s)
4.	Chair of each Faculty Research Ethics and Governance Committee (or Deputy if Chair unavailable)
5.	Head of Research Environment and Impact
6.	Head of Graduate School
7.	Human Resources Representative
8.	Legal Services representative
9.	Human Tissue Act Designated Individual
10.	By invitation of the Chair, lay members of relevant experience and expertise in the areas regularly reviewed by the REGC
11.	By invitation of the Chair, extraordinary members to serve when necessary as consultants with specialist training and expertise

Quorum

The quorum for the Research Ethics and Governance Committee is 50% of the total membership.

FACULTY RESEARCH ETHICS AND GOVERNANCE COMMITTEE

Purpose

The Faculty Research Ethics and Governance (FREG) Committees will provide management oversight of the implementation of the University's research ethics and governance related policies within their respective Faculties. The FREG Committees report to the Research Ethics and Governance (REG) Committee.

The Faculty Research Ethics and Governance Committees shall ensure that any matters relating to the strategy, resources and congruence with the Faculty Plans are referred to the Faculty Executive Groups for consideration and resolution before final recommendations are made to the Research Ethics and Governance Committee.

Terms of Reference

1. To promote and implement the University's research ethics and governance related strategies, policies, and procedures, ensuring Faculty compliance with the Concordat to Support Research Integrity. Where necessary, to make recommendations for improvement to the REG Committee.

2. To ensure that staff and students consistently conform to University strategies, policies, and procedures relating to research ethics and governance, as well as to relevant Professional, Statutory, and Regulatory bodies' requirements.

3. To develop and deliver a standard operating procedure (SOP) for the resolution of research applications for ethical approval submitted within their respective Faculties.

4. To provide appropriate scrutiny of research applications submitted for ethical approval within their respective Faculties.

5. To develop a set of criteria for identifying the research cases that need to be referred to the REG Committee for management input or policy decisions.

6. To ensure that all of its members receive relevant and appropriate research ethics information and training.

Reporting Line

Research Ethics and Governance Committee

Frequency of Meetings

The Faculty Research Ethics and Governance Committees will meet at least once a month or as their workload and/or the REG Committee may require.

Minutes

Copies of all minutes will be forwarded to the REG Committee. Minutes and papers will be held electronically with the Secretary of each FREG Committee.

Membership

1.	Faculty Head of Ethics (Chair)
2.	Members will be appointed from each of the Faculty's schools and / or institutes and will be in sufficient numbers to address the volume of applications for ethical review anticipated within the Faculty.
3.	By invitation of the Chair, lay members of relevant experience and expertise in the areas regularly reviewed by the FREGC.
4.	By invitation of the Chair, extraordinary members to serve when necessary as consultants with specialist training and expertise.

Quorum

The quorum for the Faculty Research Ethics and Governance Committees is 50% of their respective total membership.

HUMAN TISSUE ACT (HTA) COMMITTEE

Purpose

The Human Tissue Act Committee (HTAC) will provide management oversight of Manchester Metropolitan University's compliance with the Human Tissue Act (HTA). The HTAC will report to the Research Ethics and Governance Committee (REG Committee).

The HTAC will ensure that there will an ongoing review of HTA compliance across the University, and will make arrangements in the event of a regulatory audit or inspection.

Terms of Reference

1. To promote and implement the University's HTA related strategies, policies and procedures, ensuring the University's compliance with these. Where necessary, to make recommendations for improvement to the Research Ethics and Governance Committee.

2. To ensure that staff and students consistently conform to the HTA strategies, policies and procedures.

3. To develop a set of criteria for identifying cases that need to be referred to the Research Ethics and Governance Committee for management input or policy decisions.

Reporting Line

Research Ethics and Governance Committee

Frequency of Meetings

The Human Tissue Act (HTA) Committee will meet at least once every 3 months or as the Research Ethics and Governance Committee may require.

Minutes

Copies of the minutes will be forwarded to the REGC. Minutes and papers will be held electronically on the HTAC SharePoint.

Membership

1	Manchester Metropolitan University's HTA Designated Individual (Chair)
2	Persons designated from each represented faculty
3	Member of Science and Engineering Faculty Research Ethics and Governance Committee
4	Research Ethics and Governance Manager
5	Head of Technical Services
6	An academic end user from each faculty using human tissue or derived material
7	Health, Safety and Wellbeing Representative

8	By invitation of the chair, invited members to serve when necessary as consultants with specialist training and expertise

Quorum

The quorum for the Human Tissue Act Committee is 50% of the total membership.

UNIVERSITY EXECUTIVE GROUP

Purpose

The University Executive Group is the University's most senior leadership team. The Group, which is led by the Vice-Chancellor, is responsible for managing the University, developing and delivering strategic and operational plans, agreeing policies and ensuring implementation.

Terms of Reference

1. To support the Vice-Chancellor in carrying out his or her duties as set out in the University's Constitutional Provisions.

2. To direct the affairs of the University except in those instances where decision-making is reserved to the Board of Governors.

3. To develop and implement the University's Strategic Plan, to keep it under review and to monitor progress.

4. To ensure the effective strategic management of the University's financial, human and physical resources.

5. To identify and evaluate threats and risks to the University's sustainability and to implement mitigating actions.

Membership

Vice-Chancellor (Chair)
Provost and Deputy Vice-Chancellor
Chief Operating Officer
Pro-Vice-Chancellor Education
Pro-Vice-Chancellor International
Pro-Vice-Chancellor Research and KE
Pro-Vice-Chancellor for Culture and Community
Faculty Pro-Vice-Chancellor, Arts and Humanities
Faculty Pro-Vice-Chancellor, Business & Law
Faculty Pro-Vice-Chancellor, Health and Education
Faculty Pro-Vice-Chancellor, Science & Engineering
Chief Information Officer
Director of Finance
Director of Human Resources
Director of Strategic Planning and Operations

Frequency and Timings of Meetings
Weekly on Tuesdays, 9.30 am – 12 pm

Substitutes, other than for the Faculty Pro-Vice-Chancellors, are generally not required to attend meetings.

Approved UEG: 08.02.22
With effect from 1 March 2022

APPRENTICESHIP STRATEGY BOARD

Purpose

To oversee and advise UEG on the University's apprenticeship strategy.

Terms of Reference

- To determine the ambition of the University for apprenticeship numbers.
- To determine which programmes the University should develop, subject to contribution, employer demand, and resources to deliver.
- To determine the parameters the University would work within contractually.
- To monitor compliance with funding body/bodies requirements.
- To consider any University wide issues arising from programme performance, student performance and employer feedback.
- To address any resourcing issues which cannot be resolved through normal operational procedures.
- To refer matters relating to the operational delivery of Apprenticeships to the Operational Management Group.

Reporting Line
University Executive Group

Membership

Pro-Vice-Chancellor Education (Chair)
Pro-Vice-Chancellor, Faculty of Business & Law
Pro-Vice-Chancellor, Faculty of Health, Psychology & Social Care
Pro-Vice-Chancellor, Faculty of Education
Pro-Vice-Chancellor, Faculty of Arts & Humanities
Pro-Vice-Chancellor, Faculty of Science & Engineering
Assistant Director of Finance
Director of Apprenticeships
Director of Strategic Planning
Director of External Relations
Deputy Director of Legal Services
Secretariat support – to be provided by the Apprenticeship Unit

ENVIRONMENT STRATEGY GROUP

Purpose

To advise the University Executive Group (UEG) on the strategic direction for the Environmental Sustainability Strategy and its implementation encompassing education, research, internationalisation and Professional Services, aligned to the relevant United Nations (UN) Sustainable Development Goals (SDGs)*.

Terms of Reference

1. To develop and keep under review the University Environmental Sustainability Strategy.

2. To advise the UEG on the Environmental Sustainability Strategy, taking into account the overall strategic direction of the University and linkage to environmental sustainability and the relevant UN SDGs*.

3. To develop and implement an environmental sustainability strategic framework identifying shared priorities and opportunities for environmental sustainability aligned to the UN SDGs. This will cover leadership, governance and behaviour change, estates and operations, education, research and knowledge exchange, partnerships and engagement, taking into account University Education, RKE and International Strategies.

4. To monitor progress and performance against the targets and KPIs set out in the Environmental Sustainability Strategy and to review any relevant policies, procedures and business cases in support of the Strategy.

5. To monitor the progress and performance in implementation of Environmental Management System (ISO14001).

6. To monitor the progress and performance in People and Planet League Table.

7. To monitor the progress and performance in the Responsible Futures Accreditation.

8. To monitor progress and performance against Times University Impact Rankings criteria that assess universities against the UN SDGs and advise UEG on engagement in the formal process.

Reporting Line

University Executive Group

Membership

1.	Chair: Provost and Deputy Vice-Chancellor
2.	Academic Lead for Environment
3.	Head of Environmental Sustainability
4.	Faculty Head of Education (nominated by the Pro-Vice-Chancellor Education)
5.	Faculty Head of Research and Knowledge Exchange (nominated by the Pro-Vice-Chancellor Research and Knowledge Exchange)

6.	Faculty Head of International (nominated by the Pro-Vice-Chancellor International)
7.	Director of Finance or nominee
8.	Director of Estates, Facilities and Capital Development or nominee
9.	Director of Human Resources and Organisational Development or nominee
10.	Director of External Relations or nominee
11.	Students' Union President or nominee
12.	Up to three co-opted members (nominated by the Chair) term of office 2 years
13.	One Trade Union representative

Frequency of Meetings

At least once per term

Minutes

Copies to be forwarded to UEG. Minutes and papers stored electronically by the Governance and Secretariat Team.

Quorum

50% of total membership

Sub-Groups

Project Executive Groups (chaired by Insitutional Academic Lead for the Environment)

* The UN SDGs address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice.

EQUALITY, DIVERSITY AND INCLUSION STRATEGY BOARD

Purpose

The Equality, Diversity and Inclusion Strategy Board is responsible for informing and overseeing the implementation of the University's Equality, Diversity and Inclusion (EDI) Strategy and Policy to promote a working and learning environment in which all staff and students can fulfil their potential. It provides leadership and assurance on EDI matters, including compliance with relevant equality legislation. The Board advises and makes recommendations on EDI matters to the University Executive Group (UEG) and the People Strategy Board.

The Equality, Diversity and Inclusion Strategy Board will:

1. Challenge, influence and inform the development of University strategy, policy and practice to ensure that EDI considerations are embedded and addressed.

2. Annually review the University's Equality Objectives and action plans, and monitor progress towards achievement of these by faculties, Professional Services and cross-institutional groups.

3. Advise UEG on the re-drafting of the University's Equality Objectives, as required.

4. Ensure the fulfilment of equality legislation reporting requirements.

5. Ensure the embedding of EDI throughout the University's faculties and Professional Services.

6. Obtain views from staff and students regarding EDI strategy, policy and practice to inform the development of effective approaches at Manchester Metropolitan.

7. Identify and disseminate good practice in EDI to promote enhanced awareness of, and engagement with, EDI policy and practice.

Operating Principles

The Equality, Diversity and Inclusion Board meets once a term. It is chaired by a member of the University Executive Group, nominated by the Vice-Chancellor.

The Terms of Reference and membership are reviewed annually.

Proposed substantive agenda items pertaining to the purpose and role of the Board should be submitted to the Chair of the Board a minimum of three weeks before scheduled meetings.

Board Members are expected to attend all scheduled meetings or to ensure appropriate representation from the constituency they represent, champion the EDI agenda, and to consult effectively with colleagues and those whom they represent as Board Members to contribute to the business of the Board.

Reporting Line

University Executive Group

Membership

1.	Member of the University Executive Group (nominated by the Vice-Chancellor) (Chair)
2.	Director of Communications
3.	Director of Human Resources and Organisational Development
4.	Assistant Director of HR: People and Organisational Development
5.	Equality and Diversity Manager
6.	University Leadership Forum (ULF) Staff Fora Friends
7.	Co-Chairs of the Equality Fora
8.	The President of the Students' Union or their nominated representative
9.	Diversity and Inclusion Project Coordinator, Students' Union
10.	Head of the University Teaching Academy
11.	Director of Student Services
12.	Head of Wellbeing and Pastoral Support
13.	Pro-Vice-Chancellor for Education
14.	1 x Faculty Head of Education
15.	Representative from Estates, Facilities and Capital Development
16.	Representative from Strategic Planning
17.	1 x Representative from each of the recognised Trade Unions

ESTATE STRATEGY GROUP

Purpose

To advise the University Executive Group (UEG) on the Estate Strategy, the associated Estate Masterplan, progress of the Masterplan Major Projects and other estate developments.

Terms of Reference

1. To advise the UEG on the University's Estate Strategy and Estate Masterplan, taking into account the overall strategic direction of the University and linkage to environmental sustainability.

2. To monitor progress against the targets and KPIs set out in the Estate Strategy and Estate Masterplan.

3. To approve capital or revenue investments for estates projects up to a value of £1m.

4. To consider and make recommendations to UEG on estates projects costing over £1m.
    - UEG is then responsible for making recommendations to the Finance and Resources Committee (FRC), which has authority to approve projects costing between £1m and £5m.
    - Projects costing over £5m require Board of Governors' approval (after consideration by the Estate Strategy Group, UEG and FRC).

5. To advise UEG on the acquisition, disposal and best use of land and accommodation for the purposes of the University.

6. To ensure that the University's capital project commitments are in line with the University's financial plans and ensure adequate resource are deployed across the approved projects.

7. To keep the Masterplan investment priorities under review and receive Project Executive updates.

8. To receive updates and proposals in relation to Space Management.

9. To ensure effective governance oversight of the Project Executive Groups, ensuring that risks are escalated to the Estate Strategy Group, as appropriate.

Reporting Line

University Executive Group

Membership

1.	Chair: Chief Operating Officer
2.	Provost and Deputy Vice-Chancellor
3.	Pro-Vice-Chancellor Education
4.	Pro-Vice-Chancellor Research and Knowledge Exchange
5.	Pro-Vice-Chancellor International

6.	Director of Strategic Planning
7.	Director of Finance
8.	Director of Estates, Facilities and Capital Developments
9.	Legal Services Representative (nominated by the Director of Legal Services)
10.	Finance Representative (nominated by the Director of Finance)
11.	Assistant Director of Capital Development
12.	Assistant Director of Estates Management
13.	Assistant Director of Property and Space Management
14.	Students' Union President or nominee

Frequency of Meetings

At least once per term

Minutes

Copies to be forwarded to UEG. Minutes and papers stored electronically by the Governance and Secretariat Team.

Quorum

50% of total membership

Sub-Groups

- Project Executive Groups (Chaired by Project Sponsors)
- Platt Lane Joint Management Committee (Chaired by an Independent Chair - Alan Benzie)
- Space Management Group (Chaired by the Director of Strategic Planning)

PLATT LANE JOINT MANAGEMENT COMMITTEE

Purpose

In accordance with section 1.10 of the Management Agreement between Manchester Metropolitan University and Manchester City Council, the Committee's purpose is to ensure that the management and operation of the complex meets the needs of Manchester Metropolitan University, Manchester City Council and the general public.

Terms of Reference

In accordance with section 9 of the Management Agreement:

1. To agree all charging and pricing arrangements which cannot be changed without Management Committee consent.

2. To agree programmes of use which cannot be changed without the Management Committee consent.

3. To agree all modifications to facilities or withdrawal of services.

4. To consider the operating performance and ensure that the objectives are being met in terms of pricing.

5. To consider and agree all investment opportunities for the site

6. To monitor community engagement on site

Membership

1.	1 independent Chair to be agreed and appointed by the Council and Manchester Metropolitan University.
2.	2 representatives from Manchester Metropolitan University to be appointed by Manchester Metropolitan University.
3.	2 representatives from the Council to be appointed by the Council.

Quorum

3, which must include the Independent Chair and a representative from each of the organisations.

Frequency of Meetings

4 – 6 meetings per year (or as agreed otherwise), with 14 days' notice of the meeting.

Further Information

Decisions shall be voted upon and be recorded.

Voting shall be one person one vote and shall be by a show of hands.

The manager of the complex must report to the Management Committee at its meetings and at such other times as required.

SPACE MANAGEMENT GROUP

Purpose

- To advise the Estate Strategy Group (ESG) on the utilisation of space across the University estate and be the decision making group for prioritisation of Faculty and Professional Services requests for additional space and/or refurbishment of space.
- To provide general oversight of the Minor Works programme and monitor quality, cost and programme.

Terms of Reference

1. To optimise and develop best practice for the effective utilisation of the University's estate, including flexibility for future adaptation, within the context of the Estate Strategy.
2. To review the estates resources required to deliver the academic timetable efficiently and effectively including periodic demand vs supply analysis and analysis of student attendance monitoring data.
3. To evaluate and prioritise requests for additional space and/or major refurbishments projects identified in the University planning rounds.
4. To consider and resolve ad hoc in-year requests for additional space and/or major refurbishment projects.
5. To monitor the progress and performance of the Minor Works Programme.

Reporting Line

Estate Strategy Group.

Membership

1.	Director of Strategic Planning (Chair)
2.	Head of Education (nominated by Pro-Vice Chancellor Education)
3.	Head of Research and Knowledge Exchange (nominated by Pro-Vice Chancellor Research & Knowledge Exchange)
4.	ISDS Representative (nominated by Director of ISDS)
5.	Finance Representative (nominated by Director of Finance)
6.	Assistant Director, Property & Space Management
7.	Head of Estates Projects (i.e. revenue projects)
8.	Head of Space Management
9.	Head of Timetabling Services

Frequency of Meetings

At least once per term.

Quorum

50% of total membership.

FACULTY EXECUTIVE GROUP

Purpose

The Faculty Executive Group is the Faculty's most senior leadership team. The Group, which is led by the Faculty Pro-Vice-Chancellor, is responsible for managing the Faculty and developing and delivering strategic and operational plans.

Terms of Reference

1. To support the Faculty Pro-Vice-Chancellor in carrying out his or her duties.

2. To develop and implement the Faculty's Strategic Plan, to keep it under review and to monitor progress.

3. To ensure the effective strategic management of the Faculty's financial, human and physical resources.

4. To identify and evaluate threats, risks and opportunities to the Faculty's sustainability and success and to implement mitigating actions.

5. To refer business to the relevant Faculty Committees as appropriate.

Reporting Line

University Executive Group

Membership

1.	Faculty Pro-Vice-Chancellor (Chair)
2.	Deputy Faculty Pro-Vice-Chancellor
3.	Faculty Heads of: • Education • International • Research and Knowledge Exchange.
4.	Heads of Department (or equivalent)
5.	Director of Faculty Planning and Operations
6.	Other staff at the discretion of the Faculty Pro-Vice-Chancellor

HEALTH AND SAFETY COMMITTEE

Purpose

To oversee the development, approval, implementation and monitoring of Health and Safety policies and procedures within the University and to keep under review the measures taken to ensure the health and safety of all persons when on University premises, and of its staff and students engaged in off-site activities required by their work or study for the University.

Terms of Reference

1. To consider, advise and approve University policies relating to health and safety, both statutory or otherwise, and monitor and review their effectiveness.

2. To review existing and forthcoming legislation, assess its implications and, where necessary, to recommend and approve the establishment of policies and formal guidance in relation to health and safety.

3. To promote health and safety training in the University at all levels.

4. To receive updates on security, particularly where it could impact on the health and safety of students, staff and visitors.

5. To keep under review the effectiveness of the University's emergency evacuation procedures including the implementation of Personal Emergency Evacuation Plans (PEEPs).

6. To receive, as necessary, detailed reports of investigations into all reportable accidents, dangerous occurrences and cases of reportable diseases and to consider the effectiveness of any action taken to prevent future similar incidents.

7. To receive reports of all other recorded accidents or occurrences and to consider the effectiveness of any remedial action taken to prevent future similar incidents.

8. To approve and receive regular updates on the University's Health and Safety Plan.

9. To receive the annual University-wide health and safety audit report and to request formal inspections of work places as the Committee think appropriate and to receive reports of such inspections.

10. To consider and keep under review building work that may be needed to conform to good health and safety practice.

11. To keep under review communications and publicity relating to health and safety in the University and, where necessary, to recommend any improvements or changes.

12. To receive the annual report of the Radiation Protection Adviser.

13. To appoint working groups to study specific health and safety problems as may be required from time to time.

14. To request the presence of specialist advisers or experts to advise on specific health and safety issues.

Reporting Line

University Executive Group

Membership

1.	Pro-Vice-Chancellor for Research and Knowledge Exchange (Chair) or nominee
2.	Director of Human Resources and Organisational Development and Chair of the Professional Services Health and Safety Panel

3.	Chairs of the Faculty Health, Safety and Wellbeing Panels:
	  - Faculty of Arts and Humanities
	  - Faculty of Business and Law
	  - Faculty of Education and Faculty of Health, Psychology and Social Care
	  - Faculty of Science and Engineering

4.	Director of Estates, Facilities and Capital Development
5.	Head of Technical Services
6.	Assistant Director of HR (Health, Safety and Wellbeing)
7.	Estates, Facilities and Capital Development Health and Safety Manager
8.	Up to 2 Representatives of UCU
9.	Up to 2 Representatives of GMB
10.	Up to 2 Representatives of Unison
11.	Students' Union Chief Executive
12.	Three co-opted members (appointed on an annual basis and term extended by agreement of the Chair)

Attendance

In a case of unavoidable absence from a Committee meeting, the member concerned may send a substitute.

Frequency of Meetings
The Committee will meet at least quarterly.

Quorum
50% of the Committee membership, rounded up if necessary.

Urgent Action
The Chair shall have the power to act on behalf of the Committee in matters of urgency, subject to the actions being approved by the Committee at its next meeting.

HEALTH AND SAFETY PANELS

Purpose

The Panel's main purpose is to:

- enable consultation between management, staff and trade union representatives on health, and safety issues;
- advise the Faculty Pro-Vice-Chancellor or Director on health and safety issues, enables monitoring of health and safety systems and support the Faculty Pro-Vice-Chancellor or Director to deal with problems escalated by departments;
- review Faculty wide and Professional Services health and safety systems.

Terms of Reference

1. To review Faculty and Professional Services health and safety systems, monitoring practices and accident figures and trends, and ensure a uniform approach to health and safety.

2. To review the adequacy of the number of first aider, fire marshals and DSE assessors on an annual basis.

3. To consider reports, correspondence or relevant issues from trade union safety representatives, members of staff, outside agencies and enforcing authorities.

4. To review the annual inspection reports for departments and report any areas of non-conformance and ensure actions raised have been completed.

5. To receive and act upon feedback from previous University Health and Safety Committee meetings.

6. To set annual Health and Safety objectives based on the University Health and Safety Strategy and review at each panel.

7. To review the risk register on a termly basis and to escalate risks that have been rated as 12 and over, or have been on the register for 6 months, to the Health and Safety Committee.

8. To submit the risk register to the Health and Safety Committee on an annual basis.

9. To review Health and Safety training and attendance on an annual basis.

10. To monitor at each panel meeting the actions from the annual University-wide health and safety audit of the Faculty and Professional Services.

Organisation

- Each Faculty and Professional Services must convene a Health and Safety Panel four times a year.
- Each Faculty and Professional Services Health and Safety Panel should meet at least two weeks before the termly University Health and Safety Committee meeting, so that the Faculty/Service Risk Register can be submitted to the Health and Safety Committee in good time.
- The Faculty and Professional Services must publish meeting dates at least one term in advance. The information on meeting dates must be easily accessible to all staff.

- Meetings should not be cancelled or postponed except in exceptional circumstances. In the event of cancellation or postponement, the rearranged date should be announced as soon as possible.
- An agenda and draft previous minutes should be sent to all invited members at least seven days prior to the panel.
- Co-opted advisers should attend only that section of the meeting to which they are contributing directly.
- Responsibility for meeting arrangements and facilitation, as well as taking, recording and distributing minutes lies with administrative support to the Assistant Director of Human Resources and Organisational Development (Health, Safety and Wellbeing)..
- Minutes should be circulated to all invited members of the Panel. The minutes should also be made available to all Faculty/Professional Services staff as soon as possible after the meeting.

Membership

1.	Faculty and Professional Services Health and Safety Panels must invite an equal membership of managers and trade union safety representatives.
2.	The Faculty Pro-Vice-Chancellor must chair the Faculty Health and Safety Panel. The Director of Human Resources and Organisational Development must chair the Professional Services Health and Safety Panel.
3.	The Faculty Pro-Vice-Chancellor and the Director of Human Resources and Organisational Development should appoint management representatives with sufficient relevant authority.
4.	The Assistant Director of Human Resources and Organisational Development (Health, Safety and Wellbeing) (or nominated representative) must be invited to attend.
5.	Each recognised trade union must be invited to nominate safety representatives to attend.
6.	Co-opted advisers could include Service Managers from the cross-cutting Professional Services, student representatives and other specialist advisers who attend to report on campus-wide initiatives and issues.

INFORMATION GOVERNANCE BOARD

Purpose

The Information Governance Board is a sub-committee of the University's Executive Group and is established to influence, oversee and promote the effective management of University information in all formats throughout its lifecycle, to meet operational and legal requirements. In this role, the Board will recognise the different objectives and requirements of the University's functional areas, including teaching, research, student and academic services and professional services.

Terms of Reference

1. To ensure that an appropriate Information Governance framework exists and is adhered to.
2. To oversee the performance and development of Information Governance programmes of work, relating these to the University's strategic aims and corporate risks.
3. To review Information Governance risks and controls and support intervention where required. This includes having an understanding of Cyber Security risks and their impact on the University's information, and the specific compliance requirements of the UK's Data Protection legislation.
4. To review major incidents and agree and monitor corrective and preventative measures.
5. To review the implementation of and compliance with Information Governance protocols/policies/procedures, and to make recommendations for additions or revisions.
6. To monitor and report on the progress of Information Governance-related audit actions.
7. To support and raise awareness of Information Governance.
8. To support the annual IAO to SIRO reporting process, to ensure the SIRO receives adequate assurance that information governance is appropriately managed by the University's IAOs.
9. To act as the owner of the Information Asset Register / Record of Processing Activity and to ensure its accuracy and periodic review.
10. To support the definition and embedding of information management responsibilities throughout the University.
11. To ensure that the University is deriving value from its information and data assets.

Membership

1.	Senior Information Risk Owner (SIRO) (Chair)	Nominated by the University Executive Group to be responsible for information risk and information management.
2.	Information Asset Owners (IAO)	Responsible to the SIRO for compliant information management in their functional areas, and also acting as the senior customers of centralised information governance policy and procedure to include: – The Director of ISDS.

		– The Director of Legal Services. – A minimum of two IAOs from Faculties (to be selected by the SIRO). – A minimum of four IAOs from Professional Services (to be selected by the SIRO). IAO membership will rotate every 2 years and IAOs who are not members of the Board may attend (at the discretion of the SIRO) to discuss IG issues at the discretion of the Chair.
3.	Subject Matter Experts (SME)	Representing the key Information Governance areas of Information Security, Data Protection and Records Management.

Other representatives will attend the meeting as and when required. The Board can also invite external experts to its meetings where their skills are pertinent to a particular subject.

Non-attendance should be raised with the Chair in advance of the meeting where possible. The remit of this group makes it generally inappropriate for deputies to be involved should a designated member be unavailable.

Reporting Line

The Information Governance Board is a subcommittee of UEG.

Frequency of Meetings

The IG Board will meet termly, or more frequently as required. Meeting dates, times and venues are to be scheduled in advance to minimise the risk of members being unable to attend.

Quorum

50% of the membership

INFORMATION SYSTEMS STRATEGY AND PRIORITISATION GROUP

Purpose
To advise the University Executive Group on matters relating to University information, technology, and digital systems. The Group shall provide critical oversight and review of the University's Information, Technology, and Digital Strategy, its Strategic Investment Roadmap, and the portfolio's information, technology, and digital risk profile providing prioritisation and decision-making concerning the composition and pace of change, while demonstrating value for money.

Terms of Reference
To oversee the following areas of activity on behalf of the University Executive Group:

Strategy and Policy
1. Ensure that the Information, Technology, and Digital Strategy adequately reflects and contributes to ambitions and strategies of the rest of the University.
2. Advise the UEG on the Strategic Investment Roadmap and its budget allocations for specific change delivery: aligned to core and thematic strategies, and enabling strategies, such as People, Business Engagement, and Sustainability.
3. Regularly assess portfolio risks and opportunities associated with the management and delivery of University information systems, including review and approval of controls and monitoring.

Change Delivery
4. Review outline business cases for all Information Systems and Digital Services projects and programmes providing input and direction enabling prioritisation and decision-making, regardless of their origin.
5. To approve projects and programmes up to £1M.
6. To consider and make recommendations to UEG on projects and programmes costing more than £1M, in accordance with the Scheme of Delegation.
7. Receive assurance that projects and programmes in delivery continue to represent value for money (time and cost), strategic alignment (scope, outputs, and outcomes), or mitigate or exploit portfolio information, technology, and digital risks and opportunities.
8. Outline approval of information, technology, and digital business cases for the Planning and Resources Group where the estimated cost is greater than £100K.

External Context
9. Report on and present the implications of external context and trends on current and future University information, technology, and digital strategy.

Groups
The Information Systems Strategy and Prioritisation Group may establish other sub-groups, provided these have a defined remit and are reviewed and report to the Information Systems Strategy and Prioritisation Group on a timely basis [not less than quarterly].

Reporting Line
University Executive Group

Operational Protocols
The Group will be supported by Information Systems & Digital Services in terms of work plans, identification of demand, and the development of standard methodology and approach to support the initiation, appraisal, management and evaluation of University information systems projects and programmes.

Frequency and Notice of Meetings

It is expected that the Group will meet at least six times per year and otherwise as required.

Minutes of Meetings

The Group Secretary shall minute the proceedings and decisions of all meetings of the Group, including recording the names of those present and in attendance.

Draft minutes of Group meetings shall be circulated promptly to all members and, once approved, to the UEG.

Group Secretary

The Assistant Director Information Systems and Digital Services (Strategy and Projects) or his or her nominee shall act as the Secretary of the Group.

Membership

1. Director of Information Systems & Digital Services (Chair)
2. Director of Finance
3. Pro-Vice-Chancellor for Education
4. Pro-Vice-Chancellor International
5. Pro-Vice-Chancellor for Research and Knowledge Exchange
6. Chief Operating Officer

The Group may agree to co-opt members as necessary at its discretion.

Quorum

The quorum for the Information Systems Strategy and Prioritisation Group is 50% of the total membership, not including co-opted members.

INTERNATIONALISATION COMMITTEE

Purpose

To advise the University Executive Group on the development and monitoring of strategy and policy in relation to international: students, partnerships, alumni, mobility, research and institutional profile.

Terms of Reference

1. To develop and monitor the implementation of the University's Internationalisation Strategy and its effective communication to all staff and students.

2. To develop and promote strategic initiatives, activities and institution-wide changes designed to increase: the international standing of Manchester Metropolitan University, numbers and quality of international students (both on- and off-shore), the engagement of alumni, the mobility of staff and students, and the quality of the student experience (both on- and off-shore).

3. To monitor the continuous improvement of internationalisation and benchmark against the sector through effective analysis of data relating to: international students, student experience, staff and student mobility, partnership performance, alumni, and research metrics.

4. To develop, monitor and update a risk register ensuring that risks associated with Manchester Metropolitan University's international activities and strategic goals are identified and managed.

5. To advise on University policies, processes and systems relating to the establishment, monitoring and termination of international agreements.

6. To ensure that high quality international marketing and promotional material exists and is accessible to all staff.

7. The Committee may establish other groups to oversee specific activities or projects related to the above.

Reporting Line

University Executive Group

Frequency of Meetings

At least once per term

Minutes

Copies to be forwarded to UEG. Minutes and papers stored electronically in Governance and Secretariat.

Membership

1.	Pro-Vice-Chancellor International (Chair)
2.	Ex officio: Faculty Heads of International Director of External Relations Director of the International Office Director of Research and Knowledge Exchange
3.	Up to two Professors nominated by the PVC International (term of office: 2 years)
4.	One representative from the Students' Union (term of office: 1 year)

Quorum

The quorum for the Internationalisation Committee is 50% of the total membership.

FACULTY INTERNATIONALISATION COMMITTEE

Purpose

To report to the Internationalisation Committee and Faculty Executive Group on the development and monitoring of strategy and faculty performance in relation to international: students, partnerships, alumni, mobility, research and faculty profile.

Terms of Reference

1. To develop and manage the implementation of the Faculty's Internationalisation Strategy within the context of the University's Internationalisation Strategy and its effective communication to Faculty staff and students.

2. To contribute to and promote strategic initiatives, activities and Faculty-wide changes designed to enhance: the international standing of the Faculty, numbers and quality of international students (both on- and off-shore) and international partnerships, the engagement of alumni, the mobility of staff and students and the quality of the student experience (both on- and off-shore).

3. To monitor the international aspect of accreditations within the Faculty.

4. To monitor the continuous improvement of internationalisation through effective analysis of data relating to: international students, student experience, staff and student mobility, partnership performance, alumni, and research metrics.

5. To exchange information from departments and the International Office to share best practice and notify of specific developments

6. To act as an advisory and coordination group in the development of international activities.

7. To report on and monitor new Memoranda of Understanding (MoUs) and Memoranda of Agreement (MoAs) approved in the implementation of the Internationalisation Strategy.

8. To contribute to the ongoing development of University policies, processes and systems relating to the establishment, monitoring and termination of international agreements.

9. To contribute to the development of high quality international marketing and promotional material for the purpose of implementing the Faculty Internationalisation Strategy.

10. To establish other groups for the purpose of developing, monitoring or implementing Faculty Internationalisation Strategy, provided that these are 'task and finish' in nature, with a defined time-limited remit.

Reporting Line

Internationalisation Committee and Faculty Executive Group.

Frequency of Meetings

At least once per term.

Minutes

Copies to be forwarded to the University Internationalisation Committee and the Faculty Executive Group. Minutes and papers to be stored electronically in Professional Services.

Membership

1.	Faculty Head of International (Chair)
2.	Ex officio: Department or School International Lead Director of the International Office (or their nominee) International Office Link Manager Faculty RKE Centres Representative Faculty Head of Marketing Director of Faculty Planning and Operations
3.	Up to three co-opted members nominated by the Faculty Head of International (term of office: 2 years)
4.	Up to two student representatives nominated by the Faculty Head of International, one of whom should be an international student (term of office: 1 year).

Other attendees may be invited to the meetings as appropriate including, but not limited to, the Faculty Head of Education and the Faculty Head of Research and Knowledge Exchange.

Quorum

The quorum for the Faculty Internationalisation Committee is 50% of the total membership.

INTERNATIONAL PARTNERSHIPS GOVERNANCE GROUP

Purpose

To advise the Internationalisation Committee on matters relating to the governance of international partnerships, with a particular focus on Transnational Education.

Terms of Reference

11. To monitor the implementation of the partnerships aspects of the University's Internationalisation Strategy and the International Partnerships Framework.

12. To advise on University policies, processes and systems relating to the establishment, monitoring and termination of international agreements.

13. To receive and monitor reports on all Transnational Education partnerships.

14. To develop, monitor and update a risk register for international partnerships, including Transnational Education.

15. The Committee may establish other groups provided that these are 'task and finish' in nature, with a defined time-limited remit.

Reporting Line

Internationalisation Committee.

Frequency of Meetings

At least once per term.

Minutes

Copies to be forwarded to the Internationalisation Committee. Minutes and papers stored electronically in Governance and Secretariat.

Membership

1.	Chair: A Faculty Head of International nominated by the Pro-Vice-Chancellor International (term of office: 2 years)
2.	Ex officio: Head of International Partnerships Head of Academic Collaboration Assistant Director, Legal Services 1 x Senior Finance Manager to be nominated by the Deputy Director of Finance
3.	One academic link tutor for a Transnational Education partnership nominated by the PVC International (term of office: 2 years)

Quorum

The quorum for the International Partnerships Governance Group is 50% of the total membership.

LEAGUE TABLES WORKING GROUP

Terms of Reference

Purpose

The Group will oversee the management, analysis and communications around the University's performance in national and international league tables, particularly understanding the various methodologies to explain our current ranking positions, enhance and project our future direction of travel and ensure data optimisation.

Terms of Reference

1. The Group will:

   a) monitor and understand the University's performance in national and international league tables (including subject rankings), using the available data to understand our current performance in the rankings
   b) enhance and project our future direction of travel in rankings where possible, including understanding the possible implications of strategic directions and decisions
   c) monitor developments in league table methodologies and data sources, developing constructive dialogue with the compilers of league tables where possible to understand likely developments
   d) explore data return processes which impact on league table data to ensure data optimisation.
   e) oversee the internal and external communication strategies around performance in institutional and subject league tables
   f) advise on institutional prioritisation and engagement with new emerging rankings.

2. The Group does not control management actions, such as efforts to improve our performance in student satisfaction, attainment or graduate prospects, these actions are undertaken via the thematic PVCs and faculty PVCs. However, the group will work with the Thematic and Faculty PVCs and other senior leaders to understand likely progress to enhance league table position, and also identify any gaps and to initiate work to enhance league table position when it falls outside of any identified senior leader or existing activity.

Membership

The Group membership is as follows, with other co-opted members attending as required:

1.	Provost & Deputy Vice Chancellor (Chair)
2.	Director of Strategic Planning and Operations (Strategic Planning Office; Deputy Chair)
3.	Pro-Vice-Chancellor (Education)
4.	A Deputy Faculty PVC
5.	A Head of Department
6.	A Faculty Head of Research

7.	Director of Library Services
8.	Director of External Relations
9.	Director of Careers and Employability
10.	Director of Education Services
11.	Business Analyst (Strategic Planning Office)
Attendance as required:	
12.	Information Systems Manager (Research & Knowledge Exchange)
13.	Head of Accounting, Planning & Reporting (Finance)
14.	HR Systems & MI Manager (HR)

Reporting Line

The Group reports to UEG, and to PSLT as required.

Frequency of Meetings

Meetings shall be held at least four times per year to coincide with the release of league tables, or significant data sets which give an insight into performance in upcoming league tables.

OFFICE FOR STUDENTS' COMPLIANCE GROUP

Purpose

To oversee the University's ongoing compliance with the requirements of the Office for Students Regulatory Framework and the Prevent Duty.

Terms of Reference

1. To oversee the monitoring of institutional compliance with the individual Conditions of Registration, understanding processes through which the University gains assurance of compliance, monitoring performance and identifying emerging risks.

2. To oversee the process of reportable events, agreeing relevant and consistent levels of materiality for reporting to the OfS.

3. To provide reassurance to the Board of Governors that the University is actively monitoring its obligations under the Regulatory Framework.

4. To ensure that all relevant policies, procedures and practices reflect the University's compliance responsibilities in accordance with its obligations to the OfS, taking into account ongoing government policy and sector developments.

5. To oversee the University's compliance with its responsibilities under the Counter-Terrorism and Security Act 2015 ('the Act') and the Prevent Duty Guidance that is issued under the Act.

6. To approve and keep under review all relevant risk assessments and the action plans arising from these risk assessments.

7. To determine the University's approach to any briefing and training related to OfS compliance, and to monitor the delivery of such training.

8. To ensure that appropriate engagement takes place with students and the Students' Union about the University's responsibilities arising from its obligations to the OfS.

9. To report to the University Executive Group, and to other University groups and committees as required.

Reporting Line

University Executive Group

Membership

1.	Chief Operating Officer (Chair)
2.	Pro-Vice-Chancellor Education
3.	Academic Registrar
4.	Assistant Academic Registrar
5.	Director of Legal Services

6.	Director of Strategic Planning
7.	Director of External Relations
8.	Director of Finance or nominee
9.	Director of Education Services
10.	Head of Governance and Secretariat
11.	Head of Widening Participation
12.	Chief Executive of the Students' Union
Other attendees by invitation	

Frequency of Meetings

The Office for Students Compliance Group will meet at least once per term.

Quorum

50% of the membership.

Sub-Groups

Home Office Compliance Group

HOME OFFICE COMPLIANCE GROUP

Purpose

To oversee the University's compliance with its responsibilities in accordance with immigration legislation, rules and Sponsor Guidance issued by UKVI, notably for Tiers 2, 4 and 5.

Terms of Reference

1. To ensure that all relevant policies, procedures and practices reflect the University's compliance responsibilities in accordance with immigration rules.

2. To monitor the University's relationship with UKVI regarding the Sponsor Licences, Basic Compliance Assessment, and oversight of both Certificates of Sponsorship (COS) and Confirmation of Acceptance for Studies (CAS).

3. To monitor government policy and sector developments related to immigration compliance and to implement and review appropriate actions for the University.

4. To oversee all aspects of compliance with staff and students sponsored through the Points Based System.

Reporting Line

Office for Students Compliance Group

Membership

1.	Director of External Relations (Chair)
2.	Academic Registrar
3.	Director of International Office
4.	Head of International Operations
5.	International Compliance and Experience Officer
6.	Director of Education Management
7.	Assistant Director of HR, Policy, Reward and Resourcing
8.	HR Service Centre Manager/HR Service Centre Team Leader
9.	Head of Admissions
10.	Head of Student and Graduate Employment Services
Others in attendance as required	

PEOPLE STRATEGY BOARD

Purpose

To advise the University Executive Group (UEG) on a framework for recruiting, engaging, managing, developing, rewarding and retaining staff.

Terms of Reference

1. To oversee the development and implementation of the University's People Strategy, ensuring adherence to legal and regulatory requirements.

2. To determine priorities and approve the annual deliverables under the People Strategy.

3. To agree changes to the delivery plan and any impact on the budget set to deliver the Strategy.

4. To consider strategic people related challenges and risks and how these may be addressed and supported.

5. To provide assurance to the University Executive Group about people related considerations connected with the delivery of major transformation programmes and projects.

6. To monitor the progress and effectiveness of the People Strategy against the University's strategies, values and employee experience.

7. To consider and advise the University Executive Group on aspects of equality and diversity relating to the University's People Strategy.

Reporting Line

University Executive Group

Membership

1.	Chair: Provost and Deputy Vice-Chancellor
2.	Director of Human Resources and Organisational Development
3.	Director of Finance
4.	Chief Operating Officer or Nominee
5.	A Faculty Pro-Vice-Chancellor nominated by the Faculty PVCs
6.	A Thematic Pro-Vice-Chancellor nominated by the Thematic PVCs
7.	Chairs of People Strategy Board Sub-Committees/Groups

Frequency of Meetings

At least once per term

Minutes

Copies to be forwarded to UEG. Minutes and papers stored electronically by the Governance and Secretariat Team.

Quorum

50% of total membership

MENTAL HEALTH AND WELLBEING STRATEGY GROUP

Purpose

To provide coordination and oversight of the Mental Health and Wellbeing Strategy (MHWS) and action plan.

Terms of Reference

1. To oversee the delivery of the University Mental Health and Wellbeing Strategy and action plan, monitoring progress and prioritising actions, where required.

2. To advise the People Strategy Board on the Mental Health and Wellbeing Strategy, in consideration of the overall strategic direction of the University and links to UUK Healthy Universities Guide and Suicide-Safer Universities, Student Minds, Mental Health at Work Commitment and other relevant guidance and best practice.

3. To work across the University to ensure mental health and wellbeing considerations are embedded in other University strategies and provide advice on activities/plans that may impact positively or negatively on mental health and wellbeing.

4. To review any relevant policies, procedures and business cases in support of the Strategy and action plan.

5. To use data analytics and research to target and inform the development and evaluation of mental health and wellbeing support services for staff and students.

6. To identify issues and risks to the delivery of the Strategy, and to ensure such issues are resolved or mitigated against, and reported to the People Strategy Board, as necessary.

7. To review the strategy and action plan to assess their fitness for achieving the strategic vision.

Reporting Line

The People Strategy Board.

	Representative	Role
1	Chair: Director of HR	To provide overall leadership for the delivery of the Strategy and action plan for staff and students.
2	Director of Student Services or nominee	To lead and co-ordinate the delivery of the Strategy and action plan for student mental health and wellbeing.
3	Assistant Director HR - Health, Safety and Wellbeing or nominee	To lead and co-ordinate the delivery of the Strategy and action plan for staff mental health and wellbeing.
4	Service Evaluation and Improvement - Student Services	To coordinate the Implementation of the Strategy and action plan for both staff

		and students and support the collation of relevant mental health and wellbeing data with key stakeholders.
5	Faculty Head of Education nominated by the PVC Education	Provide insight into the academic community on delivery of the Strategy.
6	Nominated academic representative – Research nominated by PVC Research and Knowledge Exchange TBC	To lead the University's research input and support for mental health and wellbeing, and evaluation of the Strategy.
7	Director of Communications or nominee	To lead and co-ordinate communications linked to staff and student mental health and wellbeing.
8	EFCD representative nominated by the Director of EFCD	To lead and co-ordinate delivery of the Strategy and action plan linked to Estates and Facilities (accommodation, space, new buildings, security).
9	Students' Union – Student Officer - Wellbeing Officer or Nominee	To represent the student voice with regards mental health and wellbeing.
10	2 x co-opted staff members	To provide expertise/input to support the delivery of the Strategy and action plan.

Frequency of Meetings

At least once per term

Minutes

Copies to be forwarded to the People Strategy Board. Minutes and papers stored electronically

Quorum

50% of total membership.

Sub-Groups

Project Working Groups as required.

PLANNING AND RESOURCES GROUP

TERMS OF REFERENCE

Purpose

To provide detailed oversight of the University's strategic planning and budget development processes and to advise UEG, as appropriate.

Terms of Reference

1. To serve as the primary source of advice to the Deputy Vice-Chancellor and Provost on strategic planning issues, ensuring that UEG and the Board of Governors retain a current understanding of the strategic opportunities, priorities and risks facing the University.

2. To serve as the primary source of advice to the Deputy Vice-Chancellor and Provost on matters relating to the allocation of resources across the University, ensuring that the University adheres to the Academic and Financial Strategies agreed by UEG.

3. In consultation with Faculties, Professional Services and the Director of Finance, develop for endorsement by UEG, a clear and transparent annual planning, budgeting, performance evaluation and accountability cycle for the University, which delivers the University's strategic priorities.

4. Working in consultation with Faculties, ensure the University's student number plans and academic portfolio are aligned to deliver and support the University's strategic priorities.

5. In partnership with the Chief Operating Officer and Director of Finance, to develop clear principles for resource allocation resulting in a draft annual University Budget and Financial Plan for recommendation to UEG and the Board of Governors, which delivers the University's strategic objectives and institutional sustainability.

6. To ensure the University develops a viable and sustainable medium-term financial strategy, including an affordable investment strategy, alignment of resource to support strategic priorities and demonstrable return on investment.

7. To oversee the efficient and effective deployment of resource, including the University's staff resource, in support of the University's strategic priorities.

8. To oversee the development of the University's Admissions Strategy and its operationalisation throughout the annual admissions cycle ensuring it is aligned with the University's Education, Research and Internationalisation Strategies

9. To establish Sub-groups or other advisory bodies, as appropriate, to consider and make recommendations to the Planning and Resources Group on specific planning and resource allocation matters, as required.

Reporting Line

University Executive Group

Minutes

Copies to be forwarded to UEG. Minutes and papers stored electronically by the Governance and Secretariat Team.

Sub-Groups

These will be kept under review but initially will be:

Intake Steering Group
Pearson Education Ltd & Manchester Met Joint Steering Committee
Workload Management Working Group

Membership

1.	Chair: Deputy Vice-Chancellor and Provost
2.	Chief Operating Officer
3.	Pro-Vice Chancellor Education
4.	Pro-Vice Chancellor International
5.	Pro-Vice Chancellor Research and Knowledge Exchange
6.	Director of Finance
7.	Director of Human Resources and Organisational Development
8.	Director of Strategic Planning
9.	Deputy Director of Finance
10.	*Each Faculty Pro-Vice-Chancellor will be invited to specific Faculty based meetings when their Faculty is discussed, as well as other meetings when all Faculty Pro-Vice-Chancellors will be invited together when needed*

Quorum

The quorum for the Planning and Resources Group is 50% of the total membership.

INTAKE STEERING GROUP

Purpose

To oversee and monitor the delivery of student recruitment targets across all levels of study and to take necessary actions to ensure success.

The Group will report to, and take its strategic direction from, the University Executive Group and the Planning and Resources Group, to which it will make recommendations for action. Further strategic context will be provided by Faculty Pro-Vice-Chancellors and relevant Directors of Professional Services.

Terms of Reference

1. To ensure oversight of the University's progress toward student recruitment agreed intake target(s) across all levels and modes of study.

2. To identify any areas of local concern, and recommend actions necessary to support achievement of institutional targets.

3. To consider the impact of any unplanned shortfall or overshooting of local targets in terms of finance, spatial and personnel resources and report potential implications to University Executive Group and Planning and Resources Group.

4. To oversee and monitor the University's recruitment process and evaluate the success of key student recruitment initiatives.

5. To monitor sector developments in recruitment and admissions policy and make relevant policy recommendations to University Executive Group and Planning and Resources Group.

6. To proactively manage the University's Confirmation and Clearing process, advising the Chair on key operational decisions.

7. To monitor the equality and diversity impact of the University's admissions processes, including oversight of Transparency Return.

8. To establish sub-groups as required.

Reporting Line

Planning and Resources Group

Minutes

Copies to be forwarded to the Planning and Resources Group. Minutes and papers stored electronically in Professional Services.

Sub-Groups

Recruitment and Admissions Advisory Group (RAAG)

Membership

1.	Chair: Deputy Vice-Chancellor and Provost
2.	Faculty Pro-Vice Chancellors
3.	Pro-Vice-Chancellor (Education)
4.	Pro-Vice-Chancellor (International)
5.	Director of External Relations
6.	Director of Recruitment and Admissions
7.	Director of International
8.	Director of Strategic Planning
9.	One representative from each Faculty, who will provide Faculty wide leadership of student recruitment activities within the Faculty, and is nominated by the Faculty PVC
10.	Others in attendance as required
11.	Secretary: TBC

Quorum

50% of total membership

PEARSON EDUCATION LTD AND MANCHESTER METROPOLITAN UNIVERSITY JOINT STEERING COMMITTEE

Terms of Reference

- Consult on, oversee and ensure operations of the Managed Programmes covered by this Agreement;
- Receive reports regarding performance, progress and planning of matters pertaining to the Management Programmes and consider, formulate and execute remediation plans, where required;
- Ensure that the approvals, processes and procedures internal to each Party to the Managed Programmes are not usurped;
- Determine which proposed MMU programmes are to be subject to market evaluation by Pearson;
- On the Census Dates of the second and fifth Teaching Periods each year, assess the performance of each Managed Programme against the Target Student Numbers for the Managed Programme;
- Consider proposals and accept, reject or amend Term Sheets;
- Prior to the execution of any Term Sheet, to agree on the Target Student Numbers for the specific Managed Programme.
- Receive information and support from the Authorised Representatives to allow the JSC to analyse why Target Student Numbers are not being achieved (if applicable) and agree a remediation plan where required. The Parties acknowledge that they are in agreement that it is in neither Party's interest to sustain a failing Managed Programmes (being a Managed Programme that is not materially achieving Target Student Numbers) and accordingly share the option that the JSC may look to terminate a failing Managed Programme where the remediation plan has been unsuccessful and where deemed necessary.
- Formulate universal minimum commercial criteria applicable to all Managed Programmes proposed in accordance with clause 2.5 of the Agreement.
- Conduct service outcome reviews in accordance with clause 1.4;
- Consider and review scheduling to ensure efficiency and optimisation of scheduling for MMU.
- Consider proposals to accept, reject to amend Course Development SOWs;
- Review progress of the Course Development Services and discuss delivery of the Course Development Services as set out in the Specifications.

Membership

Co-Chairs who are also members)	The committee shall be Co-Chaired by one member each from MMU and Pearson. The Co-Chair nominated by a Party should have delegated executive authority to act for the Party.
Members	Four members nominated by MMU; Four members nominated by Pearson.
May members nominate alternate attendees who are not normally Members?	Yes, subject to notification to the Co-Chairs 48 hours in advance of each meeting.
Secretary	Assigned by the Co-Chairs

Decision Making

Matters within the Terms of Reference shall be determined by the unanimous agreement of attendees. For other matters, the Joint Steering Committee shall make unanimous recommendation to the Parties. In the event of deadlock, the deadlock issues shall be referred to the Parties, and if not resolved shall be referred to the dispute resolution procedure set out in clause 18 of the Agreement.

Reporting Line

Planning and Resources Group

Documentation

Provision of documents for consideration at meeting at least 48 hours in advance of each meeting.

Frequency of meetings

Bi-monthly or as otherwise agreed by the Co-Chairs.

Quorum

A minimum of Four members, with a minimum of one per Party

Attendance by Non-members

By invitation of the Co-Chairs.

PROFESSOR AND READER PROMOTIONS COMMITTEE

Purpose

The Professor and Reader Promotions Committee is ultimately responsible for reviewing and considering all promotions to Professor and Reader.

Terms of Reference

1. To determine the promotion of Professors and Readers.

2. To ensure that promotions are of the highest quality in line with the requirements of the scheme and that the investment is reflective of the University's strategic objectives.

3. To ensure fairness and consistency in the process.

Reporting Line

University Executive Group

Membership

1.	Vice-Chancellor (Chair)
2.	Provost and Deputy Vice-Chancellor
3.	Pro-Vice-Chancellors for Education, International and Research and Knowledge Exchange
4.	Director of Human Resources and Organisational Development
5.	Five Professors
6.	Two External Advisors

External Advisors will be appointed on a three year overlapping term and will receive a fixed fee of £500 per annum.

Members who are existing Professors will normally serve at least two years but membership may rotate to ensure an appropriate mix of skills and knowledge across the portfolio of the University's work.

Professors will be invited to join the Professor and Reader Promotions Committee by the Vice-Chancellor, in consultation with the Provost and Deputy Vice-Chancellor and the Director of Human Resources and Organisational Development.

To demonstrate the University's commitment to equality, the Vice-Chancellor will ensure that diversity, in particular for gender, is taken into account when determining the membership.

Attendance

The Chair of the Committee may invite the attendance of Faculty Pro-Vice-Chancellors or Professors for the purpose of giving advice or clarification on a specific application to the Committee.

Frequency

There will normally be one meeting per year late in the summer term. Members are requested to prioritise attendance.

STRATEGIC PROJECTS PORTFOLIO BOARD

Terms of Reference

1) Oversee the performance of all projects within the portfolio ensuring appropriate scrutiny of progress, continual review of viability and a strong focus on achieving realisation of benefits and objectives as outlined in approved business cases.

2) Ensure that the project portfolio adequately reflects the University's strategic objectives and priorities including making recommendations to UEG on the commissioning, continuation, and BAU transition of projects in the portfolio.

3) Regularly receive and review the portfolio overview of the collective combined benefits, risks and issues of the University's portfolio of Strategic Projects.

4) Provide oversight of the University's exposure to risk through the proactive monitoring of an aggregated portfolio level register of risks and interdependencies, including providing guidance and support on mitigating action or escalation where required.

5) Review and prioritise demand for institutional limited specialist resource and instruct the deployment or diversion to where most impactful.

6) Advise new and existing project teams ensuring they have an awareness of and are operating in line with existing University policies, procedures, and governance.

7) To reconfirm the project portfolio and associated resources as part of the annual planning process ensuring pay and non-pay expenditure are budgeted.

8) Provide scrutiny, input and approval of service improvement for strategic project systems, services and processes.

9) Ensure that the benefits and outputs from strategic projects are incorporated into University strategic marketing and communications activity to enhance the institutional reputation and highlight positive impact on student experience.

Membership

o Steve Decent (Provost, Deputy Vice Chancellor and Chair)
o Karen Moore (Chief Operating Officer)
o Andy Dainty (PVC Education)
o Andrew Hewett (Director of Finance and Finance Lead)
o Helen Barton (Director of Strategic Planning and Strategy Alignment Lead)
o Chris Robinson (Director of ISDS and IT & SJTP Integration Lead)
o Andrew Fallon (Director of EFCD and Estates Integration Lead)
o Graham Cadwallader (Director of Strategic Projects Team and SPT Integration Lead)

As Required

   o Tom Wilcock, Head of Strategic Projects Portfolio, will be in attendance at meetings as Portfolio Board Coordinator.
   o Victoria Mason-Hall, Senior Project Account, will be in attendance at meetings as Finance and Benefits Coordinator.
   o Other attendees such as Faculty / PS Senior Leaders, Project SROs, Project Managers and subject matter experts will be called in to attend as required

(typically to present or help review new project proposals, to provide exception or major milestone reports and make recommendations for change).

Frequency

The Board will meet quarterly with 22-23 schedule outlined below:

SPPB Meeting Dates
18th January 2022
21st April 2022
5th July 2022
4th October 2022
17th January 2023
20th April 2023
4th July 2023
3rd October 2023

In addition, extraordinary meetings will be arranged as required to ensure timely commissioning, review and closure of projects.

Other Terms

- The meeting will be quorate with 50% membership present.

- Administrative support will be provided by the Strategic Projects team.

- All minutes, documentation and agreed actions will be tracked in a dedicated SharePoint site and made accessible to relevant stakeholders and UEG members.