



## **Council Member Annual Review Process**

### **Key points:**

- The purpose of the Council Member Review process is to enable a proportionate means through which trustees' performance and contribution to Council can be reviewed on an annual basis.
- All trustees are required to take part in an annual review meeting.
- As well as creating a positive, two-way exchange through which trustees and wider Council effectiveness can be discussed, it is an opportunity to consider any professional development needs.
- The process takes account of national guidance, such as the Committee of University Chairs' Code of Governance.

### **A Aims of the process**

1. To enable trustees to reflect on the operation of Council and its committees (as appropriate to the trustee concerned in respect of committee membership/attendance), the individual trustee's contribution to, and effectiveness at, the meetings and business of Council and the performance and effectiveness of the Chair of Council.
2. Review meetings will be focused, with specific areas to be discussed and evaluated, but will also be broad enough to allow a positive and free-flowing exchange of thoughts and ideas between the reviewer and the reviewee.

### **B Process - general**

3. All trustees are required to attend an annual 1:1, 45-minute review meeting.
4. Review meetings can be run in person or virtually via MS Teams.

### **C Process – trustees other than the Chair of Council**

5. Trustees will be reviewed by the Chair of Council.
6. Prior to the review meeting, trustees are asked to complete a short form for their reference which includes the key areas the Chair of Council will explore in the review meeting. The (optional) use of the form enables a structured and efficient approach to the review meeting, though trustees are encouraged to air their own thoughts and ideas on any relevant areas at the review meeting.
7. A second form will be completed by the reviewee relating to any training and development needs ahead of the review meeting and finalised arising from the discussions of these with the Chair of Council. Once it has been discussed with the Chair of Council at the review meeting, this form should then be returned to the Secretary to Council.
8. The review meeting will be dealt with confidentially between the Chair and the reviewee in order not to constrain the discussion. Matters discussed in the review meeting will only be attributed to an individual in the resultant report to Council when the consent of the individual has been given.

9. In providing feedback to trustees on their performance, the Chair of Council will have regard to the University's Statutes, Ordinances and (as appropriate) the terms of reference of Council sub-committees.
10. When the review meetings have been held with all trustees, the Chair of Council will produce a summary report for the consideration of Council which draws out any key themes which have emerged from the process.
11. The report of the Chair will be shared with the Secretary to Council and submitted to the next ordinary meeting of Council, alongside a professional development plan to be drawn up by the Secretary to Council arising from the returns of members. It will be for Council members to discuss at the Council meeting the themes raised by the Chair and to agree any resultant action that may be required. If any comments were consented to be attributed to an individual, it is possible that these individuals may be asked to provide further detail on these points.
12. The professional development plan will be submitted alongside the report of the Chair, and Council members will either be proposed in the plan for specific development opportunities, or in some cases, Council members might be asked to express an interest in any of the opportunities that have been included. The Secretary will aim to meet insofar as possible all reasonable development needs highlighted by trustees.

#### **D Process – Chair of Council**

13. The review is to be conducted by the University Chancellor and the Vice-Chair of Council, informed by the views of all Council members and other relevant stakeholders (including members of the Executive Group).
14. Prior to the review meeting, the Chair of Council is asked to complete a short form for their reference which covers the key areas the Chancellor and Vice-Chair of Council will cover in the review meeting. The use of the form enables a structured and efficient approach to the discussion.
15. In addition to the above, all remaining members of Council and other relevant stakeholders (including members of the Executive Group) will be consulted for their views on the Chair of Council's leadership and performance during the past year. Comments will be requested and responded to direct via email to the Chancellor and Vice-Chair of Council ahead of the review meeting with the Chair. In providing feedback, respondents should be constructive in their approach, also having regard to the University's Statutes, Ordinances and the terms of reference of Council sub-committees. The comments made will be collated and anonymised (as required) by the Chancellor and Vice-Chair of Council to support them in conducting the review meeting with the Chair of Council.
16. A second form will be completed by the Chair of Council ahead of the review meeting and finalised arising from the meeting relating to any professional development needs. Once it has been discussed at the review meeting, this form should then be returned to the Secretary to Council. Alongside the returns of other trustees, this form will inform the development of Council's professional development plan.
17. Arising from the review meeting, the Chancellor and Vice-Chair of Council will produce a summary report for the consideration of Council drawing out any key themes which have emerged from the meeting. The report will be shared with all Council members, including the Chair, in advance of an ordinary Council meeting at which it is to be presented by the Vice-Chair and considered in the absence of the Chair of Council. In leading this item, the Vice-Chair will invite views as appropriate from other members of Council. The discussion should be focused and constructive.

18. The Chancellor and Vice-Chair of Council will provide any feedback to the Chair of Council arising from Council's consideration of the report and ensure that any action points are addressed with the Chair of Council.
19. The record of the discussion will be made available to the Chair of Council following the meeting.