



Council Strategy & Transformation Sub-Group Constitution

Approved: Council meeting – 19 May 2025

A Scope

1. In considering the external landscape, both within Higher Education and beyond, this Sub-Group of Council is responsible for considering and proposing to Council strategic and transformational approaches the University might consider taking forward as a means of ensuring its long-term financial sustainability and success.

NB.

The context for the constitution of this Sub-Group is the requirement for the governing body to be actively engaged in the development of institutional strategy. This smaller Sub-Group of Council enables more detailed engagement than is possible within the setting of a formal Council meeting, though the Council's role in ultimately approving University Strategy remains non-delegable.

B Terms of reference

2. The Sub-Group meets to consider long-term strategic options for the University. In doing so, it engages with relevant staff of the University including academics and members of the Executive.
3. The responsibilities of this Sub-Group are consistent with the University's Scheme of Delegation that the Council 'contribute to and approve the vision, mission and strategic planning of the University' and the University of Chairs' Higher Education Code of Governance's statement that:

Working with the Executive, the governing body sets the mission, strategic direction, overall aims and values of the institution.

4. In considering the future strategic and transformational approaches the University might adopt, the Sub-Group shall:
 - a. consider the University's current position both financially and strategically.
 - b. consider the external landscape, both within HE and more broadly and other emerging trends and technologies.
 - c. consider institutional data and intelligence to support its understanding of the University's current position and where transformative approaches might be required to increase its success.
 - d. consult with members of the Executive and academics as a means of developing new strategic approaches to secure the University's longer-term financial sustainability and success.
5. The Sub-Group shall report its findings to Council and some of its proposals may be discussed more widely within the setting of a joint Council, Senate, Executive and Students' Union Strategic Away Day.

C Membership

Independent trustee Chair	Name
Up to three independent trustees	Name Name Name
Students' Union President	
Elected Staff member	Name

6. This Sub-Group shall be chaired by an independent trustee and its remaining membership made up of up to three independent members to be nominated via Council, the Students' Union President and an Elected Staff Member of Council.

D In attendance

Vice-Chancellor
Pro Vice-Chancellor (Academic)
Chief Financial Officer
Registrar and Chief Administrative Officer
Secretary to Council

7. Members of the Executive and further academics may be invited to join meetings to offer their views.

E Frequency of meetings

8. The Sub-Group shall usually meet twice a year, with the scope for additional meetings to be timetabled when required.
9. Some of the Sub-Group's business may be transacted virtually with a means through which feedback and comments on proposals can be taken on board.
10. The Sub-Group's meetings can be held either in person or virtually if required.

F Reporting structure

11. The Sub-Group reports to the University's Council. An impact report will be prepared by the Registrar and Chief Administrative Officer, outlining the ways in which key discussions points have impacted options for future strategic direction and/or Strategy and/or the Transformation Programme.
12. The Sub-Group's Constitution will be reported to Council annually and whenever changes are agreed.
13. Minutes of the Sub-Group's meetings will be submitted to Council.

G Servicing and support arrangements

14. Servicing will be provided by the Office of the Secretary to Council