

University Council

Terms of Reference

The authoritative definition of the powers and responsibilities of University Council Members is that set out in the Education Acts and the Instrument and the Articles of Government drawn up by the institution under those acts. The University Council shall be responsible:

- a) for the determination of the educational character and mission of the institution and for the oversight of its activities;
- b) for the effective and efficient use of resources, the solvency of the institution and for safe-guarding its assets;
- c) for approving annual estimates of income and expenditure;
- d) for the appointment, grading, suspension, dismissal and determination of the pay and conditions of holders of senior posts. The University Council shall also have the responsibility for setting a framework for the pay and conditions of other staff;
- e) for the assignment and appraisal of the holders of senior posts.

Audit & Risk Management Committee

Constitution

1. The Audit & Risk Management Committee, with an internal audit function, is appointed by and responsible to the University Council. The Committee which shall be independent of any Finance Committee shall not include any person who is concerned with the management or operation of the University. The Committee is to report to the University Council.

Terms of Reference

1. To advise the University Council on the effectiveness, efficiency and economy of the University's activities and on ways to secure the best possible value for the money provided by public and private funds for the running of the University.
2. To advise the University Council on the adequacy, reliability and effectiveness of internal control and management systems, to ensure that:
 - the activities of the University are carried out in an orderly and efficient manner;
 - University management policies and directives are properly adhered to;
 - the annual financial statements are reviewed;
 - the financial regulations are reviewed annually and reported to the University Council as necessary;
 - assets are properly safeguarded;
 - all necessary records are kept and are as complete and accurate as possible;
 - all significant fraud losses have been properly investigated and that internal and external auditors and where appropriate, the Office for Students accounting officer have been informed;
 - in the event of the merger or dissolution of the institution, all necessary actions are completed, including arranging for a final set of financial statements to be completed and signed;
 - waste is minimised.
3. The above advice should cover all the funds and University managed operations which are the responsibility of the University Council, including limited companies where applicable.
4. The duties of the Audit & Risk Management Committee as far as Internal Audit is concerned are to:
 - be responsible for the criteria for selection, appointment and engagement of the internal audit service and their remuneration;
 - set the long term audit strategy;
 - approve annual audit plans;
 - consider internal audit reports;
 - monitor the performance and effectiveness of the internal audit service annually;
 - consider the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors;
 - report to the University Council on the above matters.

5. The duties of the Audit & Risk Management Committee as far as External Audit is concerned are to:
 - advise the University Council on the appointment of the external auditors and their remuneration;
 - agree the scope of their work;
 - consider external audit reports;
 - consider management letters;
 - monitor the performance and effectiveness of the external audit service annually;
 - consider the provision of any non-audit services by the external auditors, and any questions of resignation or dismissal of the external auditors;
 - 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 funding councils' accounts directions;
 - report to the University Council on the above matters.
6. The duties of the Audit & Risk Management Committee as far as risk management, control and governance is concerned are to:
 - review regularly the University's Risk Register;
 - oversee the institution's policy on risk management;
 - keep under review the effectiveness of the risk management control arrangements;
 - receive regularly an up-date on risk management matters and advise the University Council on such matters accordingly.
7. To consider the recommendations of the internal and external auditors and to recommend or otherwise their implementation to the University Council. The Committee has no executive powers with respect to these recommendations, but will monitor their implementation.
8. To circulate minutes of meetings to the University Council and to prepare an Annual Report for each financial year, to be addressed to the University Council and the Vice-Chancellor. The Report will include the Committee's opinion on the extent to which the University Council may rely on the internal control system and the arrangements for the following:
 - risk management, control and governance (the risk management element includes the accuracy of the statements of internal control included with the annual statement of accounts);
 - economy, efficiency and effectiveness (value for money);
 - management and quality assurance of data submitted to HESA, the SLC, to Office for Students and other funding bodies.

The Annual Report will also make reference to the work of the Audit & Risk Management Committee undertaken during the year, the work of the Internal Auditors, the work of the External Auditors, and any other audit work undertaken. The Audit Report will also express the Committee's overall opinion on the effectiveness of the University in relation to those areas highlighted in the bullet points above.

9. The duties of the Audit & Risk Management Committee as far as fraud and irregularity is concerned are to:
 - oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy;
 - review the policy on fraud and irregularity annually.
10. The duties of the Audit & Risk Management Committee as far as anti-bribery is concerned are to:
 - oversee the institution's anti-bribery policy, including being notified of any action taken under that policy;
 - review the anti-bribery policy on a regular basis.
11. To review any policies as listed in the Audit & Risk Management Committee's Annual Work Plan on a regular basis.
12. To seek any information it requires from any employee (all employees are directed to co-operate) with any request made by the Committee.
13. The Audit & Risk Management Committee is authorised to obtain outside legal or other independent professional advice normally in consultation with the Vice-Chancellor and/or the President of the University Council.
14. The Committee will consider annually, its own efficiency and whether or not the terms of reference should be amended.
15. To receive any relevant reports from the National Audit Office, Office for Students and other organisations.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote. Voting members are indicated by an asterisk in the membership list below.

Meetings

The Audit & Risk Management Committee shall normally meet four times a year. The timing and content of the meeting should follow as far as possible the planning and reporting cycle of the internal and external audits. At least once a year the Committee shall meet with the external and internal auditors without University Officers present. The time and place of meetings will be arranged by the Secretary to University Council. The external and internal auditors may request a meeting if they consider it necessary.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Audit & Risk Management Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation from both internal and external sources shall be circulated to all members at least one week prior to meetings.
3. The Committee Secretary shall take minutes of all proceedings and copies provided to all the members.

Quorum

There shall be a quorum when 3 voting members are present at the start of the meeting.

Membership

1. The membership of the Committee is to be determined by the University Council. The membership is to be for a term of three years, but reappointment is possible. The Committee is to have not more than five and not less than three members drawn from the University Council.
2. Members are not entitled to sit on any other University Council Committee and exclude staff and student members of the University Council (with the exception of the University Mission Committee).
3. At least one member should have recent and relevant experience in finance, accounting or auditing. The Committee may appoint an appropriate Professional Adviser(s) at any time and shall do so where at least one member does not have recent and relevant experience in finance, accounting or auditing. The Professional Adviser(s) will be a full member of the Committee.
4. Members shall not have significant interest in the institution.
5. The internal auditor will normally attend every meeting. The External Auditors will attend when presenting External Audit business.
6. Other officers of the University may be asked to attend meetings whenever the Committee consider it necessary.
7. Whilst the President has ex-officio authority to attend all University Council Committees this is not the case for the Audit & Risk Management Committee.

Membership summary:

■ = voting member

3-5 Members of the University Council ■ - one of whom shall be Chair.

1-2 Professional Advisers ■

In attendance:

The Vice-Chancellor, the Chief Financial Officer/Bursar and the Senior Pro Vice-Chancellor (with responsibility for Risk Management)

The Internal and External Auditors

Secretary to the University Council

The Committee Secretary

Human Resources Committee

Terms of Reference

The Committee shall be responsible for:

1. To review and monitor all policies and procedures that relate to the conduct and welfare of staff, including receiving annual reports on disciplinary action and grievances and reviewing the results of periodic surveys of staff opinion.
2. To review and monitor environmental matters.
3. To review the implementation of the University's policies relating to Equality for staff, including:
 - 2.1 summary institutional and sector data;
 - 2.2 activities undertaken;
 - 2.3 achievement of agreed objectives;
 - 2.4 differential results and outcomes by reference to protected characteristics;
 - 2.5 receipt of reports from the Equality Challenge Unit, the Equality and Human Rights Commission and other relevant bodies.
4. The maintenance of consultative procedures with the Staff Unions recognised by the University Council.

The Committee may make recommendations to the University Council, its Planning & Resources Committee or the Vice-Chancellor, on the modification of University Council policies in its areas of responsibility, or on their manner of implementation within the University.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote. Voting members are indicated by an asterisk in the membership summary.

Meetings

The Committee will meet at least once a term. The time and place of meetings will be arranged by the Secretary to the University Council.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Human Resources Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Committee Secretary shall take minutes of all proceedings and copies provided to all the members.

Quorum

There shall be a quorum when 3 members are present at the start of the meeting, two of whom will be external University Council Members.

Membership

1. The membership of the Committee shall be determined by the University Council. The membership shall be for a term of three years, but reappointment is possible. The Committee members shall be drawn from the University Council.
2. Members should declare any interest in the institution.
3. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
4. Other officers of the University may be asked to attend meetings whenever the Committee consider it necessary.
5. The President is an ex-officio member of this Committee.

Membership summary:

* = voting member

At least 3 Members of the University Council * (one of whom shall be Chair)

2 Staff University Council Members (one support and one academic) **

The Vice-Chancellor *

SMT Member with responsibility for HRMS *

In attendance:

The Secretary to the University Council

The Director of Human Resources Management & Payroll Services

The Committee Secretary

Health, Safety & Environment Committee

Terms of Reference

- (1) To commission, approve and oversee implementation as appropriate of policies, procedures, strategies, plans and other arrangements relating to:
 - (a) the health, safety and welfare of staff and students; and
 - (b) sustainability and related matters.
- (2) To issue advice, guidance and instructions to staff and students as appropriate on the above matters.
- (3) To oversee maintenance of a register for all accidents, incidents and near misses.
- (4) To promote co-operation between the University, staff and students in investigating, developing and implementing measures to ensure that the University is a healthy, safe and environmentally sustainable place in which to work and study.
- (5) To receive and consider statistical and other information on:
 - (a) accidents, incidents and near misses and other matters relating to the health, safety and welfare of staff and students; and
 - (b) sustainability and related matterswith a view to establishing trends and deciding whether to issue any advice, guidance or instructions to staff and students.
- (6) To commission and receive audits and other reports on health and safety and sustainability from appropriate representative bodies and individuals, Health & Safety Advisory Services and the Head of Sustainability.
- (7) To produce a report of matters considered at each meeting and an annual report on the health and safety and sustainability environment at the University for submission to the University Council's Human Resources Committee.
- (8) To have due regard to compliance with the Safety Representatives and Safety Committees Regulation (1977) and Health and Safety (Consultation with Employees) Regulations (1996).

Health & Safety Advisory Services

Nothing in the above terms of reference derogates from or suspends:

- (a) the legal or contractual duties and responsibilities for health and safety of any individual member of staff;
- (b) Health & Safety Advisory Services' overall control and responsibility for monitoring implementation of the University's Health and Safety policies and procedures by Faculties and Departments.

Decision Making

Decisions shall be reached by consensus without a vote wherever possible. In the event that a matter must be put to a vote, it shall be decided by a simple majority following a resolution proposed and seconded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to the Chair's own vote. All members of this Committee will be voting members, including proxies when present at the meeting.

Meetings

The Health, Safety & Environment Committee will meet at least once in each term. The time and place of meetings will be arranged by the Committee Secretary.

Clerking arrangements

1. The Committee Secretary shall ensure that an agenda and relevant reports and documentation shall be circulated to all members at least five days prior to meetings.
2. The Committee Secretary shall take minutes of all proceedings and copies provided to all the members.

Quorum

There shall be a quorum when 8 members are present at the start of the meeting, one of whom must be the Chair.

Membership

1. The membership of the Committee shall be approved annually by the Human Resources Committee of the University Council.
2. Members must declare any financial or other personal interest in any item of business considered by the Committee and shall not speak or vote in respect of such an item.
3. Other members of staff of the University may be asked to attend meetings whenever the Committee consider it necessary.

Membership summary:

Chair: A member of the Senior Management Team
Vice-Chancellor or nominee
PVC Professional Services & Operations and CIO
Director of Estates & Facilities
Director of Human Resource and Payroll Management Services
Domestic Bursar
Health and Safety Risk Adviser
Head of Sustainability
Director of Sport & Active Lifestyle
Representative from TSP (Commercial Operations)
Health & Safety Risk Adviser (TSP, Commercial Operations)
One nominee from each of the eight Academic Faculties
One nominee from Student Support & Guidance
2 members from the Students Union (President & General Manager)
2 members nominated by UCU
2 members nominated by UNISON
In attendance: Committee Secretary

A member may appoint a nominee to attend a meeting with the approval of the Chair.

Nominations & Governance Review Committee

Terms of Reference

1. To advise the University Council on the appointment of co-opted members of the Council and on such other matters relating to membership and appointments as the University Council shall remit to it, having regard to the provisions of the Instrument and Articles of Government and the policy from time to time of the University Council.
2. To gather nominations in respect of vacancies and prospective vacancies on the University Council and to determine and apply the processes whereby such nominees are screened and shortlisted.
3. To consider from time to time and to make recommendations to the University Council on the composition and balance of the University Council and its Committees.
4. To initiate searches for potential candidates through consultation with appropriate bodies.
5. To prepare and maintain written descriptions of the role and the capabilities desirable in a new member, based on a full evaluation of the balance of skills and experience of the University Council.
6. To:
 - (i) oversee a full and robust review of the effectiveness of governance at least every four years; and
 - (ii) review at least annually progress towards achieving outstanding actions from the preceding effectiveness review; the University Council's governance and decision-making processes and procedures, standing orders and records of attendance of membersand to make such recommendations to the University Council arising from such reviews as may be appropriate.
7. To consider matters referred to the Committee by the University Council.
8. To have due regard in carrying out its functions to equality and diversity considerations (including the public sector equality duty in section 149 of the Equality Act 2010) and for that purpose to collect, monitor and report in respect of members and prospective members data on equality [and any particular geographical connection with a University site].

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote. Voting members are indicated by an asterisk in the membership below.

Meetings

The Committee will meet annually and ad hoc as necessary. The time and place of meetings will be arranged by the Secretary to the University Council in conjunction with the Chair of the Committee.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Nominations & Governance Review Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Committee Secretary shall take minutes of all proceedings and copies provided to all the members.

Quorum

There shall be a quorum when 4 members are present at the start of the meeting, three of whom will be external Members of the University Council.

Membership

1. Membership of the Committee is made up of the President of the University Council, the Vice-Chancellor, the Deputy Vice-Chancellor and five members of the University Council. The membership shall be for a term of three years, but reappointment is possible.
2. Members should declare any interest in the institution.
3. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
4. The Chair is the President of the University Council.

Membership summary:

■ = voting member

President of the University Council (Chair) ■*

Vice-Chancellor ■*

Deputy Vice-Chancellor ■*

5 University Council Members ■*

In attendance: Secretary to the University Council
 The Committee Secretary

Planning and Resources Committee

Terms of Reference

To act as a joint committee of the University Council and the Senate, responsible predominantly to University Council for the following matters and in discharging its terms of reference paying particular regard to the external environment in which the University operates and to the requirements and guidance of the Office for Students:

1. To advise the Council and the Senate on the University's corporate strategy, and to scrutinise proposed major developments, policy initiatives and all strategic academic and non-academic plans, including financial, physical and human resources, risk and value for money.
2. To monitor the achievement of corporate strategy, to oversee implementation of institutional performance monitoring and to monitor progress towards achievement of institutional, policy and project objectives, targets and relevant Key Performance Indicators, ensuring that any concerns with performance against these are addressed.
3. To recommend to the Council the University's annual budget, including the distribution of resources between academic and non-academic areas; and between capital, estates and infrastructure, recurrent staff and non-staff costs.
4. To receive and consider monthly management accounts and to monitor performance against budget.
5. To review the policies of the University as an employer and to make recommendations to the Council for change in the framework for the pay and conditions of service of staff.
6. To ensure that risk is appropriately integrated into strategic planning, to monitor strategic risks relevant to the work of the Committee as determined by the Risk Register and to advise the Council.
7. To monitor achievement of value for money within the areas under the Committee's oversight.
8. To receive reports from the Academic Planning Committee and other committees and working groups within the areas under the Committee's oversight.
9. The Committee shall be responsible in particular for the proposal and/or monitoring of the following:-
 - (i) the University's access and participation plan (including monitoring institutional targets and performance in respect of student attainment, progression and destinations);
 - (ii) the University's investment policy;
 - (iii) the University's estate management policies;
 - (iv) the University's annual staffing establishments;
 - (v) the University's policies relating to the remuneration and conditions of service of staff;
 - (vi) any restructuring of the University's staffing, including significant rationalisation or expansion plans;
 - (vii) the University's policies relating to the health, safety and welfare of staff and students and environmental matters.

10. To review outcomes of periodic institutional academic governance effectiveness reviews.
11. To oversee the University's academic strategies, including those for learning and teaching; research and knowledge transfer; and internationalisation.
12. To receive and monitor:
 - (i) reports relating to the University Council's duty to submit an annual assurance statement about the continuous improvement of the student academic experience and the reliability of degree standards and to recommend these for approval as appropriate; and
 - (ii) implementation of the policies of the University of Chester Student Union and student engagement and representation in institutional academic governance.
13. To review and monitor all policies and procedures that relate to the conduct and welfare of students, including:
 - (i) receiving reports on disciplinary and professional suitability action;
 - (ii) receiving reports on student complaints and appeals at least annually, including the requirements and annual report of the Independent Adjudicator for Higher Education in respect of the University;
 - (iii) reviewing the results of surveys of student opinion.
14. To review the implementation of the University's policies relating to Equality for students, including:
 - (i) summary institutional and sector data;
 - (ii) activities undertaken;
 - (iii) achievement of agreed objectives;
 - (iv) differential performance, results and outcomes generally and in respect of paragraphs 1–5 above by reference to students' protected characteristics;
 - (v) receipt of reports from the Equality Challenge Unit, the Equality and Human Rights Commission and other relevant bodies.
14. To consider such matters as may be referred to it by Senate, Council and other University Committees.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote.

Meetings

The Committee will meet at least twice a term. The time and place of meetings will be arranged by the Secretary to the University Council in conjunction with the Chair of the Committee.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Planning & Resources Committee.
2. The Secretary shall ensure that an agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Committee Secretary shall take minutes of all proceedings and provide copies to all the members.

Quorum

There shall be a quorum when 5 members are present at the start of the meeting, three of whom must be co-opted members of the University Council.

Membership

1. The membership of the Committee shall be:

The President of the University Council

At least 6 University Council members who are not members of Staff (one of whom shall be the Deputy President who shall chair the meeting)

The Vice-Chancellor

The Student Union President

The membership shall be subject to annual review by the University Council.

2. At least one member shall have recent or relevant experience in finance, accounting or auditing.
3. Members should declare any interest which conflicts or which may be perceived to conflict with their responsibilities as members of the Committee.
4. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
5. Other officers of the University may be asked to attend meetings whenever the Committee consider it necessary.
6. The Chair of the Committee shall be the Deputy President. If the Deputy President is not present within ten minutes of the time appointed to start any meeting, the Members present shall choose one of their number to chair the meeting.

Membership summary:

The President of the University Council

6 University Council members

The Vice-Chancellor

The Student Union President

In attendance (whole meeting):

Lee, Mr A. (*UC Secretary*)

Haslam, Dr C. (*SPVC*)

Sutton, Professor A. (*Deputy VC*)

Waddington, Mr R. (*CFO*)

Parker, Mr A.J. (*Committee Secretary*)

Promotions Committee

Terms of Reference

To support the promotions procedure in accordance with the Conditions of Service (as stated in the appropriate staff handbook) for the members of each group of staff.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote.

Meetings

The Committee will meet annually. The time and place of meetings will be arranged by the Secretary to the University Council in conjunction with the Chair of the Committee.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Promotions Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Secretary or nominee shall take minutes of all proceedings and copies provided to all the members.

Quorum

Teaching Staff Promotions

There shall be a quorum when 4 members, one of whom is an external University Council Member, are present at the start of the meeting.

Support Staff Promotions

There shall be a quorum when 3 members, one of whom is an external University Council Member, are present at the start of the meeting.

Membership

1. Membership of the Committee is made up as follows:
 - (a) **Teaching Staff:** two members of the University Council, the Vice-Chancellor and two Academic staff representatives.
 - (b) **Support Staff:** two members of the University Council, the Vice-Chancellor, and the University Secretary.

The membership shall be for a term of three years, but reappointment is possible.

2. Members should declare any interest in any relevant agenda item.
3. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
4. The Chair shall be the Vice-Chancellor.

Membership summary:

*** = voting member**

Teaching Staff

Vice-Chancellor (Chair) *

2 members of the University Council *

2 Academic Staff Representatives *

In attendance: Secretary to the University Council
The Director of Human Resources

Support Staff

Vice-Chancellor (Chair) *

2 members of the University Council *

University Secretary *

In attendance: Secretary to the University Council
The Director of Human Resources

Senior Salaries Committee

Terms of Reference

1. To consider and determine make recommendations to the University Council on the remuneration and conditions of service of the Vice-Chancellor the Deputy Vice-Chancellor and (following the recommendation of the Vice-Chancellor) the holders of senior posts (defined as the holders of such senior posts as the Council Members may determine) and the following posts:

Vice-Chancellor Emeritus

Pro Vice-Chancellor & Provost of Warrington & Community Liaison

Pro Vice-Chancellor (Research & Knowledge Transfer and Provost of Thornton)

Pro Vice-Chancellor (Professional Services & Operations and Chief Information Officer)

Pro Vice-Chancellor (Enhancement)

The University Council shall take the Senior Salaries Committee's recommendations into account in considering and determining the remuneration and conditions of service of the holders of the senior posts specified above.

2. To determine grievances against the Vice-Chancellor and similar matters which relate to remuneration and conditions of service.

In discharging its terms of reference the Senior Salaries Committee will:

1. consider comparative information on the emoluments of employees within its remit when determining salaries, benefits and terms and conditions;
2. ensure that all arrangements are clearly recorded;
3. report on its decisions and operation at least annually to the University Council. Such a report should not normally be withheld from any members of the University Council and will record inter alia:
 - (a) the resulting overall levels of increase in the aggregate salary costs of the Vice-Chancellor, the Deputy Vice-Chancellor and holders of other posts the remuneration of which is determined by the Committee; and
 - (b) the agreed base salary for the Vice-Chancellor.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote. Voting members are indicated by an asterisk in the membership below.

Meetings

The Committee will normally meet annually. The time and place of meetings will be arranged by the Secretary to the University Council in conjunction with the Chair of the Committee.

Withdrawal from Meetings

The Vice-Chancellor and any other holder of a senior post present at a meeting of the Senior Salaries Committee must withdraw from any part of the meeting which considers their remuneration and conditions of service or in which they have any other interest.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the Senior Salaries Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Secretary shall take minutes of all proceedings and copies provided to all the members.

Quorum

There shall be a quorum when 3 members are present at the start of the meeting.

Membership

1. Membership of the Committee is made up of the President of the University Council and five members of the University Council. The membership shall be for a term of three years, but reappointment is possible.
2. Members should declare any interest in the institution.
3. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
4. The Chair shall be a member of the University Council.

Membership summary:

■ = voting member

President of the University Council ■

At least 4 University Council Members ■ +

In attendance: The Vice-Chancellor
 Secretary to the University Council

+ *one of whom shall be Chair*

University Mission Committee

Terms of Reference

1. The Committee shall be known as the University Mission Committee.
2. The terms of reference of the Committee are to promote and support the Christian ethos of the University through:
 - interpreting the nature and character of the University as defined by the University Council;
 - monitoring its impact on University life;
 - making recommendations to the University Council.
3. To appoint a Working Group consisting of the Dean of Chapel, Student Union President, HRMS representative and two other members of the University Mission Committee to meet annually to discuss and recommend the University Mission Awards. Additional staff may be seconded onto the Working Group as appropriate.
4. The Committee shall report to the University Council.
5. The Terms of Reference are subject to the normal review processes adopted by the University.

Voting

Decisions are to be decided by a simple majority vote following resolutions proposed and recorded by members of the Committee. The Chair will have the casting vote in the event of a tied vote, in addition to their own vote. Voting members are indicated by an asterisk in the membership summary.

Meetings

The Mission Committee will meet at least once a term. The time and place of meetings will be arranged by the Secretary to the University Council.

Clerking arrangements

1. The Secretary to the University Council will act as Secretary to the University Mission Committee.
2. The Secretary shall ensure that an Agenda and relevant reports and documentation shall be circulated to all members at least one week prior to meetings.
3. The Committee Secretary shall take minutes of all proceedings and provide copies to all the members.

Quorum

There shall be a quorum when 9 members are present at the start of the meeting, one of whom shall be an external University Council member.

Membership

1. The membership of the Committee shall be determined by the University Council. The membership shall be for a term of three years, but reappointment is possible. The Committee members shall be drawn from the University Council, staff and student members of the University, the Chester Diocesan Director of Education and a representative of the Chester Diocese.

2. Members should declare any interest in items on the agenda.
3. With the approval of the Chair, members will be entitled to invite to the meeting a person or persons to give advice on a matter before the Committee.
4. Other officers of the University may be asked to attend meetings whenever the Committee consider it necessary.
5. The President of the University Council is an ex-officio member of this Committee.
6. The University Council shall appoint a Chair from among the members of the University Council, who shall be a member of the University Mission Committee.

Membership summary:

* = voting member

The Committee shall consist of twenty-two members:

The Vice-Chancellor or Deputy Vice-Chancellor (or their Nominee) (*ex-officio*) *

3 Foundation University Council Members *

1 Staff University Council Member *

The Chester Diocesan Director of Education * (who may or may not be a University Council Member of the University)

The Dean of Chapel (*ex-officio*) *

Head of Theology & Religious Studies (*ex-officio*) *

1 representative of the Diocese of Chester *

4 Students *, including the President of the Student Union or a named alternative; the President of the Christian Union or a named alternative; a member of the Chaplaincy team and a member of the Catholic Society

4 Academic staff members *, nominated by the Vice-Chancellor, including a representative from the Warrington campus; a member of the Theology and Religious Studies department; a member of the Chapel Community

4 Support staff members *, nominated by the University Secretary, including a representative from Human Resource Management Services and Student Support & Guidance

A representative of Chester TWIN appointed from among the TWIN Trustees *

Representative of Marketing, Recruitment & Admission *

All University Council members may attend as Observers

In attendance:

The Secretary to the University Council

The Committee Secretary