

Strategy and People Committee

Terms of Reference

The Strategy and People Committee is a sub-committee of the LSBU Board of Governors. It is responsible for oversight of progress against the corporate strategy, student access and participation in education, and people and organisational development matters, in accordance with the authority delegated to it by Board of Governors. It provides for the Board in depth review of:

- Group-wide performance against the highest level KPIs;
- Student recruitment and enrolment;
- Student access and participation, retention and progression;
- Embedding of the LSBU Group's Behaviours to promote a positive and inclusive culture aligned to the Group's mission and strategic objectives;
- Diversity, engagement, and wellbeing of people (staff and students);
- Future focused workforce development aligned to professional and technical Group ambition.

A commitment to equality, diversity, and inclusion (EDI) will run through the oversight and monitoring activity in relation to all areas of review. Meetings of the committee will be scheduled and facilitated in an accessible and inclusive way and equal participation will be actively encouraged.

1. Remit

The remit of the committee is to:

1.1 Strategy and performance

- 1.1.1 Monitor progress against non-financial Group-wide¹ and University-level KPIs as approved by the Board, and alert the Board of key potential variations against target;
- 1.1.2 Review regular reports on the progress of key strategic deliverables, ensuring that any necessary corrective action is taken by the Executive;
- 1.1.3 Recommend non-financial Group-wide and LSBU KPI annual targets to the Board as required.
- 1.1.4 Consider the value to LSBU of its key subsidiaries (SBA, SBC and SBUEL) as appropriate, for example during the strategy-setting process.

1.2 Students

- 1.2.1 Review regular strategic reports on student engagement, barriers to accessing education, and outcome gaps, including Access and Participation Plan reporting;

¹ This refers to the highest level group-wide KPIs (not the totality of the KPIs in the group)

- 1.2.2 Receive an annual assurance report from the Students Union on elections and compliance with the Code of Practice;
- 1.2.3 Monitor strategic activity to improve student recruitment, retention, and progression rates;
- 1.2.4 Review the annual Education report from the Academic Board prior to the Board of Governors;
- 1.2.5 Receive the annual student bullying, harassment, and sexual misconduct assurance report.

1.3 People and organisation development

- 1.3.1 Review regular strategic reports on human resources and organisational development, including staff engagement, EDI, and pay gaps;
- 1.3.2 Receive an annual report on strategic initiatives to develop the Annual P & OD Roadmap;
- 1.3.3 Ensure the size and shape of the organisation supports both group integration and the delivery of professional and technical education. Review organisation design and development of the workforce, aligned to the Group Corporate Strategy;
- 1.3.4 Review recommendations from the Group Executive to ensure the pay and benefits package supports the attraction and development of talent and remains affordable;
- 1.3.5 Receive the annual group health and safety assurance report prior to the Board.

2. Membership

- 2.1 Membership shall consist of up to four independent governors, the Vice Chancellor, plus one student governor and one staff governor.
- 2.2 A quorum shall consist of at least two independent governors plus one other governor.
- 2.3 The committee Chair shall be an independent governor, appointed by the Chair of the Board of Governors.

3. Secretary

- 3.1 The secretary to the Committee will be the Clerk to the LSBU Board or other appropriate person nominated by the Clerk.

4. Meeting attendees

- 4.1 The Provost, the Deputy Vice Chancellor, and the Chief People Officer shall attend meetings.

5. Reporting Procedures

- 5.1 The minutes of meetings of the Committee will be circulated to all members of the Board via Convene and a summary report will be included on the Board agenda.

Approved by the Board of Governors on 23 November 2023.