

## **Terms of Reference and Membership for the Operations Committee**

### **MEMBERS**

Ex officio members:

Chair: Chief Operating Officer  
Deputy Chair: (Chair to agree who)  
PVC and Executive Dean (on yearly rotation)  
Finance representative  
HR representative  
Director of Risk and Assurance  
Operational Risk Manager  
Director of Estates, Facilities & Commercial Services  
Chief Information and Digital Officer  
Head of Planning and Performance  
Director of Marketing, Recruitment & Admissions

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### **In Attendance**

Secretary to the Committee  
Internal Audit

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### **TERMS OF APPOINTMENT**

Ex-officio members remain a member for the term of their appointment. All members do not need to attend each meeting, depending on the focus of the meeting.

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### **TERMS OF REFERENCE**

#### ***Risk based Assurance***

1. To receive a summary report on the operational risk environment, identifying emerging trends or risks out of appetite and hold individual areas to account on their management of risk.
2. To receive matters escalated to the Operations Committee from the other two sub-committees or Executive Board.
3. To escalate to EB any risk outside risk appetite that cannot be treated, tolerated, transferred or terminated.
4. To review internal audits and other assurance activity against areas under the remit of the Operations Committee including monitoring progress with addressing significant findings.

#### ***Performance Setting and Monitoring***

5. To make recommendations to the Executive Board for operational targets and objectives, including KPIs and lead indicators, based upon Our Operations Policy Statement and other strategic KPIs and lead indicators.
6. To monitor performance against KPIs and lead indicators and escalate to EB any significant non-performance where this impacts on University level KPIs. The relevant EB owner of any non-performing matter or an EB member who is impacted by such non-performance will be invited/can request to attend any Operations Committee to address or raise concerns.
7. To monitor budget utilisation and escalate to EB any material variation (under or over) or incremental budget requests for optional activities.
8. To monitor and review the adequacy of the University's arrangements for communication, training, consultation and co-operation on operational matters, including Equality, Diversity and Inclusion and Marketing and Recruitment.

### ***Policy Statements and Procedures***

9. To review annually the Our Operations Policy Statement for recommendation to Executive Board (for approval).
10. To approve the IT, Information Security, Estate, and Marketing and HR procedures and other supporting documentation.

### ***EB Agenda Items***

11. For the avoidance of doubt and where not specifically referenced above, the Operations Committee will deal with the following items formerly included on EB agendas.

Risk Register	Management Accounts
Policy and Strategy – relevant approvals (including HR procedures and processes excluding Appraisals round, People survey results and action plan)	Internal Audit plan for operations area
University – USSU memorandum of association	Public Contract Regs opt out – recommend to Council (AAC to note)
Confirmation and Clearing plans – approval	Accommodation allocations policy and rents – approval
Student entry requirements – approval Country equivalence entry requirements	Unregulated tuition fees and scholarships – approval
SISC annual report	SII DUFE annual report
Value for money report	Sustainability report
Annual IT report	CMA task group annual report
Research Park annual report	Annual report from Security
BPL Report – quarterly	SSP biannual report
Insurance annual report	Internal Audit Annual Report

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## **PROCEDURES**

### **Quorum**

The quorum for the Operations Committee (OppCom) shall be half of current members. In the case of an equal vote, the Chair shall have a casting vote.

### **Frequency of Meetings**

The Committee shall meet monthly, except for August.

### **Delegated Powers**

OppCom is a sub-committee of the Executive Board and has delegated powers from Executive Board.

### **Reporting Arrangements**

An operations report is provided quarterly to Executive Board.

### **Decision making outside of meetings**

Decisions may exceptionally be taken by Chair's action. At the discretion of the Chair, decisions may also be passed by email circular, or similar electronic means, provided all members are copied into the electronic exchange.

In such instances, for such a decision to be valid, not less than 75% must reply to the Secretary to confirm their agreement. The Secretary shall forward a compilation of responses to the Chair and shall confirm to all members that the decision has been passed. A copy of the decision signed by the Chair shall be treated as properly passed by a meeting duly convened and held.

The date of the decision shall be the date upon which the Secretary confirms to all members that it has been passed. The Secretary shall be responsible for ensuring that decisions made by email are reported to the next meeting and for retaining an appropriate record.