Conveners' Committee

Date of Meeting	**31 August 2026**
Paper No.	**CC1-N**
Agenda Item	**3.4**
Subject of Paper	**Review of Committee Business Against Terms of Reference**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker** **Associate Director of Governance & Risk**
Date of production	**17 August 2026**
Action	**For Discussion**

1. Recommendations

The Committee is invited:

- To note the mapping of the proposed Schedule of Business against the Committee's Terms of Reference.
- To discuss the adequacy and balance of coverage across the four scheduled meetings.
- To provide feedback on potential strategic "deep dive" topics for inclusion within the Committee's programme of work.

2. Purpose

2.1 At its meeting on 27 April 2026, the Committee agreed that a mapping exercise should be undertaken to ensure that future agendas adequately reflected all aspects of the Committee's Terms of Reference. The Committee also requested the inclusion of more strategic "deep dive" agenda items within its programme of work.

2.2 This paper presents the outcome of that exercise and provides an assessment of the proposed Schedule of Business 2026/27 against the Committee's delegated responsibilities. The proposed mapping, together with potential strategic "deep dive" topics, is set out at Appendix 1.

2.3 The exercise aims to provide assurance that the Committee's planned business enables effective oversight of all matters delegated to it by the Board of Management, whilst also identifying opportunities for enhanced strategic discussion and scrutiny.

2.4 The mapping exercise provides a clear line of sight between the Committee's Terms of Reference, annual programme of work, committee discussions and annual reporting arrangements. It is intended to support continuous improvement in committee effectiveness and governance oversight.

3. Consultation

3.1. The mapping exercise has been developed with reference to:

- The Committee's Terms of Reference;
- The draft Schedule of Business 2026/27;
- The Committee's activities during 2025/26;
- Feedback provided by Members regarding agenda planning, meeting effectiveness and strategic discussion.

3.2. The proposed mapping has been informed by good governance practice and seeks to balance routine governance activity with opportunities for strategic discussion throughout the academic year.

3.3. In preparing this paper, consideration has also been given to forthcoming governance activity, including Board member succession planning, committee membership reviews and elected staff Board member elections anticipated during the 2026/27 academic year

4. Key Insights

4.1. The mapping exercise confirms that all principal responsibilities delegated to the Committee are represented within the proposed Schedule of Business 2026/27. The programme provides recurring oversight of Board development, governance effectiveness and strategic risk, whilst ensuring that key annual decisions relating to remuneration, succession planning and committee governance receive appropriate consideration.

4.2. The proposed coverage is summarised below:

Terms of Reference Responsibility	Aug 2026	Oct 2026	Jan 2027	Apr 2027
Committee Annual Report	✓			
Board Self-Evaluation / Effectiveness	✓			
Board Development Plan	✓	✓	✓	✓
Board Member Development	✓	✓	✓	✓
Board Recruitment & Succession Planning			✓	
Skills Matrix / Board Capacity			✓	
Principal Performance & Remuneration				✓
Senior Staff Performance & Remuneration				✓
Committee Terms of Reference				✓
Committee Schedule of Business				✓
Board Schedule of Meetings				✓
Strategic Risk Oversight	✓	✓	✓	✓

4.3. Whilst no significant gaps have been identified, the exercise highlights opportunities to strengthen strategic discussion in several areas of the Committee's remit. Some aspects of the Committee's remit are currently addressed through recurring progress reports rather than dedicated strategic discussion.

4.4. Members may therefore wish to consider incorporating one or more strategic "deep dive" agenda items into the annual cycle.

4.5. The following topics are suggested for consideration as future strategic deep-dive discussions. Members may wish to consider the proposed allocation of these topics across the annual cycle as outlined in Appendix 1:

- ***Committee Membership and Convenership Arrangements.*** Review committee membership composition, member workloads, committee balance and future convenership succession planning.
- ***Board Effectiveness and Evaluation.*** Review progress against evaluation findings, Board effectiveness indicators and governance improvement actions.
- ***Board Mentoring, Induction and Development.*** Consider arrangements for member induction, mentoring, skills development and leadership succession.
- ***Board Diversity, Skills and Succession***. Review Board composition, skills requirements, diversity profile and future succession planning needs.
- **Governance Horizon Scanning.** Review emerging governance developments, legislative changes, sector guidance and strategic governance risks that may impact the Board and its committees.
- ***Staff Board Member Elections and Representation.*** Review arrangements for future lecturing and support staff Board member elections and seek assurance that appropriate plans and timescales are in place.
- ***Board Ambassadorial Activity and External Engagement.*** Consider the Board's role in advocacy, stakeholder engagement and support for the College's strategic objectives.

4.6. The proposed deep-dive topics have been selected to complement the Committee's scheduled business and provide opportunities for more detailed consideration of key governance, succession planning and Board effectiveness matters. Members may wish to consider whether the balance and timing of these discussions is appropriate.

4.7. Members may wish to note that the October 2026 meeting currently contains only two substantive reports, providing sufficient capacity to accommodate one or more strategic deep-dive discussions without materially increasing the Committee's workload. The January 2027 meeting similarly provides an opportunity for focused discussion on Board composition, stakeholder representation and succession planning matters ahead of any recruitment activity or Board member elections later in the academic year.

4.8. Overall, the mapping exercise provides assurance that the proposed Schedule of Business aligns with the Committee's Terms of Reference and delivers comprehensive coverage of its delegated responsibilities. The exercise has not identified any significant gaps in coverage; however, the proposed deep-dive discussions outlined in Appendix 1 would provide additional opportunities to explore key aspects of the Committee's remit in greater depth.

5. Impact and Implications

5.1. Maintaining a clear line of sight between the Committee's Terms of Reference and its programme of work supports effective governance, transparency and accountability.

5.2. The mapping exercise provides assurance that the Committee is systematically discharging its delegated responsibilities on behalf of the Board and maintaining appropriate oversight of governance, remuneration, succession planning and strategic risk.

5.3. The inclusion of strategic deep-dive discussions would provide additional opportunities for Members to consider emerging governance matters, Board effectiveness and longer-term strategic issues in greater depth.

5.4. The mapping framework may also support future committee effectiveness reviews, and the preparation of annual committee reports by providing evidence that the Committee has systematically discharged its responsibilities throughout the year.

6. Appendices

Appendix 1: Proposed Deep Dive Topics and Meeting Allocation 2026/27

APPENDIX 1: Proposed Deep Dive Topics and Meeting Allocation

Meeting	Standing Business	Proposed Deep Dive Topics
31 August 2026	Annual Report, Board Self-Evaluation, Board Development Plan, Strategic Risk Review	Committee Membership and Convenorship Arrangements
19 October 2026	Board Development Plan Progress Report, Strategic Risk Review	Governance Horizon Scanning; Board Mentoring, Induction and Member Development
25 January 2027	Board Recruitment & Succession Planning, Board Development Plan Progress Report, Strategic Risk Review	Staff Board Member Elections and Representation; Board Diversity, Skills and Succession
26 April 2027	Principal & Senior Staff Performance and Remuneration, Committee Terms of Reference, Schedule of Business, Board Meeting Schedule, Strategic Risk Review	Board Ambassadorial Activity and External Engagement (if required)