

The Board has committed to align its approach with the Committee of University Chairs (CUC) Higher Education Code of Governance.

Board effectiveness is monitored by the Governance, Strategy and Foresight (GSAF) Committee, which meets five times per year. The Board Effectiveness Review Process is agreed by the Committee annually, following consideration of the previous year's approach and outcomes. The Code indicates that HEIs must conduct a regular, full and robust review of governance effectiveness with some degree of independent input. It is recommended this review takes place every three years. A Governance Review was led by the Chair, with external input, in 2025-26.

Board members review and comment on the Board's effectiveness through an online self-assessment survey. The Chair of the Board meets with all Board members on a 1-1 basis to discuss their survey responses and explore wider discussions on effectiveness. The Vice-Chancellor invites Board members to meet annually, to explore further how their skills and areas of expertise align with the University's strategic direction.

Committees review their effectiveness through discussion in meetings once a year, approving Committee Terms of Reference and reporting to GSAF Committee on any recommendations and action plans. Feedback from members of the Executive Leadership Team on the effectiveness of the Board, Committees and Chair of the Board is invited annually.

The Chair of the Board's effectiveness is reviewed annually via a meeting with the Senior Independent Director. The findings are discussed with GSAF Committee and summarised for the Board.

The Vice-Chancellor's performance and the effectiveness of the institution as a whole are reviewed with the Chair of the Board annually as part of the University's Personal Development Review process and through monitoring of key objectives and KPIs.

To note, the Board of Directors delegates to the Remuneration Committee full powers to act on its behalf in matters relating to the terms and conditions of service and the emoluments of the holders of 'Senior Posts' as defined in the Articles of Association. The basis for assessing

their performance and effectiveness is set out in the Senior Pay Policy; the work of the Remuneration Committee is reported via the Annual Remuneration Statement, which is published on the University's website.

The next annual review cycle and published report (July 2027) will be under the revised CUC HE Code of Governance (published June 2026).