**

Statement of Relationship Board & Executive

# **Commitment**

## Cardiff Metropolitan University is an ambitious, high‑performing institution. Underpinning its success is a strong Board and Executive working together to achieve the University’s goals.

## The basis of the relationship between us is trust and mutual respect and a joint commitment to the University’s values of creativity, innovation, inclusivity and trust and behaviours of leadership, courage, accountability and agility. The Board and Executive will work in partnership to ensure the success of the University for our students, staff and for the community that we serve.

# **Building and sustaining an effective relationship**

# The relationship between the Board and the University Executive is based on the following principles:

# 2.1 The Board and Executive uphold the remit and responsibilities of each other. The lines of demarcation between non‑Executive and Executive roles are understood and respected.

## 2.2 The foundations of a dynamic, effective and inclusive University are built on the mutual support of the Board and the Executive. Working together in partnership, both are jointly responsible for adhering to – and demonstrating – the University’s values.

## 2.3 The specific responsibilities of the Board of Governors, including those responsibilities which cannot be delegated, are set out in the University’s Instrument and Articles of Government.

## 2.4 The Board, in collaboration with the Executive, develops the University’s Purpose and Strategy and ensure that it aligns to the University’s civic mission as captured in the Instrument and Articles of Government. The Board scrutinises, challenges and supports the Executive and ensures that there are proper mechanisms for financial stewardship, legislative compliance and delivery of the University’s strategic objectives.

## 2.5 The Board’s primary focus is on ensuring that the University has effective arrangements in place to achieve good governance and high levels of assurance to meet the needs of the University, students, staff, government, regulators, partners and stakeholders. The Executive will provide the Board with accountability information necessary for the delivery of its governance role. The Board is also responsible for setting the strategic direction of the University. Detailed responsibilities are delegated to the Vice-Chancellor, who as the University’s “Accountable Officer” has particular duties specific to the role. Levels of delegation are set out in the Articles of Government. The Executive commits to maintaining open and transparent communication with the Board, to provide good quality relevant reports on progress in implementing the strategy.

## 2.6 The Executive is responsible for providing the strategic leadership and operational management of the University, implementing the agreed strategy. The Vice-Chancellor, leading a professional and focussed Executive team, is trusted and enabled to lead and manage the University’s strategy, operational delivery and performance.

## 2.7 The Board and Executive are fully committed to openness and transparency. There are regular reports on the University’s performance, and key Board and Executive documents are published on the University intranet and website.

## 2.8 The effectiveness of the Board and Executive relationship is overseen by the Senior Independent Governor and Vice Chancellor in consultation with the Board Chair.

# **Board and Executive Development**

## Comprehensive processes for induction, training and professional development are available regularly to all members of the Board and Executive. The Board and Executive commit to a culture of self-assessment, high performance, continuous improvement and shared learning. All Board and Executive members participate in an annual appraisal process, and for governors these appraisals will help inform training to address training and development needs or knowledge gaps.

## Development Programmes for Board and Executive include induction, training courses, and support available to governors (including briefings on the work of the University and keep-in-touch meetings with the Executive). There are also awaydays with the Board and Executive to support collaboration and effective working.

This statement aligns with the guidance set out in the Committee of University Chairs (CUC) Higher Education Code of Governance, which supports governing bodies in delivering high standards of governance across their institutions. The Code guides the governance work of the University.

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