

## **EXECUTIVE COMMITTEE**

### **Terms of Reference**

1. To report to the Board, to which the Executive has accountability, and ensure that the Board is supported in its decision-making through good communication on issues as appropriate.
2. To provide operational leadership, strategic direction and management of the Institution.
3. To develop, implement, monitor and review strategic initiatives, strategic plans and lead the planning process.
4. To monitor, measure and evaluate the Institution's performance in relation to the pursuit of its strategic objectives, including performance against KPIs.
5. To drive and continually review the University's performance of the student experience and the student journey.
6. To oversee risk management and internal control mechanisms including the update of the institutional risk register, and ensuring risks are considered throughout its work.
7. To monitor and review the management of the long-term investment portfolio.
8. To advise and recommend to the Board on the formulation of the annual budget, to receive regular management accounts, and to monitor the financial performance of the Institution against business plan targets.
9. To advise and recommend to the Board on the regulatory returns and submissions that require governing body approval.
10. To ensure the effective, efficient and economical use of resources of the Institution.
11. To oversee the University's performance in relation to health, safety and wellbeing, sustainability and equality, diversity and inclusion.
12. To receive regular updates from the Executive sub-committees.
13. To provide leadership for the institution, and act as a conduit for good internal communications related to Executive business up, down and across the organisational structure in a timely manner.

14. To maintain good relations with external partners and the Partner Colleges in furtherance of the Strategic Plan ensuring external issues are scrutinised for impact and shared as appropriate.
15. To improve the co-ordination and integration of academic and business support activities across the institution.
16. To contribute and lead cultural change across the institution.
17. To develop as a team.
18. To ensure good news is recognised and celebrated within and beyond the team.

## **Membership**

### *Ex Officio*

- Vice-Chancellor (Chair)
- Chief Operating and Transformation Officer
- Executive Dean of School (2)
- Director of Centre of Academic and International Partnerships
- Director of Student Life
- Chief Digital and Technology Officer
- Chief Estates Officer
- Chief Financial Officer
- Chief Marketing Officer
- Chief People Officer
- Academic Registrar
- Director of Learning and Teaching
- Pro-Vice-Chancellor Commercial and Academic Partnerships
- Pro-Vice-Chancellor Education and Student Experience
- Pro-Vice-Chancellor Research and Knowledge Exchange
- Provost
- Head of Governance and Compliance

Total membership: 18

### *In attendance*

- Others as required by the agenda

### *Secretary*

- Manager, Vice-Chancellor's Office

## **Notes on membership**

Deputising is not permitted except in exceptional circumstances where prior agreement has been reached with the Chair.

## **Quorum**

50% of members, rounded up to the next whole number.

## **Frequency of meetings**

Formal monthly, or more frequently as required with one hour 'touch' in weekly/fortnightly meetings.

## **Reports to**

- Board of Directors

## **Sub Committees**

- Digital Strategy Group
- Equality, Diversity and Inclusion Committee
- Estates Strategy Group
- Health, and Safety Committee
- Joint Consultative Committee
- People Strategy Group
- Portfolio Oversight Committee
- Safeguarding Committee
- School/Professional Services Executive Committee
- Strategic Marketing Group
- Strategic Project Board
- Strategy and Performance Committee

The terms of reference for the Executive Committee should be reviewed at least annually, normally at the first meeting of each academic year.