

Executive Leadership Team Terms of Reference

*Serviced By: Vice-Chancellor's Office
Reports To: Board of Governors*

Constitution and Purpose

1. The Executive Leadership Team (ELT) was established on 1st September 2023 under authority delegated by the Board to the Vice-Chancellor and oversees the university's overall performance and delivery in line with its values of Ambition, Curiosity, Independence and Humanity. It focuses on strategic leadership, management and direction, ensuring the effective prioritisation of outstanding student experience, curriculum delivery, digital literacy and a people centred approach.

Membership

2. The ELT comprises of the Vice-Chancellor (**Chair**), Deputy Vice-Chancellor & Provost, Chief Operating Officer, PVC Student Success, Director of People & Organisational Development and University Secretary and Registrar. A minimum of three members, must be present for the meeting to be quorate. The Chair can appoint a deputy chair (usually the DVC Provost) in their absence.

Responsibilities

3. The ELT is responsible for dealing with matters that concern the university as a whole, including: its strategic direction, organisation; leadership; culture; governance; management; compliance with legal and other obligations, the management of the relationship with the Board and Committees; risk management; people, estate and infrastructure; use of financial resources.
4. The ELT is responsible for ensuring appropriate consultation and reciprocal communication with the University Leadership Group, which will meet every 6 weeks.

Decisions

5. The Executive Leadership Team will, inter alia:
 - Develop the strategy for the University and assure the Board of its delivery of providing exceptional student experience, through monitoring progress and managing performance.
 - Set the University's operating framework, ensuring effective and efficient operational delivery.
 - Manage a three-year business planning cycle, developing and presenting for approval the University's annual budget, allocating and deploying resources appropriately and ensuring overall institutional sustainability, as part of the longer term university strategy [Marjon 2030].
 - Manage risk and undertake scenario-planning and horizon-scanning, considering the wider context for strategic opportunity and overseeing compliance with regulatory requirements.
 - Engage with, influence and proactively improve our reputation as part of the external environment in which the University operates.
 - Exemplify values-led leadership behaviours, always striving to improve our culture and create an inclusive environment for our students, people, and stakeholders.
 - Provide a forum for the exchange and challenge of ideas, to actively disrupt for positive change, express opinions, future proofing, and good practice.

6. The ELT may escalate matters to the Board of Governors as appropriate. Where the responsibilities referred to above are functions delegated by the Board, any decisions will be referred to the Board or relevant Committee, as appropriate, in line with the Articles of Association.

7. The Chair may, where they deem it necessary, request that the ELT take decisions by correspondence.

8. Chair's action may be used in exceptional circumstances where a decision is required urgently and it is not possible to consult ELT members by correspondence. In such cases, the Chair may take a decision on any matter within the ELT's delegated authority.

9. Any decisions made by correspondence or Chair's action must be reported at the next ELT meeting, where they shall be noted in the agenda as having been determined and their resolution recorded in the minutes.

Meetings

10. The ELT will meet regularly. The Chair may convene additional meetings, as necessary.
11. The Chair may invite other university staff to attend as required to assist with its discussions on any particular matter.

Secretariat Support

12. The Senior Executive Officer will provide secretariat support to the ELT, or a member of the Vice-Chancellor's Executive Support Team in their absence.
13. The Chair will agree the meeting agenda with the support of the Senior Executive Officer. The agendas and papers will normally be circulated at least two working days in advance of the meeting.
14. The Secretariat will maintain the minutes, rolling action log and decisions log, to provide a record of business conducted of the meetings. Action points will be circulated to members after the meeting has taken place. The minutes will be circulated to members with papers in advance of the next meeting, where they will be considered for approval.

Papers

15. The deadline for supplying papers to the Senior Executive Officer is at least 3 working days prior to the committee meeting. Late papers will only be accepted by the Chair in exceptional circumstances.
16. All papers for consideration by the ELT must be approved by the ELT sponsor prior to being submitted to the wider group.
17. Papers must be concise (normally no more than three pages plus a cover sheet) and clearly set out using the provided standard committee cover and report templates.
18. Papers should have been discussed in advance of coming to ELT, to ensure that, as far as possible, all relevant factors have been considered.

Transparency, Reporting and Review

19. The ELT will report, as appropriate, to the Board through the Vice-Chancellor, by sharing information on relevant decisions.

20. The Vice-Chancellor will provide a bulletin with updates from the ELT meetings to all staff via Antler. Executive Leaders will be responsible for communicating key messages from the meeting to their staff as appropriate.

21. The Terms of Reference and effectiveness of the ELT will be reviewed annually.