Leadership Group: Membership and Terms of Reference

Introduction

The Leadership Group has been established by the Chief Executive. Its purpose is to act as a forum within which to develop, manage and monitor the School's strategic and operational activity and to make recommendations to the School's Board of Directors and/or Academic Council. It reports to the Chief Executive.

Membership

All members *are ex-officio*

The Chief Executive (Chair)

Head of Finance and HR

Chief Marketing Officer

Dean

Head of Teaching and Learning

Head of Research & Development

The Registrar

Secretary: The Chief Executive shall appoint a secretary to the Committee.

Quorum: Five members.

Chair: In his absence the Chair shall nominate a member who is present to act as Chair.

Frequency: The Committee shall normally meet at least four times in each academic year. Meetings shall be timetabled to coordinate with meetings of the Board of Directors and Academic Council.


Voting and Recommendations

It is expected that decisions of the Committee will be reached by consensus and after due debate. However, if a vote is required, then decisions shall be made on the basis of a majority of those attending and voting at a quorate meeting, In the event of an equality of votes being cast, the Chair of the meeting shall have a second or casting vote. A record of voting shall be minuted.

Terms of Reference

1. To prepare, for approval by the Board of Directors and the Academic Council, as appropriate, the School's Business Plan, Academic Strategy, *Governance and Academic Regulations Handbook* and

General Policies and Procedures Handbook and to oversee their development, implementation and review.

2. To act as the decision-making body for key management and operational decisions as delegated by the Board of Directors.

3. To monitor and evaluate progress towards the School's strategic goals and initiatives, providing counsel to the Chief Executive, to include timely presentations to the Board of Directors and Academic Council.

4. To coordinate and monitor the activity of working groups and project teams in relation to meeting the operational objectives of planned workstreams.

5. To identify, evaluate, monitor, manage and report on corporate and academic risk and in particular any potential impact on the quality of the student experience, and to advise the Academic Council and the Board of Directors on these risks and actions to mitigate.

6. To agree actions, changes and improvements to the Risk Management Policy and process and the Business Continuity Plan.

7. To put in place arrangements to implement the School's Health and Safety Policy, and agree how the policy is measured, monitored and reported.

8. To oversee the preparation of the standing items and annual and periodic reports for consideration by the Board of Directors and the Academic Council.

9. To facilitate the clarity and timeliness of communication within the School to students, staff and other internal and external stakeholders.

10. To manage, support and monitor the School's relationships with external partners, service providers and other forms of collaborative provision.

11. To research and monitor the HE landscape and the business environment and to analyse and report on changes in sector policy, practice and performance.

12. To review and advise on relevant matters on the agenda of the Board of Directors and Academic Council.

13. To provide advice to the Chief Executive, Board of Directors and Academic Council as required.

14. To monitor and approve expenditure within the overarching limits defined by the Board.

15. To determine the delegated authority for operational management and budgets of officers of the School.
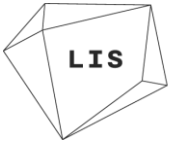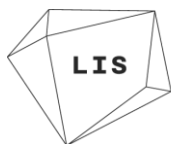
16. To create and stand down Leadership Group sub-committees and task forces.

Standing agenda items

As a matter of course, Leadership Group meeting agendas will include the following the standing items:

- Update on any material outcomes requiring actions by the Leadership Group emerging from both the previous Board of Directors and Academic Council meetings
- Review and discussion of updated risk register
- Update on organisational finances form the Head of Finance & HR
- Other business updates from department Directors

Name of policy/procedure:	Leadership Group: Membership and Terms of Reference
Document owner:	Dr Michael Englard, Registrar
Related documents: (eg associated forms, underpinning processes, related policies or overarching policies)	Governance Structure Overview Board of Directors Membership and Terms of Reference Academic Council Membership and Terms of Reference

Version Control			
Version	Author [name]	Date	Brief summary of changes
1	Prof. Chris Maguire (Registrar)	22/02/2019	Original draft
2	Hannah Kohler (Director of Admissions and Student Support)	15/08/2019	Minor wording changes
3	Prof. Chris Maguire (Registrar)	02/02/2020	Clarification of role of ExCo as in service of Academic Council and Board of Directors
4	Jasper Joyce (Director of Finance and Operations)	13/02/2020	Minor wording change
5	Hannah Kohler (Director of Admissions and Student Support)	13/02/2020	Clarified Terms of Reference of ExCo
6	Jasper Joyce (Director of Finance and Operations)	14/02/2020	Minor wording change
7	Prof. Chris Maguire (Registrar)	29/02/2020	Changes to the statement of purpose of the Committee to clarify its status.
8	Board of Directors	11/12/2019	Approved
9	Academic Council	16/03/2020	Approved as part of package of Governance documents
10	Dr Andrew Redford (Head of Quality)	08/2021	Minor changes of job titles and membership
11	Dr Andrew Redford (Head of Quality)	12/2023	Change in membership, change of name from Executive Committee to Leadership Group