

Strategic Leadership Team (SLT)

Terms of Reference

The Strategic Leadership Team will operate under a model of collective responsibility within the scope of decision-making within the Vice-Chancellor's delegated powers from Council. At all times, SLT is advising the Vice Chancellor, as the Accountable Officer.

- (a) To lead the successful implementation of the University Strategy and the development of enabling plans. To direct priorities in respect of any aspect of the approved strategy and its execution.
- (b) To develop strategic and tactical objectives and targets for recommendation to Council to sustainably maintain and where possible enhance, the University's dual intensive and high-quality activity.
- (c) To monitor organisational performance against approved targets, key performance indicators, and other management indicators/benchmarks, identifying areas of future opportunity, focus and remedial action. To commission periodic thematic reviews of activity to support strategic development and performance improvement.
- (d) Maintain a holistic overview of the University's operating context (regionally, nationally and globally): institutional risks and external challenges, through oversight of the University's Corporate Risk Register and risk management framework. To horizon scan for future opportunities and threats.
- (e) To consider initial proposals for strategic partnership and opportunities prior to consideration through committee structures.
- (f) To ensure robust regulatory compliance including supporting the Vice-Chancellor in their duties as Office for Students: Accountable Officer, and to ensure compliance with the OfS Regulatory Framework as well as other regulation, legal and statutory requirements.
- (g) To receive and review appropriate business for Council and its subcommittees and to the Senate, to ensure that robust and evidence-based assurance is being carried out.
- (h) To be an exemplar of inclusive leadership and to empower the wider University Leadership Team to deliver against strategic goals and priorities, through working closely with the senior academic and professional services leadership.
- (g) To make recommendations to the Vice-Chancellor, the Council, the Senate or any other body within the University on any matters not within the Group's direct decision-making powers.
- (h) To ensure that student experience is central to the SLT's decision-making and is informed by a diverse student voice and supported by constructive relations with the Students' Union.

- (i) To ensure that the staff experience is central to the SLT's decision-making and is informed by a diverse staff voice and supported by constructive relations with the campus trade unions.
- (j) To ensure oversight of the effective operation of health and safety arrangements for all university activity.
- (k) To agree the objectives of strategic change programmes and monitor delivery, providing transparent assurance to Council on rigour.

Membership

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor (Deputy Chair)
- Registrar, Secretary and Chief Executive Officer (Reserve Deputy Chair)
- Pro Vice-Chancellors
- Chief Financial Officer

Standing Attendees

- University Academic Dean (substantive role holder)
- Dean for Culture and Inclusion
- Dean of the Management School
- Chief People Officer (substantive role holder)
- Director of Strategic Planning and Governance

Attendance as required by Business

- Other officers at the request of the Vice-Chancellor and as required by business Secretary
- Dean of Health and Medicine

Secretary

- Head of Governance Services or an agreed Governance Officer

Meeting Protocols

- All officers present at SLT meetings contribute on an equal basis. Discussion should promote a collaborative approach, disagreeing well, and lead to collective responsibility for decision-making.
- Quorum for decision-making under the Vice-Chancellor's delegated authority is half of the SLT's serving members including either the Chair or Deputy Chair.
- Decisions shall be reached where possible by consensus.
- Urgent business may be managed via correspondence.
- Submission of business will follow the protocols as directed by the Vice Chancellor.

Reporting Groups

The following Vice-Chancellor's Management Advisory Groups will periodically report into the SLT:

- Capital Planning Group
- Research Excellence Framework (REF29) Steering Group
- Student Recruitment Advisory Group
- League Table Oversight Group
- Digital Services Advisory Group
- Information Security and Data Governance Group
- Emergency Planning and Risk Advisory Group (including Prevent Monitoring Group)
- Institutionally significant Strategic Project and Programme Boards as determined by the SLT