

Senior Leadership Team Meetings – ‘Formal Business’

Terms of Reference

1. Purpose

- 1.1. The Senior Leadership Team (SLT) is the University’s most senior, executive decision-making body. It is the body responsible for designing and delivering the University strategy, and the efficient, effective and cost-effective management of the Institution.
- 1.2. Its agenda is set by the Vice-Chancellor in order to monitor performance against plan, implement timely interventions, and elicit deliberation on issues confronting or potentially confronting the university.
- 1.3. Its membership brings together the senior leaders of the academic and professional services who are directly accountable to the Vice-Chancellor for their performance, and who are responsible for implementing the University strategy as it relates to their areas of responsibility.

2. Principles

- 2.1. Members of the SLT are expected to act according to the principles of cabinet responsibility and act as ambassadors for KU internally and externally.
- 2.2. Members of the SLT are expected to embody the University’s values of inclusive, innovative, ambitious, and enterprising in their decision-making and behaviour.
- 2.3. The decisions taken by SLT are binding upon its members and are communicated in an open, timely and transparent way to the University’s staff and students.
- 2.4. SLT members have a responsibility to support their SLT colleagues for the collective good of the institution.
- 2.5. Members will support the Vice-Chancellor in fulfilling his/her responsibilities to the Board of Governors and will help to ensure the efficient and effective management of Board business.

3. Membership

- 3.1. The following are members of the Senior Leadership Team
 - 3.1.1. Vice-Chancellor
 - 3.1.2. Provost & Deputy Vice-Chancellor
 - 3.1.3. Chief Operating Officer
 - 3.1.4. Executive Director for Student Services
 - 3.1.5. University Secretary
 - 3.1.6. Executive Director Strategy, Performance and Communications
 - 3.1.7. Deans of Faculty/PVC
- 3.2. The following are normally in attendance
 - 3.2.1 Head of Brand, Communications & Public Affairs

4. Quorum

- 4.1 The meeting shall be quorate with 50% of its members plus the Vice-Chancellor (or his/her nominated deputy).

5. Responsibilities and Accountabilities

- 5.1. Strategic planning

- 5.1.1. Develop and implement the university strategy and any underpinning operational plans at an institutional level.
 - 5.1.2. Ensure the appropriate design and implementation of strategic and operational plans at a faculty and directorate level.
 - 5.1.3. Monitor and deliver performance against institutional-level KPIs.
 - 5.1.4. Lead the continuous faculty and directorate planning cycle.
 - 5.1.5. Lead, or delegate as appropriate to sub-committees or steering groups, management of large-scale change projects.
 - 5.2. Students
 - 5.2.1. Have oversight of and look to improve the student experience and student outcomes continuously.
 - 5.2.2. Have oversight of student recruitment.
 - 5.3. Academic performance
 - 5.3.1. Monitor academic performance against agreed levels and ensure they are achieved.
 - 5.4. People
 - 5.4.1. Develop and instil a culture of leadership, performance, and engagement.
 - 5.5. Risk, finance and governance
 - 5.5.1. Have oversight of the efficient and effective use of the University's resources.
 - 5.5.2. Review, amend and agree the strategic risk register and ensure business continuity.
 - 5.5.3. Ensure all legislative and regulatory requirements are met.
 - 5.5.4. Monitor the University's financial performance and take action as required to meet it.
 - 5.5.5. Develop the annual budget and financial plan and recommend it to the Board for approval.
 - 5.6. Maintain an understanding of the external environment and the University's position in that context, to inform and shape strategy and planning.
6. Mode of operation
 - 6.1. SLT will discharge its responsibilities through such a cycle of meetings as the Vice-Chancellor, in consultation with SLT, deems fit, and will coordinate its actions with meetings of the Board of Governors and Academic Council as appropriate. Additional SLT meetings may be scheduled to accommodate other business needs (if applicable, see addendum).
 - 6.2. The format of the 'Formal Business' SLT meetings is characterised by the executive leaders submitting a concise paper that will be taken as read. Papers should be at a strategic level and no more than five pages long. A succinct and meaningful executive summary of the report with clear actions for the SLT to consider is to be provided in all cases. Further detailed information to support executive summaries can be included in the items for information section of the agenda.
7. Agenda items
 - 7.1. All items will be taken as read at the meeting. If a member is unable to attend, any comments or questions in relation to the papers should be submitted to the V-C/Chair prior to the meeting.
8. Secretariat services

- 8.1. Agreement of the agenda will be no later than one week prior to the meeting.
- 8.2. Distribution of papers will be no later than 2 working days prior to the meeting.
- 8.3. Distribution of minutes will be no later than five working days after the meeting.

9. Frequency of meetings

- 9.1. Once every two weeks normally.

10. Review of terms of reference to be annual or as necessary.