

# TERMS OF REFERENCE AND MEMBERSHIP

## VICE-CHANCELLOR'S GROUP 2023/24

### 1. Background

The authority of the Vice-Chancellor's Group (VCG) is derived from the Vice-Chancellor's authority as the Principal Academic Officer of the University and Accountable Officer, which he chooses to discharge in consultation with his executive team. The VCG therefore advises and makes recommendations to the Vice-Chancellor and, on the Vice-Chancellor's authority, is managerially responsible to the Board of Governors for maintaining an overview of and leading the day-to-day running of the University. It is not constituted within the institution's Instrument and Articles of Government.

The VCG was formally established as of August 1<sup>st</sup> 2017. These Terms of Reference set out what the VCG is collectively accountable for delivering and are reviewed on an annual basis.

### 2. Purpose and Frequency of Meetings

The VCG is the primary executive body of the University, with responsibility for developing and implementing University strategy. This is undertaken through regular monitoring of the HE policy environment, approval and review of key University projects, and monitoring the University's financial performance and key performance indicators, which are then reviewed by the Board of Governors.

For clarity, the VCG acts as an advisory group to assist the Vice-Chancellor in the performance of his duties as the University's Chief Executive Officer.

Provision is made for the VCG to meet every week on Mondays between 1pm and 5pm. Follow dates, are also set aside for business critical items and/or items that urgently require discussion before the next regular meeting of VCG.

All items for the agenda must be provided to the Secretariat by the nominated deadline, with late or tabled papers requiring approval from the Registrar and Chief Operating Officer with delegated authority of the Chair.

Where an agenda item is proposed by a University staff member who is not a member of the VCG, an appropriate VCG Sponsor for the item must be identified. This sponsor should be the member of VCG whose portfolio or interests most closely align with the topic at hand. VCG sponsors should be prepared to speak to their sponsored item on request.

Where matters proposed for discussion are likely to have a significant operational impact on areas across the University, members should seek timely feedback from the PVC Deans of Faculties and Operations Group (as appropriate) prior to putting forward an agenda item. This discussion should be recorded in the coversheet of the relevant item.

### **3. Duties and Responsibilities**

- Provide active and effective leadership, coordination and management of the work of the University
- To monitor through reports received the external environment across the University's academic and professional areas and recommend and implement appropriate responses
- To communicate key decisions and ensure there are good internal communications related to VCG business across the University where appropriate.
- Consider and take decisions and set policies in respect of any aspect of the University's strategy, operation or management (including for the avoidance of doubt, matters of academic implication and allocation of financial, physical and human resources) within the authority delegated by the Board of Governors
- Make recommendations to the Vice-Chancellor, the Board of Governors, the Academic Board or any other body within the University on any matters not within the VCG's authority to determine
- To ensure institutional risks are identified and managed, and that the University Risk Management Policy is implemented.
- To ensure the University remains compliant with statutory, legal and regulatory requirements.
- Ensures the University responds in a timely way to emerging threats and takes advantage of new opportunities.
- To establish such sub-committees of the VCG as may be required.
- Monitor the Faculties and Professional Services' individual and collective implementation of University strategies and policies and direct the Faculties and Professional Services as necessary

### **4. Authority**

The VCG operates by delegated authority from the Board of Governors via the executive authority afforded to the Vice-Chancellor.

## 5. Membership

Category	Name	Status
Chair: Vice-Chancellor	Professor Alistair Fitt*	Ex officio
Registrar and Chief Operating Officer, Clerk to the Board of Governors	Brendan Casey	Ex officio
Pro Vice-Chancellor	Professor Linda King	Ex officio
Pro Vice-Chancellor	Gina Dalton (Interim)	Ex officio
Pro Vice-Chancellor and Dean	Professor Tim Vorley	Ex officio
Pro Vice-Chancellor and Dean	Professor Astrid Schloerscheidt	Ex officio
Pro Vice-Chancellor and Dean	Professor Joseph H.M. Tah	Ex officio
Pro Vice-Chancellor and Dean	Professor Lucy Mazdon	Ex officio
Chief Financial Officer	Catherine Burleigh	Ex officio
Chief People Officer	Sarah Thonemann	Ex officio
Academic Registrar & Director of ASA	John Kirk	Ex Officio

### **In attendance:**

Secretary Head of Secretariat	Maria Crawford	Ex officio
----------------------------------	----------------	------------

### *In attendance:*

- As required by the agenda.

### **\*The Registrar and Chief Operating Officer shall take the Chair in the absence of the Vice-Chancellor**

VCG members are expected to attend all meetings and may send nominees only by exception where such nominees are approved by the Vice-Chancellor and authorised to make decisions on behalf of the absent senior executive.

## 6. **Expectations of Members**

All members of VCG commit to acting in the best interests of the University and not to solely represent their own constituency or personal views in discussions and decision-making.

Members of VCG commit to working in ways consistent with the Nolan Principles set out below.

## 7. **Review of Effectiveness**

To review its effectiveness on an annual basis

## 8. **Nolan Principles of Public Life**

**Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that may influence them in the performance of their official duties.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness:** Holders of public office should be as open as possible about all their decisions and the actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.

B M Casey  
Registrar and Chief Operating Officer

**Approved:** 11th September 2023