

**UNIVERSITY EXECUTIVE BOARD  
TERMS OF REFERENCE & MEMBERSHIP 2019/20**

<b>1.</b>	<b>Authority</b>
1.1	The University Executive Board (UEB) is established by the Vice-Chancellor & President and will report to the Board of Trustees and Senate. Subject to the provisions made in the Charter, Statutes, Ordinances, and Regulations, this Executive Board shall operate within the remit and authorities as stipulated by its parent body/accountable officer in these Terms of Reference.
1.2	The University Executive Board (UEB) is the principal management and executive decision-making group of the University and will provide active and visible leadership. It will support, advise and assist the Vice-Chancellor & President in the performance of his/her duties as the University's Chief Executive Officer, within the delegation framework of the University.
<b>2.</b>	<b>Purpose of the Board</b>
2.1	<ul style="list-style-type: none"> <li>• To act as a guiding coalition for the Vice-Chancellor and provide advice and challenge on the decisions that are required to execute the vision and strategy of the University.</li> <li>• To act as the primary body for the management and leadership of the University</li> <li>• To be responsible for developing and delivering the strategic and operational plans of the University, including agreeing core University policies. It will provide steer and leadership on the academic strategy and operational plans of the University.</li> </ul> <p>In summary, this will include:</p> <ul style="list-style-type: none"> <li>• The development and implementation of strategy, operational plans, key policies and procedures, and budgets;</li> <li>• The monitoring of academic, operational and financial performance;</li> <li>• The management of risk;</li> <li>• The prioritisation and allocation of resources;</li> <li>• Monitoring the external environment and the impact of any changes on the University.</li> </ul>
<b>3.</b>	<b>Membership and Quorum</b>
3.1	<p>The UEB will comprise the following members, as follows:</p> <ul style="list-style-type: none"> <li>• Vice-Chancellor &amp; President (Chair)</li> <li>• Deputy Vice-Chancellor &amp; Provost (Vice-Chair)</li> <li>• Deputy Vice-Chancellor (New Campus Development)</li> <li>• Chief Operating Officer</li> <li>• Registrar &amp; University Secretary</li> <li>• Pro Vice-Chancellor – Education</li> <li>• Pro Vice-Chancellor – Global Engagement</li> <li>• Pro Vice-Chancellor – Health</li> <li>• Pro Vice-Chancellor – Research &amp; Enterprise</li> <li>• Pro Vice-Chancellor – Student Experience</li> </ul>

	<ul style="list-style-type: none"> <li>• Dean – Faculty of Arts</li> <li>• Dean – Faculty of Engineering</li> <li>• Dean – Faculty of Health Sciences</li> <li>• Dean – Faculty of Life Sciences</li> <li>• Dean – Faculty of Science</li> <li>• Dean – Faculty of Social Sciences and Law</li> </ul>
3.2	Members of UEB attend meetings in person and delegates are the exception rather than the rule. All delegates should be senior enough and carry the appropriate authority to be credible with members of UEB. Delegates should check with a senior member of UEB prior to confirming attendance at a UEB meeting. Delegates for Deans should consult their Dean prior to speaking on behalf of their Faculties at UEB meetings.
3.3	Other members of the University staff will attend as appropriate by invitation.
3.4	The quorum necessary for the transaction of business is one third of the membership (rounded up to the nearest whole number) including the VC or DVC & Provost, at least one Dean or PVC and either the COO or Secretary and Registrar.
<b>4.</b>	<b>Specific Duties</b>
4.1	The Vice-Chancellor & President is accountable for the decisions made by UEB. Within this remit, the Vice-Chancellor & President has delegated authority to UEB to undertake the following <b>duties</b> :
<b>4.2</b>	<b>Developing and Delivering Strategy</b>
4.2.1	To <b>develop, deliver and oversee</b> the implementation of the University Strategy, core academic and enabling strategies, the coordination of strategic planning and resourcing (Integrated Planning Process) and the monitoring of key performance metrics on behalf of Senate and the Board of Trustees.
4.2.2	To <b>monitor, review, and approve</b> progress towards Faculty and Professional Services 5-year plans and budgets, ensuring performance is consistent with the University's Planning Framework, and its strategic priorities and targets. The Board will look for opportunities to optimise the contribution of Faculties and Professional Services Divisions within the University and within national and international academic communities.
4.2.3	To <b>recommend</b> the University Budget and five-year plans to the Finance and Infrastructure Committee (FIC) for their consideration.
4.2.4	On the recommendation of the Capital Portfolio Board (CPB), to <b>approve</b> the University's Capital Strategy and Programme <b>for recommendation to</b> the Finance & Infrastructure Committee (FIC).
4.2.5	To <b>scrutinise all major capital expenditure proposals and recommend</b> to FIC those which pass the thresholds of delegated financial authority, ensuring that all such plans are in line with the University's overall strategy and linked closely to plans for growth in the student and staff populations.
4.2.6	To <b>review</b> the strategic environment in which the University operates, including the rapid and effective dissemination of key policy, funding and performance information, and engage the University community regarding key strategic choices in order to facilitate better, evidence-based decision-making.
4.2.7	To <b>identify and respond to</b> new external opportunities and <b>approve</b> all strategic or material alliances and partnership agreements. Any high-risk partnerships must be reported to the Audit Committee.
4.2.8	To <b>receive and consider</b> regular strategic progress reports from; <ul style="list-style-type: none"> <li>• the Deputy Vice-Chancellor &amp; Provost (which includes update reports from Academic Leadership Meetings);</li> </ul>

	<ul style="list-style-type: none"> <li>• the Deputy Vice-Chancellor (New Campus Development);</li> <li>• the Pro Vice-Chancellors;</li> <li>• the Chief Operating Officer (which includes update reports from Professional Services Leaders Meetings);</li> <li>• the Registrar and Secretary</li> </ul> <p>For the Registrar and COO reports, these must include issues relating to their portfolios and arising from their individual management groups which they Chair including the University's Portfolio (Academic, Capital, &amp; New Ways of Working) and Programme Board (Temple Quarter Enterprise Campus).</p>
4.2.9	To <b>receive and consider</b> reports from the Deans or via the Deputy Vice-Chancellor & Provost on issues that arise at their Faculty Board meetings, as required.
4.2.10	To <b>approve</b> the following sub-strategies of the overarching University Vision & Strategy for recommendation to the Board of Trustees/Board Committees/Senate as appropriate. <ul style="list-style-type: none"> <li>• Digital/IT Strategy</li> <li>• Education Strategy</li> <li>• Estates Strategy</li> <li>• International Strategy</li> <li>• Marketing &amp; Communications Strategy</li> <li>• People Strategy</li> <li>• Research Innovation &amp; Enterprise Strategy</li> <li>• Sustainability Strategy</li> </ul>
<b>4.3</b>	<b>Ensuring effective monitoring and management of performance and risk.</b>
4.3.1	To provide <b>oversight and monitoring</b> to ensure Value for Money across the University.
4.3.2	To <b>monitor</b> operating and financial performance against targets. This includes the monitoring of admissions data; research awards; income and expenditure; business, commercial and philanthropic income; strategic partnerships; staff data; cyber security and IT; and Strategic Delivery Projects.
4.3.4	To <b>monitor</b> and <b>oversee</b> the implementation of the delivery of the Capital Strategy and Programme on the advice of the Capital Portfolio Board, and the Temple Quarter Programme Board.
4.3.5	To <b>monitor</b> and <b>oversee</b> the implementation of the delivery of the academic and professional services strategies on the advice of the Academic and Ways of Working Portfolio Boards.
4.3.6	To <b>assure itself</b> that the sum total of strategic projects, programmes and initiatives are consistent with each other, in order to enable the University to achieve its strategic objectives as set out in the Vision and Strategy.
4.3.7	To <b>review</b> the organisational structure of the University and make recommendations for change.
4.3.8	To <b>identify, manage</b> and <b>respond to</b> Key University Risks, ensuring the University's Risk Profile, as reported to the Audit & Risk Committee and the Board of Trustees is accurate and representative and within the University's risk appetite. Provide assurance to the Audit & Risk Committee that the University's arrangements for risk management are adequate and effective.
4.3.9	To <b>ensure</b> the control, co-ordination and monitoring of risk is working effectively, that internal controls and any mitigating actions are appropriate and to provide such assurance to Audit and Risk Committee. UEB will <b>review</b> : <ul style="list-style-type: none"> <li>• the corporate high level risk register, including the University's risk management framework</li> <li>• balanced scorecard</li> </ul>

	<ul style="list-style-type: none"> <li>major project/programme risk registers</li> </ul>
4.3.10	To <b>ensure</b> appropriate levels of authority are delegated to senior management throughout the University, including ensuring the provision of adequate management development and succession; and developing and implementing appropriate remuneration structures within the University below the level of responsibilities of the Remuneration Committee.
<b>4.4</b>	<b>Corporate Policies</b>
4.4.1	To act as the delegated authority to <b>approve</b> staff and student related policies on behalf of Senate and the Board and to recommend to the Board of Trustees (and/or its Committees) key organisational policies including: <ul style="list-style-type: none"> <li>Communications Policy</li> <li>Complaints Policy</li> <li>Conflicts of Interest Policy</li> <li>Corporate Social Responsibility</li> <li>Employment Policy</li> <li>Endowment Fund Investment Policy</li> <li>Environmental and Sustainability Policy</li> <li>Equality and Diversity Policy</li> <li>Health and Safety Policy</li> <li>Modern Slavery Policy/Statement</li> <li>Prevent Policy and Procedure</li> <li>Procurement Policy</li> <li>Research Integrity Policy</li> <li>Risk Management Policy</li> <li>Treasury and Investments Policy</li> <li>Whistleblowing Policy</li> <li>All other Policies which qualify as significantly impacting on the working conditions or environment for staff and students.</li> </ul>
4.4.2	To consider and <b>recommend</b> the following staffing-related processes/procedures to the Board of Trustees for approval: <ul style="list-style-type: none"> <li>Capability and performance procedure</li> <li>Conduct procedure</li> <li>Initial service review</li> <li>Redundancy procedure</li> <li>Removal from an additional post procedure</li> <li>Staff grievance procedure</li> </ul>
<b>4.5</b>	<b>Other</b>
4.5.1	To <b>approve</b> entrance grade requirements (UG and PGT) on the recommendation of the relevant group/body (Student Recruitment Committee)
4.5.2	To <b>approve</b> the naming or renaming of academic schools, centres or institutes, in accordance with the University's policy on the Naming of University Buildings, Centres, Posts, and Awards
4.5.3	To <b>approve</b> fees, bursaries and scholarships on the recommendation of the University's fee-setting group/body.
	To approve the Teaching Excellent Framework (TEF) and Research Excellence Framework (REF) submissions on behalf of the VC who is the Accountable Officer.
4.5.4	To <b>assist</b> the Deputy Vice-Chancellor and Provost, Chief Operating Officer and Registrar in meeting the Health & Safety responsibilities delegated to them by the Board of Trustees and the Vice-Chancellor. Primarily to:

	<ul style="list-style-type: none"> <li>• Ensure that the University has organisational arrangements and systems in place for Health &amp; Safety to be effectively managed.</li> <li>• Implement the key objectives of the University's Health &amp; Safety Policy.</li> <li>• Seek assurance that Health &amp; Safety is being managed effectively.</li> </ul>
4.5.5	To <b>review</b> existing insurance procurement arrangements and options, <b>approve</b> the process for appointing brokers, and <b>approve</b> the scope and level of University insurance.
4.5.6	To act as a 'Sustainability Council' and review bi-annually the University's sustainability performance and agree future activities/actions.
<b>4.6</b>	<b>Regulatory requirements</b>
4.6.1	UEB has the responsibility for: <ul style="list-style-type: none"> <li>• <b>Nominating</b> to the Office for Students (OfS) a senior officer as the 'accountable officer' who has the responsibilities set out by the OfS for an accountable officer from time to time.</li> <li>• <b>Nominating</b> to Research England a senior officer as the 'accountable officer' who has the responsibilities set out by Research England for an accountable officer from time to time.</li> <li>• <b>Overseeing and managing</b> the University's compliance with the OfS Regulatory Framework (so that assurances can be provided to the Audit Committee).</li> </ul>
<b>5.</b>	<b>Accountability and Reporting</b>
5.1	The Chair of the UEB shall report to the Board of Trustees and to Senate on its proceedings after each meeting on all matters within its duties and responsibilities.
5.2	The UEB shall make whatever recommendations to the Board of Trustees and Senate it deems appropriate on any area within its remit where action or improvement is needed.
5.3	The UEB's reporting will include due consideration of any implications linked to equality, diversity and inclusion when conducting its business, making decisions and agreeing actions.
5.4	Where authority has been delegated to the UEB by its accountable officer or by the Board of Trustees or Senate to perform a particular action or take a particular decision, that action or decision will be reported to the parent body/accountable officer as soon as practical after the action/decision has been taken.
5.5	UEB may make recommendations to its accountable officer on any matter within its remit, authority and responsibilities.
5.6	Formal bodies reporting in to UEB are as follows: <ul style="list-style-type: none"> <li>• Academic Planning Group (APG)</li> <li>• EDI Oversight Group (two-way reporting)</li> <li>• Heritage &amp; Public Art Committee<sup>1</sup></li> <li>• Portfolio &amp; Programme Boards</li> <li>• Student Experience Committee</li> <li>• University – NCC Executive Committee</li> <li>• University Fee-Setting Group</li> <li>• University Management Team</li> </ul>
<b>6.</b>	<b>Frequency of Meetings</b>
6.1	Every two weeks from September through to end July.

<sup>1</sup> For UEB to **assure itself** of the appropriate implementation of the 'Estate Historic Asset Management Strategy' for the preservation and care of University Heritage Assets and; a strategic and sustainable approach to public display in the campus-built environment and areas.

<b>7.</b>	<b>Effectiveness Monitoring and Compliance with Terms of Reference</b>
7.1	To review effectiveness and efficiency annually including the relevance of: <ul style="list-style-type: none"> <li>• its remit, authorities and powers as stipulated in its Terms of Reference, and of</li> <li>• its membership.</li> </ul>
<b>8.</b>	<b>Support for UEB Meetings</b>
8.1	The Director of Planning, Strategy and Change will be Secretary to UEB. A member of the Governance team will provide support.
	<b>Approval date:</b> 23 September 2019 updated 9 June 2020 to include APG <b>Review date:</b> September 2020 <b>Contact:</b> <a href="mailto:governance@bristol.ac.uk">governance@bristol.ac.uk</a>