

**Senior Post Holders Remuneration Committee**

**AGENDA**

**9<sup>th</sup> October 2014 6 -6.30pm**

1. Apologies
2. Minutes of the last meeting held on the 18th December 2013
3. Terms of Reference – to note  
Paper no: 13/01
4. Recommendations for Senior Post-holders salaries to be effective from 1<sup>st</sup> August 2014 –  
Paper no: 14/01
5. Senior Post-holders bonus objectives for the financial year 1<sup>st</sup> August 2014 to 31<sup>st</sup> July 2015 -  
Paper no: 14/02
6. Executive Objectives for information  
Paper no 14/03
7. AOB
8. Date & Time of next meeting: TBC

	PAPER NO:
Paper title:	Executive Team Salaries
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	TBC
Author:	Mandy Eddolls
Executive/Operations sponsor:	Vice Chancellor
Purpose:	To agree recommendations for senior post holders salaries and note changes to other senior post salaries

<b>Executive Summary</b>	
<b>Context</b>	
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	

Matter previously considered by:		
Further approval required?		

## Background

Salaries of the Executive Team have been reviewed against benchmark data and market information and recommendations are made below.

### Senior Post Holders

#### 1. Pat Bailey, Deputy Vice Chancellor

current	UCEA post 92	UCEA post 92	UCEA
	Equivalent size	Equivalent size	London
	Average	UQ	Average
£150,000	£137,000	£154,000	£135,000

Recommendation: New appointment, review as part of 2015 pay round.

**2. Phil Cardew, Pro Vice Chancellor, Students & Education**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£122,412	£114,000	£126,000	£124,000

Recommendation: Increase in line with staff salaries at 2% to £124,860

**3. Paul Ivey, Pro Vice Chancellor, Research & Engagement**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£135,000	£114,000	£126,000	£124,000

Recommendation: New appointment, review as part of 2015 pay round.

**4. James Stevenson, University Secretary**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£87,757	£86,000	£92,000	£105,000

Recommendation: Increase in line with staff salaries at 2% to £89,512

**5. Richard Flatman, Chief Financial Officer**

current	Average of 3 Finance salary surveys public/private mix	Recent Appointments
£126,485	£134,000- £200,000	UCL £130,000 City £140,000 Oxford £150,000 Glasgow £160,000

Recommendation: Increase by 11% to £140,000 to reflect market position, risk and impact of Richard's leaving.

**Others - for noting**

**1. Ian Mehrtens, Chief Operating Officer**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£109,090	£120,000	£125,000	£145,000

Position: Increased to £125,000 to reflect market position.

**2. Mandy Eddolls, Interim Director of Organisational Development & HR**

Current £150,000

No action as fixed term contract, salary agreed upon appointment for duration of contract.

**Remuneration Committee**  
**Terms of reference (Paper 13/01)**

**1. Remit of the committee**

The responsibilities of the committee are to:

- 1.1 determine the broad policy for the remuneration of LSBU's senior post-holders: the Vice Chancellor, Pro Vice Chancellors, the Executive Director of Finance and the University Secretary / Clerk to the Board of Governors and such other members of the Executive as it is designated to consider. No senior post-holder or manager shall be involved in any decisions as to their own remuneration;
- 1.2 in determining such policy, take into account all factors which it deems necessary. The objective of such policy shall be to ensure that the senior post holders are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of LSBU;
- 1.3 approve the design of, and determine targets for, any bonus schemes operated by LSBU and approve the total annual payments made under such schemes;
- 1.4 determine the policy for, and scope of, pension arrangements for each senior post holder;
- 1.5 if considering severance arrangements for senior post-holders, represent the public interest and avoid inappropriate use of public funds; and ensure that contractual terms on termination, and any payments made, are fair to the individual, and LSBU, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- 1.6 within the terms of the agreed policy and in consultation with the Chairman and/or Vice Chancellor as appropriate, determine the total individual remuneration package of each senior post holder and other senior executives including bonuses, incentive payments;
- 1.7 review and note annually the remuneration trends across LSBU;
- 1.8 oversee any major changes in employee benefits structures throughout LSBU or group;
- 1.9 agree the policy for authorising claims for expenses from the chairman and the senior post-holders;
- 1.10 ensure that all provisions regarding disclosure of remuneration, including pensions, are fulfilled; and
- 1.11 obtain up-to-date information about remuneration in other comparable organisations.

**2. Reporting responsibilities**

- 2.1 The committee chairman shall report formally to the board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 2.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
- 2.3 The committee shall send an annual report on its business to the independent governors.

**3. Authority**

- 3.1 The committee is authorised by the board, at LSBU's expense:
  - 3.2.1 to obtain any outside legal or other professional advice; and
  - 3.2.2 within any budgetary restraints imposed by the board, to appoint remuneration consultants, and to commission or purchase any relevant reports, surveys or information which it deems necessary to help fulfil its duties.

**4. Secretary**

- 4.1. The University Secretary or their nominee shall act as the secretary of the committee.

**5. Minutes**

- 5.1 The secretary shall minute the proceedings and resolutions of all remuneration committee meetings. Minutes shall be circulated to the members of the committee.

**6. Frequency of Meetings**

- 6.1 The committee shall meet at least once a year and at such other times as the chairman of the committee shall require.

**Membership 2012/13**

*Members:*

Chair of Committee	Diana Parker
Chair of HR Committee	Anne Montgomery
2 independent Governors	David Longbottom Sarah Mullally

**Quorum: 2 Independent Governors**

*In attendance:* Vice Chancellor, University Secretary, Director of HR and Executive Director of Finance (as required)

*Note – Members of the Executive shall not participate in any discussion about their own remuneration.*

**Remuneration Committee**  
**Terms of reference**

**1. Remit of the committee**

The responsibilities of the committee are to:

- 1.1 determine the policy for the remuneration of LSBU's senior post-holders: the Vice Chancellor, Pro Vice Chancellors, the Executive Director of Finance and the University Secretary / Clerk to the Board of Governors and such other members of the Executive as it is designated to consider. No senior post-holder or manager shall be involved in any decisions as to their own remuneration;
- 1.2 in determining such policy, take into account all factors which it deems necessary. The objective of such policy shall be to ensure that the senior post holders are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of LSBU;
- 1.3 approve the design of, and determine targets for, any bonus schemes operated by LSBU and approve the total annual payments made under such schemes;
- 1.4 determine the policy for, and scope of, pension arrangements for each senior post holder;
- 1.5 if considering severance arrangements for senior post-holders, represent the public interest and avoid inappropriate use of public funds; and ensure that contractual terms on termination, and any payments made, are fair to the individual, and LSBU, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- 1.6 within the terms of the agreed policy and in consultation with the Chairman and/or Vice Chancellor as appropriate, determine the total individual remuneration package of each senior post holder and other senior executives including bonuses, incentive payments;
- 1.7 review and note annually the remuneration trends across LSBU;
- 1.8 oversee any major changes in employee benefits structures throughout LSBU or group;
- 1.9 agree the policy for authorising claims for expenses from the chairman, other governors and the senior post-holders;
- 1.10 ensure that all provisions regarding disclosure of remuneration, including pensions, are fulfilled; and
- 1.11 obtain up-to-date information about remuneration in other comparable organisations.

**2. Reporting responsibilities**

- 2.1 The committee chairman shall report formally to the board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 2.2 The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
- 2.3 The committee shall send an annual report on its business to the independent governors.

**3. Authority**

- 3.1 The committee is authorised by the board, at LSBU's expense:
  - 3.2.1 to obtain any outside legal or other professional advice; and
  - 3.2.2 within any budgetary restraints imposed by the board, to appoint remuneration consultants, and to commission or purchase any relevant reports, surveys or information which it deems necessary to help fulfil its duties.

**4. Secretary**

- 4.1. The Director of Human Resources or their nominee shall act as the secretary of the committee.

**5. Minutes**

- 5.1 The secretary shall minute the proceedings and resolutions of all remuneration committee meetings. Minutes shall be circulated to the members of the committee.

**6. Frequency of Meetings**

- 6.1 The committee shall meet at least once a year and at such other times as the chairman of the committee shall require.

**Membership 2013/14**

*Members:*

Chair of Committee	Diana Parker
Chair of HR Committee	Anne Montgomery
2 independent Governors	David Longbottom Sarah Mullally
Secretary	Katie Boyce, Director of HR

**Quorum: 2 Independent Governors**

*In attendance:* Vice Chancellor, University Secretary, Director of HR and Executive Director of Finance (as required)

*Note – Members of the Executive shall not participate in any discussion about their own remuneration.*

	PAPER NO: 14/01
Paper title:	Senior Post Holder Salaries
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	9 <sup>th</sup> October 2014
Author:	Mandy Eddolls
Executive/Operations sponsor:	Vice Chancellor
Purpose:	To agree recommendations for senior post holders salaries and to note salaries of other members of the Executive

<b>Executive Summary</b>	
<b>Context</b>	
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	

Matter previously considered by:		
Further approval required?		

## Background

Salaries of the Executive Team have been reviewed against benchmark data and market information and recommendations are made below.

### Senior Post Holders

#### 1. Pat Bailey, Deputy Vice Chancellor

current	UCEA post 92	UCEA post 92	UCEA
	Equivalent size	Equivalent size	London
	Average	UQ	Average
£150,000	£137,000	£154,000	£135,000

Recommendation: New appointment, review as part of 2015 pay round.

**2. Phil Cardew, Pro Vice Chancellor, Students & Education**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£122,412	£114,000	£126,000	£124,000

Recommendation: Increase in line with staff salaries at 2% to £124,860

**3. Paul Ivey, Pro Vice Chancellor, Research & Engagement**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£135,000	£114,000	£126,000	£124,000

Recommendation: New appointment, review as part of 2015 pay round.

**4. James Stevenson, University Secretary**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£87,757	£86,000	£92,000	£105,000

Recommendation: Increase in line with staff salaries at 2% to £89,512

**5. Richard Flatman, Chief Financial Officer**

current	Average of 3 Finance salary surveys public/private mix	Recent Appointments
£126,485	£134,000- £200,000	UCL £130,000 City £140,000 Oxford £150,000 Glasgow £160,000

Recommendation: Increase by 11% to £140,000 to reflect market position, risk and impact of Richard's leaving.

**Others - for noting**

**1. Ian Mehrrens, Chief Operating Officer**

current	UCEA post 92 Equivalent size Average	UCEA post 92 Equivalent size UQ	UCEA London Average
£109,090	£120,000	£125,000	£145,000

Position: Increased to £125,000 to reflect market position.

**2. Mandy Eddolls, Interim Director of Organisational Development & HR**

Current £150,000

No action as fixed term contract, salary agreed upon appointment for duration of contract.

	PAPER NO: 14/02
Paper title:	Executive Post Holders Objectives for the Financial Year 1 <sup>st</sup> August 2014 to 31 <sup>st</sup> July 2015 & Job Descriptions
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	09 October 2014
Author:	Vice Chancellor
Executive/Operations sponsor:	
Purpose:	For committee to note

<b>Executive Summary</b>	
<b>Context</b>	
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	<p>Remuneration Committee to note updated job descriptions for Executive Post Holders and the draft objectives discussed with the Executive.</p> <p>These will be finalised after RemCom has approved the VC's objectives</p>

Matter previously considered by:		
Further approval required?		On:

## Executive Objectives – Final Draft

### Deputy Vice Chancellor.

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
Establish effective structures in all 7 Schools, with realistic but challenging Delivery Plans in line with the Corporate Strategy.	Plans approved	Jan 2015
Review workforce requirements and academic structure with Exec Director HR and seek to implement for next academic year	Workforce plans in place and implemented  Work with HR & PVC (SE) to ensure clear targets for staff development and doctoral level staff	Aug 2015  Jan 2015
Develop School leadership structures that provide consistency whilst enabling effective local delivery	School organisational charts in place and populated RACI charts for Schools	March 2015
Improve student satisfaction	Improved NSS across teaching plus assessment & feedback plus academic support c3%	Aug 2015
Improve year 1 retention	Year 1 progression increased at least 3%	Oct 2015
Develop applied academic environment linking teaching, research and enterprise	Increase proportion staff research and enterprise active Student satisfaction years 1-2	June 2015
Improve application and success rate for key pan-university grant capture and funding	STEM bid submitted Catalyst bid submitted	June 2015

## Pro-Vice Chancellor Students and Education

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p>Establish a professional services framework that supports research informed teaching, academic staff development and quality enhancement.</p>	<ul style="list-style-type: none"> <li>• Establishment of a Centre for Research Informed Teaching</li> <li>• Number of HEA Fellowships increased by 50% year-on-year</li> <li>• PGCHE re-accredited within Professional Development Framework by HEA</li> <li>• PDP Framework in place for Academic Staff (to include and element of peer observation of teaching).</li> <li>• Academic Audit function enhanced across the University.</li> </ul>	<p>March 2015</p> <p>July 2015</p> <p>May 2015</p> <p>July 2015</p> <p>May 2015</p>
<p>Develop and agree the Learning Pathway to support the delivery of Graduate Attributes, and the enhancement of teaching delivery across the University, implement Learning Pathway.</p>	<ul style="list-style-type: none"> <li>• Graduate Attributes to be agreed by Exec and Academic Board.</li> <li>• Increase in NSS scores: Q 22 – 84%</li> <li>• All other areas – benchmark</li> <li>• Learning Pathway agreed by Academic Board and launched to academic staff. Implementation and in delivery</li> <li>• Core academic processes (validation, monitoring and review) reviewed to support delivery.</li> </ul>	<p>December 2014</p> <p>August 2016</p> <p>August 2016.</p> <p>February 2015</p> <p>June 2015</p>

<p>Conclude 'student experience' elements of Edison project.</p>	<ul style="list-style-type: none"> <li>• Conclude successful pilot of Predictive Analytics</li> <li>• Social networking tools available within courses and used for central University processes (admissions and enrolment)</li> </ul>	<p>February 2015</p> <p>March 2015</p>
<p>Develop framework to support employability and to deliver wider work-based learning and CPD activity.</p>	<ul style="list-style-type: none"> <li>• Employability element of Learning Pathway to include targets for work-based learning.</li> <li>• CPD development framework established to support co-working between Research and Enterprise and Schools &amp; CPD enrolment and registration simplified.</li> <li>• DLHE EI – 90% DLHE - Graduate Employment 60%</li> </ul>	<p>March 2015</p> <p>August 2016</p> <p>August 2016</p>

## Chief Finance Officer

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
Provision of high quality services Stakeholder focused systems and processes Exemplify the business partner approach	Implement new FMI structure & delivery of integrated planning function.  New business partner responsibilities for student data.	31/03/15  31/03/15
Align student number planning with financial planning	Develop rolling 5 year student number forecasts integrated with 5YR financial forecasts.	31/07/15
Continued tight financial control	Delivery of financial outturn in line with agreed budget surplus of £1m.	31/07/15
Provision of reliable, context driven information & deliver KPI project in accordance with approved PID	Performance measures approved.  Clear responsibility for delivery against each performance target.  Model dashboard report formats developed.  Effective reporting and performance monitoring tools.  Links to governance framework for embedding into business review	30/11/14  30/11/14  31/12/14  31/07/15  31/07/15

	meetings.	
<p>Deliver design phase of data quality project in accordance with approved PID</p> <p>(nb – delivery dates dependent upon early agreement of data quality project manager)</p>	<p>Data management policy, framework and governance structure approved.</p> <p>Assurance mechanisms/model agreed</p> <p>Clearly identified data sets and data owners.</p>	<p>30/11/14</p> <p>30/11/14</p> <p>31/03/15</p>
Improved internal audit focus on student data	Student data continuous audit scoped and implemented effectively.	31/12/14
Clear plans and policies developed and approved for FRS102 implementation.	Approval of recommended plans and policies by Executive, Audit Committee and Board	31/07/15

## Chief Operating Officer

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
To lead and deliver on the implementation of the reorganization of ICT into Estates & Infrastructure and Academic Related Resources and Support ensuring the appropriateness and effectiveness of the estate and creation of School identities.	Agree the structure at the Operations Board and complete the reorganisation by March 2015. Review and value for money on small works Development and implementation of 5-year infrastructure plan.	March 2015
To lead on the development of the Academic Related Resources and Support profession group ensuring the best level of leadership for the creation of a digital strategy ensuring the delivery of appropriately future-proofed resources and support, integrated hub and spoke service around technical support, and an integrated learning resources.	Agree the structure at the Operations Board by March 2015 and plan for the implementation by August 2015.	August 2105
To lead on the programme for the development of an excellent customer service delivery across the University including institution membership of the Institute of Customer Service (ICS)	To see an improvement in relevant NSS scores in 2015 and an improvement in the benchmarking exercise from the ICS.	August 2015
To continue to develop the team and embed the integration of the University Experience Directorate professional service groups across the University ensuring the delivery of an effective business partnering arrangement with the schools.	Feedback from DVC, Deans and Schools and other Professional Support Groups together with improvements in benchmarking data.	On-going

<p>To lead on the development of the capital estates development plans for St George's Quarter and the released spaces.</p>	<p>To consult with staff and stakeholders, to develop the brief and to select the design team by June 2015.</p>	<p>June 2015</p>
<p>To lead on the project to deliver central timetabling across the University</p>	<p>Agree the procedure and staffing arrangements by December 2014 and implementation for central timetables in 2015. Improvement of the NSS score on organisation of the course.</p>	<p>August 2015</p>
<p>Develop students' accommodation to ensure it underpins Corporate Strategy and ambition.</p>	<p>Agree plan at Operations Board by October 2015 and implement.</p>	<p>Aug 2015</p>

## Executive Director HR

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>HR Systems</b> Design, develop and implement a sustainable solution for providing stable HR data</p>	<ul style="list-style-type: none"> <li>• reliable data to inform decisions on the shape of the organisation</li> <li>• maximise the potential for HESA returns</li> <li>• reduce the number of payroll errors</li> <li>• exploit the potential for better absence management</li> <li>• develop a robust Learning Management System</li> </ul>	<p>The business case will be delivered to the Exec team by December 2014.</p> <p>June 2015</p>
<p><b>Senior Leaders Development</b></p> <p>Develop a programme of development for the Executive team and Operations Board</p>	<ul style="list-style-type: none"> <li>• there are clearly defined distinct roles for The Executive Team, Ops Board, Board of Governors and Leadership Forum</li> <li>• maximum productivity and cohesiveness as a team</li> <li>• that members of the team are leaders in their accountabilities such as Health &amp; Safety, Anti-Bribery &amp; Corruption and The Equality Act</li> <li>• that the teams are exemplars of the Behavioural Framework</li> <li>• we retain senior leaders</li> </ul>	<p>June 2015</p>
<p><b>Work force Planning</b></p> <p>Ensure that the shape of the organisation is modern, fit for purpose and efficient</p>	<ul style="list-style-type: none"> <li>• clearly defining the current shape and benchmarking with other similar institutions</li> <li>• help define the shape of the schools and manage HR and IR implications of the move to the new structure</li> <li>• ensuring remuneration reflects the</li> </ul>	<p>June 2015</p>

	<p>aims of the institution, rewarding research and teaching excellence</p> <ul style="list-style-type: none"> <li>• providing technical career paths</li> <li>• reduce percentage of total spend on staff but increase SSR by reshaping teaching workforce</li> </ul>	
<p><b>Performance Management</b></p> <p>Increase productivity and quality of service by focusing on performance management</p>	<ul style="list-style-type: none"> <li>• maximise the academic contract</li> <li>• improve the quality and quantity of appraisals</li> <li>• encourage and support robust risk-based decision making on staff performance issues</li> </ul>	<p>June 2015</p>
<p><b>Professional HR Service</b></p> <p>Review and develop the people and organisation professional function to ensure it is effective and efficient model for the future operation of the university</p>	<ul style="list-style-type: none"> <li>• ensure that HR operates on a proactive business partnering model;</li> <li>• improve technical skill set for BP's on performance management;</li> <li>• ensuring early engagement with the business to help eliminate problems before they occur;</li> <li>• move to a full business partnering model with centres of expertise to support;</li> <li>• restructure administrative services to support better provision of service to staff and management information;</li> <li>• develop a proactive modern learning strategy.</li> </ul>	<p>June 2015</p>

## University Secretary

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
To support the governance effectiveness review and following recommendations in May 2015, plan new structure/s.	To agree the plan for new structure/s with the Chairman of the Board.	June 2015
To plan and implement an effective business cycle for the board and its committees / executive / operations.	To confirm to the board / executive / operations that agreed changes have been implemented.	Nov 2014
To establish the business intelligence unit and set its role and priorities within the corporate strategy 2015-2020.	To recruit the permanent head of business intelligence and team and communicate their role and priorities to the executive	Jan 2015
To review the business need for legal services, including value for money, in relation to LSBU's income generating activities.	legal support for LSBU's income generating activities is documented and communicated to the executive.	Jan 2015
To support the newly appointed conciliators so that they understand their role and how it relates to the student complaints procedure and OIA cases.	Conciliators have received training on their role and the internal complaints procedure; and that learning points / case studies are shared and know-how increased.	Oct 2014
Facilitate the transition from outgoing to incoming Chair of Board of Governors	Feed back from incoming and outgoing Chairs	June 2015

## **Deputy Vice Chancellor**

### **Role:**

As a member of the Executive, reporting to the Vice Chancellor, the Deputy Vice Chancellor will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The role of Deputy Vice Chancellor (DVC) is part of the senior management team reporting directly to the Vice Chancellor. The DVC will be responsible for the line management of Schools and will take a leading role in helping the University move forward with an ambitious agenda for strategic change. The DVC will take the lead role in ensuring the academic function is developed coherently as well as working closely with the VC and senior colleagues to help achieve LSBU's overall strategic aims. The DVC acts as the deputy to the VC in all regards and acts on his behalf in his absence.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.

6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for university companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### MAIN ACTIVITIES AND RESPONSIBILITIES:

1. Line management of the Deans of School to ensure the effective and efficient development and delivery of school plans to budget.
2. Leading the development of the academic core by ensuring schools deliver a research informed curriculum of relevance to business and the professions.
3. To ensure Schools attain top quartile student satisfaction and meet or exceed benchmark for retention.
4. Ensuring Schools recruit to target by developing new student markets and maintaining the academic portfolio under review, including the development of PT and PG provision.
5. Working with senior colleagues to encourage and develop business and enterprise partnerships and to ensure the school's academic environment supports both staff and student enterprise activity and that schools meet their contribution targets.
6. To work with senior colleagues to develop and implement a university research strategy with particular focus on highly applied, REF related activities which enhance the universities reputation and increase external research income.
7. To work with senior colleagues to ensure the active participation of schools in UK and international collaborative activity in line with the University's strategic ambitions.
8. Deputizing for the Vice Chancellor as appropriate.

**Person specification:**

1. Strong academic credibility and intellectual stature as evidenced by previous achievements, for example Professorial status and a relevant publications record.
2. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Experience in academic portfolio review, management planning & budget setting
8. Evidence of expertise in an international higher education context
9. Ability to inspire staff and drive a culture of commitment, innovation and engagement.
10. Excellent communication skills.
11. A personal commitment to diversity and equality

## **Pro Vice Chancellor Students and Education**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Pro Vice-Chancellor Students and Education will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The PVC Students and Education will be expected to create, develop and deliver new and existing University strategies in an innovative, proactive and coherent manner to ensure we are creating a research informed teaching environment that remains highly applied and vocational. The Pro Vice-Chancellor will work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver in areas of curriculum development and will have primary responsibility for quality and standards of all award bearing courses, wherever and however delivered, and enhancing the University's reputation for teaching and learning at a national and international level.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.

6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved

#### MAIN ACTIVITIES AND RESPONSIBILITIES:

1. Promoting excellence in learning and teaching practices; with executive responsibility for ensuring both that the Centre for Research Informed Teaching drives Learning Enhancement across the University and that staff are developed, encouraged, and empowered to enhance their performance in learning and teaching practice
2. Enhancing the student experience, liaising with colleagues as appropriate, to improve student satisfaction and engagement with curriculum delivery, thus enhancing student achievement and progression.
3. Champion the importance of the student voice and in liaison with the Students' ensure representation of students' interests on key University committees, working with the Students' Union ensure the student voice is heard and students are engaged with curriculum enhancement.
4. Lead on the development and implementation of LSBUs learning pathway, ensuring the delivery of our graduate attributes and our graduates' subsequent employment. To ensure the pathway supports attainment by differing groups in terms of equality, diversity and ability.
5. Work with the DVC, Heads of School and Students' Union to lead on widening the student experience via the provision of opportunities for personal development, external engagement, scholarship and involvement in exchange programmes as part of the learning pathway.
6. Ensure that the University meets its duties and obligations as a degree-awarding body, and maintains good standing with HEFCE and the QAA in this respect, ensuring that processes foster and engaging with the

requirements of those professional, statutory and regulatory bodies that accredit degree awards.

7. Provide oversight of work based learning and CPD development frameworks so supporting colleagues in delivery of employer focused courses.
8. Provide University leadership in ensuring that, student complaints and appeals are dealt with in a timely and effective manner, using effective evidenced-based liaison with the Students' Union and Schools to mediate such complaints so reducing OIA activity and enhancing student satisfaction.
9. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.
10. Strong academic credibility and intellectual stature as evidenced by previous achievements; for example Professorial status and a relevant publications record.

#### Person Specification

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Evidence of leading policy developments and turning plans into action.
3. Confident line manager with the ability to motivate staff and effectively performance manage.
4. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
5. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
6. Experience in academic portfolio review, management planning & budget setting.
7. Evidence of expertise in an international higher education context.
8. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
9. Excellent communication skills.
10. A personal commitment to diversity and equality.

## **Pro Vice Chancellor Research and External Engagement**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Pro Vice-Chancellor Research and External Engagement will contribute to the corporate leadership of the university and its strategic direction. The Executive have individual and collective responsibilities for ensuring that the university is able to develop and deliver its business plans and further develop its reputation and impact regionally, nationally and internationally.

The PVC Research and external Engagement will help define and take the lead in implementing the University's strategy for research and innovation, setting high standards and promoting a culture of excellence and ambition that positions disciplinary areas in the top 50% nationally. They will also work closely with colleagues, Schools, Research Institute/Centres to ensure that research and innovation activity underpins teaching and they will take an active role in supporting enterprise and engagement activities, locally, nationally and internationally, enhancing the impact of the University's research on its business, industry and community stakeholders.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include;

To assist the Vice Chancellor in the leadership, direction and management of the University.

1. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met
2. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles
3. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
4. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.

5. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy
6. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University
7. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the hefce financial memorandum and where appropriate articles of association for university companies.
8. To lead on the university's access strategy and in liaison with external agencies, colleges and senior colleagues ensure we remain above benchmark for recruitment of students from low participation neighborhoods and that such students are prepared for success as evidenced by their retention and graduate outcomes.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved
10. Any other duties assigned by the Vice-Chancellor and commensurate with the role

#### Main duties and Responsibilities

1. To promote a culture of research excellence and enhance the University's reputation for high quality and impactful research through setting KPI's and research income targets, reviewing performance against key indicators and analysing management information such as publication metrics, citation indices and research funding data.
2. To build close links with research-funding bodies to ensure the University is fully informed of funding opportunities and are able to anticipate funding trends. To proactively seek research and innovation funding opportunities and to lead large-scale, inter-disciplinary bids for research and innovation funding.
3. To lead, develop and implement a university research strategy with particular focus on highly applied, REF related activities which enhance the university's reputation and seeks to maintain our position in the top 50% of HEIs by power metric. To maximize the benefits obtainable through multidisciplinary cross school and service working
4. To ensure the University's high standards for research ethics and research integrity are understood and followed across the University.

5. To work with Deans of School and Directors of societal themes to ensure consistent and effective support for early career staff and postgraduate research students in terms of their skill development and progression and achievement consistent with the RCUK Concordat.
6. To lead the development of research and innovation support systems including the development and oversight of policies and procedures, to support the research and innovation activity across the University.
7. To Work with senior colleagues to encourage and develop business and enterprise partnerships and to ensure the Schools' academic environment supports both staff and student enterprise activity and that Schools meet their contribution targets
8. To work with the Director of enterprise to build long- term strategic relationships with commercial partners that realise the full-income- generating potential of University research.
9. To work with senior colleagues to ensure the active participation of Schools in UK and international collaborative activity in line with the university's strategic ambitions. To oversee the development of UK and overseas activities that enhance the Universities reputation and support income generation.

### **Person Specification**

1. Evidence of high levels of academic achievement in research of relevance to the University, as evidenced by grant capture and academic outputs commensurate with Professorial status.
2. Evidence of having provided visionary and transformative leadership in a multi-disciplinary environment with clear ability to support, energise and motivate researchers spanning a wide range of disciplines.
3. An in depth knowledge of research funding systems in the UK and EU and an understanding of research needs of UK's business, industry and community.
4. A demonstrable commitment to unlocking the commercial potential of academic research and the ability to build successful strategic relationships with commercial partners.
5. Highly developed interpersonal skills, including written and oral communication skills.

6. Experience of, and proven ability to plan and manage budgets and evidence of leading policy developments and turning plans into action
7. Demonstrable understanding of academic quality monitoring arrangements with respect to post graduate research students
8. Ability to be an ambassador for the University to a wide range of academic, policy and external audiences as evidenced by previous experience
9. Confident line manager with the ability to motivate staff and effectively performance manage.
10. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
11. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
12. Evidence of expertise in an international higher education context.
13. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
14. A personal commitment to and through understanding of, diversity and equality.

## **Chief Financial Officer**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Chief Financial Officer (CFO) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The CFO will be expected to work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver the University's mission whilst leading the strategic financial decision making process to ensure the financial viability and liquidity of the University. The CFO will also be responsible for oversight and delivery of a corporate planning framework which utilises financial and non-financial information to measure and enhance corporate performance across the University and for maintaining oversight of the assurance framework over the University's data systems, ensuring timely and accurate submission to HESA and other external agencies.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and show due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.

5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Lead the strategic financial decision making processes within the Executive, and in particular to provide the necessary financial and risk management information, advice and guidance to help ensure delivery of the corporate strategy.
2. To lead, manage and direct the finance and management information function to meet the needs of a modern 21st century University.
3. To maintain and develop investment, borrowing and tax planning strategies and provide advice on strategic financial relationships to ensure the continued financial sustainability of the University.
4. Ensure that the University complies with all statutory, regulatory and financial reporting requirements.
5. Safeguard the University's assets.
6. Maintain accurate accounting books and records to enable the timely reporting of financial and other related information including the preparation of Annual Accounts and statutory returns to the Inland Revenue, Customs and Excise and HEFCE.
7. Lead the annual budget setting and resource allocation process and ensure that it is integrated with the business planning process.

8. Ensure that effective local delivery plans are developed and that their implementation is carefully and actively monitored to maximise the achievement of strategic objectives.
9. Lead the process to ensure an accurate and timely supply of management information, including key performance indicators, to support control, management and decision making across the University.
10. Ensure regular and effective reporting to the Board and its committees as appropriate on all matters relating to finance (including for example approvals of budgets, future forecasts and capital investment proposals), internal control, risk management and value for money.
11. To maintain appropriate internal control systems and oversight and implementation of the University's corporate risk management framework
12. To maintain oversight of the university's data systems ensuring timely and accurate submissions to HESA and other external agencies as required,
13. Responsibility for the University's procurement function ensuring that it provides systems, procedures, advice and expertise which meet the requirements of the University and at the same time secures value for money.
14. To be the principal point of contact with the External and Internal Auditors and oversee the development and delivery of the annual audit plans as part of on-going assurance and enhancement activity.
15. Oversee the financial affairs of subsidiary and related companies including the flow of financial information.
16. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Qualified to degree level and evidence of appropriate CPD/professional qualifications, for example qualified member of one of the CCAB accountancy bodies and with evidence of regular professional updating.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.

5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
8. Expertise in the specification and management of the development of effective resource allocation and finance information systems as well as previous experience in delivery of final accounts.
9. Ability to manage financial and business planning in an uncertain external environment where diversification of sources of funding is a high priority and ideally experience of helping to identify, encourage and exploit such sources.
10. Experience of internal and external audit plus the development, implementation and management of corporate management and risk frameworks.
11. Excellent communication skills.
12. A personal commitment to diversity and equality.

## **Chief Operating Officer**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Chief Operating Officer (COO) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and deliver its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The Chief Operating Officer will work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver in areas of infrastructure and customer service and will have primary responsibility for developing customer experience measures and performance across the University.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include;

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Provide strategic leadership in the overall development and management of a number of the University's professional support services, specifically with regard to ensuring the University's investment in such academic and non-academic services is cost- effective and optimised to support growth in its core activities and delivers a quality customer service.
2. To ensure that these professional functions are customer focused and responsive to the changing demands and requirements of the University; to take a clear lead in developing services in collaboration and liaison with other sections of the University and, as necessary, outside bodies; and provide the Executive lead on customer service.

3. Line management of the Estates and infrastructure; Student support and employment; Academic support services and/or other areas as shall be determined by the Vice Chancellor from time to time.
4. Take lead responsibility for Health and Safety at the University ensuring a corporate approach is taken across all Schools and Professional functions, that activity is appropriately audited, monitored, reported and data acted on.
5. Take lead responsibility for disaster and business continuity planning.
6. Take lead responsibility for the physical and environmental sustainability of the University, specifically, but not exclusively, with regard to statutory and regulatory requirements.
7. To work in partnership with the Executive Team to create strategic five-year plans for infrastructure development and implement the necessary processes and approaches to achieve them.
8. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

#### Person Specification

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Postgraduate qualified and evidence of appropriate CPD/professional qualifications.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Experience in management planning and budget setting.
8. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
9. Excellent communication skills.
10. A personal commitment to diversity and equality.

## **Executive Director of Organisational Development and HR**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Executive Director of Organisational Development and HR will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the university is able to develop and deliver its business plans and further develop its reputation and impact regionally, nationally and internationally.

The role is an important leadership position that not only contributes to the strategic direction of the University as a whole, but also functionally leads all aspects of the HR agenda. It is a champion of organisational change and development in addition to ensuring all related operational activities are delivered flawlessly.

Working closely with the Vice Chancellor the role will have a strong voice on the Executive to influence and shape the culture, behavior and leadership of the institution as well as building engagement, driving collaboration and teamwork, in addition to impacting critical areas of importance such as succession and talent management, recruitment and reward.

The Executive Director of Organisational Development and HR will be responsible for ensuring the provision of a professional and flexible operational HR service to support University objectives and priorities and for the development, implementation and monitoring of all Human Resource policies. It will be responsible for overseeing the continued training and education of all academic and professional staff and for developing and implementing effective employee communication strategies in conjunction with the senior management team.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. Assisting the Vice Chancellor in the leadership, direction and management of the University.
2. Assisting the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.

3. Advocating and behaving as a role model around the principles set out in the LSBU behavioral framework and complying with the standards of public behavior set out in the Nolan Principles.
4. Ensuring the University's financial objectives, as set out in the annual budget and associated papers, are met and show due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. Ensuring the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. Supporting the mission and fostering an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. Developing the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University
8. Ensuring the rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE financial memorandum and where appropriate articles of association for university companies.
9. Achieving the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Working with the Executive to ensure strategic objectives are delivered through HR strategies, policies and processes, optimising employee engagement and maximising staff and organisational effectiveness.
2. Taking a lead role in developing organisational culture that is customer centric, open, trusting, transparent and inclusive and take the lead role on the development and implementation of an LSBU competency and behaviour framework. Act as a cultural architect for the University.
3. Undertaking the necessary organisational diagnostics to inform the on-going development of the LSBU Organisational Development (OD) plan. To develop an OD investment plan and take responsibility for the successful delivery of the OD Plan to ensure LSBU has the necessary people systems and processes in place for the organisation to thrive.

4. Developing a corporate objective deployment model to ensure all people working for LSBU have personal and team objectives that make a clearly understood contribution to the strategic aims and vision of the University.
5. Addressing current and future skills requirements by leading the design and implementation of an integrated talent management strategy, succession plan, and career development programmes providing expertise and advice to the executive team and governing body.
6. Ensuring a robust 3-year workforce plan is in place that meets operational needs and can be delivered within the agreed financial envelope over the period. In collaboration with the Chief Finance Officer ensure workforce costs are managed and where reductions or changes are necessary develop and implement appropriate plans accordingly.
7. Providing systems, processes and advice on all human capital elements of LSBU KPIs with regard to monitoring and maintaining service delivery, and identifying and leading on improvement programmes as necessary. Ensure key data is maintained in an accurate and timely fashion and the through these KPIs robust systems are in place for Executive and the Board to receive assurance in relation to workforce matters.
8. Providing strategic HR leadership to LSBU, ensuring that it has the necessary capacity, capability, systems and processes in place, to achieve a smooth and effective service to the University and its customers. This will include taking executive responsibility for the following functions:-
  - Transactional Human Resources services such as (but not limited to) recruitment, payroll, terms and conditions of service etc.
  - Employment relations and business partnering.
  - Employee Health and Wellbeing.
  - Policy and practice development in relation to areas such as (but not limited to) flexible working practices, absence management, performance management etc.
  - Change Management.
  - Leadership, succession and talent management
  - Organisational design and organisation structure
  - Equality, Diversity and Inclusion.
  - Professional HR advice and guidance to the Executive.
  - Managing Trade Union and employee engagement and partnership working.
  - Compliance with employment legislation and adoption of best practice.
  - Effective recruitment and retention strategies, to ensure a sustainable organisation.
9. Building effective relationships with colleagues, Trade Unions and key stakeholder groups at all levels through open communication and constructive feedback.

10. Ensuring poor performance, grievance and disciplinary issues are proactively managed in a sensitive and professional manner and in accordance with appropriate policies and frameworks.
11. Ensuring that LSBU and its clients, proactively supports the principles and practice of equality of opportunity as detailed in the organisations' strategies, policies and in accordance with its legal obligations.
12. Undertaking any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. Educated to degree level or higher with appropriate professional recognition.
2. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
3. Demonstrable experience of leadership and operating at the highest strategic level in a complex organisation.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Demonstrable high-level analytical skills with the ability to interpret complex policy and regulations and disseminate to a variety of audiences.
8. Demonstrable networking and communication skills and the ability to deal effectively with people at all levels whilst maintaining a high level of confidentiality.
9. A personal commitment to diversity and equality.
10. Able to demonstrate self-awareness, awareness of other, energy and creativity. They will be able to apply intelligences that make them strong analytically, practically and emotionally.

## **University Secretary and Clerk to the Board**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the University Secretary (Secretary) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The University Secretary will be expected to work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver the University's mission.

The Secretary is responsible for providing the governing body with advice and guidance in relation to all relevant legislation, its impact and options for action.

As directed by the Chair of the governing body, the Secretary is responsible for oversight and implementation of the corporate governance framework of the University and its subsidiaries.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which

support the core business and which is delivered in line with the medium term strategy.

7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. To provide leadership for the Executive Office ensuring the teams support the needs of a modern 21st century University.
2. To ensure that the Board of Governors fulfils its legal obligations.
3. To provide advice and guidance to the Chair and members of the governing body about their responsibilities under the Companies and Charities Acts and other statutes, charter, articles, ordinances and regulations to which they are subject. This includes monitoring and advising on relevant legislation, the requirements of the Funding Council, Charity Commission and other relevant bodies and advising on how these responsibilities should be discharged.
4. To have an overview of governance within the University and its subsidiaries and monitor compliance by senior managers within the University advising the Vice Chancellor and Board accordingly.
5. To regularly and fully consult the Chair of Governors and the Vice Chancellor on any matter relating to governing body business and to keep them informed.
6. To maintain the business plan for the Board of Governors and its Committees; Academic Board and its committees; the Executive and Operations group. To enable each decision-making body to meet its plan through an appropriate programme of meetings ensuring that agendas and papers are in good order and that minutes of the meetings provide an accurate record of proceedings. To Monitor decisions of these bodies and ensure they are appropriately disseminated and actions tracked.
7. To ensure that the University Regulations relating Student Complaints are up to date and fit for purpose and to act as key contact with the Office of the Independent Adjudicator. To ensure that the University adheres to these procedures, to monitor their implementation and to report to Operations Board and to the Board of Governors on the outcomes of their implementation, including

impact on student diversity.

8. To ensure the security and maintenance of deeds, leases, licenses and agreements relating to the University's assets and to make them available upon request to the University officers, solicitors and auditors.
9. To provide legal advice through consultation with the University's external solicitors to enable the Board of Governors and University officers to fulfil their duties.
10. To assume overall responsibility for ensuring the University complies with the Data Protection Act and Freedom of Information Acts.
11. To provide legal advice to the University on the conduct of litigation and OIA cases.
12. To consult HEFCE / the Charity Commission as necessary to ensure that the Board of Governors meets its obligations as charitable trustees.
13. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. Good honours degree with appropriate professional qualifications (legal or chartered secretary).
2. Expert knowledge of legal, governance, and compliance issues which affect the University.
3. Highly developed written and oral communication skills.
4. Highly developed interpersonal skills and the ability to deal with people tactfully and diplomatically, at all levels both inside and outside the University.
5. Ability to deal with complex matters in an efficient and effective manner.
6. Experience of servicing committees and the ability to ensure that deadlines are met by self and others in the team.
7. Ability to negotiate on legal matters for the University.
8. A personal commitment to diversity and equality.



	PAPER NO:14/03
Paper title:	Vice Chancellors objectives
Board/Committee	Remuneration committee
Date of meeting:	Thursday 9 <sup>th</sup> October
Author:	David Phoenix
Executive/Operations sponsor:	
Purpose:	For the committee to approve the VC's objectives

<b>Executive Summary</b>	
<b>Context</b>	Leadership and Governance
<b>Question</b>	Are the objectives appropriate and measurable and in line with institutional requirements
<b>Conclusion &amp; Recommendation</b>	For the committee to approve the VC's objectives

Matter previously considered by:		
Further approval required?		On:

Core Strategic Leadership objectives for the next year	Measures of Success
<p>Enhance institutional reputation through improved student outcomes</p>	<ul style="list-style-type: none"> <li>• NSS Scores across 22 Questions</li> <li>• PTES results</li> <li>• DHLE data on employment and further study</li> </ul>
<p>Ensure financial sustainability of the organisation and diversity of income streams</p>	<ul style="list-style-type: none"> <li>• Delivery of outturn in line with agreed budget</li> <li>• Research and enterprise growth</li> <li>• International growth</li> <li>• EU/UK recruitment at target</li> <li>• Year 1 progression</li> </ul>
<p>Develop a high performing and effective senior leadership team</p>	<ul style="list-style-type: none"> <li>• Leadership development in place</li> <li>• Operations Board functional</li> <li>• Staff engagement assessed</li> <li>• University Board assessment</li> </ul>
<p>Ensure effective governance and oversight of performance management and compliance</p>	<ul style="list-style-type: none"> <li>• Mandatory training identified and undertaken for workforce</li> <li>• KPI framework and reporting in place</li> <li>• Review of data systems complete and future requirements identified</li> </ul>
<p>Assess impact of MTS and external environment on the shape of the University</p>	<ul style="list-style-type: none"> <li>• Estates master plan</li> <li>• ICT and infrastructure 5 year plan</li> <li>• Portfolio review</li> <li>• Workforce and succession plans</li> </ul>
<p>Embed School and Professional Service Function structure</p>	<ul style="list-style-type: none"> <li>• Local delivery plans and workforce plans</li> <li>• Performance review system in place</li> <li>• Appraisal system</li> <li>• Change programme defined and delivering to target</li> </ul>

	PAPER NO: 14/03
Paper title:	Executive Post Holders Objectives for the Financial Year 1 <sup>st</sup> August 2014 to 31 <sup>st</sup> July 2015 & Job Descriptions
Board/Committee	<b>Remuneration Committee</b>
Date of meeting:	09 October 2014
Author:	Vice Chancellor
Executive/Operations sponsor:	
Purpose:	For committee to note

<b>Executive Summary</b>	
<b>Context</b>	
<b>Question</b>	
<b>Conclusion &amp; Recommendation</b>	<p>Remuneration to note updated job descriptions for Executive Post Holders and the draft objectives discussed with executive.</p> <p>These will be finalised after RemCom has approved the VC objectives</p>

Matter previously considered by:		
Further approval required?		On:

## Executive Objectives – Final Draft

### Deputy Vice Chancellor.

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
Establish effective structures in all 7 Schools, with realistic but challenging Delivery Plans in line with the Corporate Strategy.	Plans approved	Jan 2015
Review workforce requirements and academic structure with Exec Director HR and seek to implement for next academic year	Workforce plans in place and implemented  Work with HR & PVC (SE) to ensure clear targets for staff development and doctoral level staff	Aug 2015  Jan 2015
Develop School leadership structures that provide consistency whilst enabling effective local delivery	School organisational charts in place and populated RACI charts for Schools	March 2015
Improve student satisfaction	Improved NSS across teaching plus assessment & feedback plus academic support c3%	Aug 2015
Improve year 1 retention	Year 1 progression increased at least 3%	Oct 2015
Develop applied academic environment linking teaching, research and enterprise	Increase proportion staff research and enterprise active Student satisfaction years 1-2	June 2015
Improve application and success rate for key pan-university grant capture and funding	STEM bid submitted Catalyst bid submitted	June 2015

## Pro-Vice Chancellor Students and Education

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p>Establish a professional services framework that supports research informed teaching, academic staff development and quality enhancement.</p>	<ul style="list-style-type: none"> <li>• Establishment of a Centre for Research Informed Teaching</li> <li>• Number of HEA Fellowships increased by 50% year-on-year</li> <li>• PGCHE re-accredited within Professional Development Framework by HEA</li> <li>• PDP Framework in place for Academic Staff (to include and element of peer observation of teaching).</li> <li>• Academic Audit function enhanced across the University.</li> </ul>	<p>March 2015</p> <p>July 2015</p> <p>May 2015</p> <p>July 2015</p> <p>May 2015</p>
<p>Develop and agree the Learning Pathway to support the delivery of Graduate Attributes, and the enhancement of teaching delivery across the University, implement Learning Pathway.</p>	<ul style="list-style-type: none"> <li>• Graduate Attributes to be agreed by Exec and Academic Board.</li> <li>• Increase in NSS scores: Q 22 – 84%</li> <li>• All other areas – benchmark</li> <li>• Learning Pathway agreed by Academic Board and launched to academic staff. Implementation and in delivery</li> <li>• Core academic processes (validation, monitoring and review) reviewed to support delivery.</li> </ul>	<p>December 2014</p> <p>August 2016</p> <p>August 2016.</p> <p>February 2015</p> <p>June 2015</p>

<p>Conclude 'student experience' elements of Edison project.</p>	<ul style="list-style-type: none"> <li>• Conclude successful pilot of Predictive Analytics</li> <li>• Social networking tools available within courses and used for central University processes (admissions and enrolment)</li> </ul>	<p>February 2015</p> <p>March 2015</p>
<p>Develop framework to support employability and to deliver wider work-based learning and CPD activity.</p>	<ul style="list-style-type: none"> <li>• Employability element of Learning Pathway to include targets for work-based learning.</li> <li>• CPD development framework established to support co-working between Research and Enterprise and Schools &amp; CPD enrolment and registration simplified.</li> <li>• DLHE EI – 90% DLHE - Graduate Employment 60%</li> </ul>	<p>March 2015</p> <p>August 2016</p> <p>August 2016</p>

## Chief Finance Officer

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
Provision of high quality services Stakeholder focused systems and processes Exemplify the business partner approach	Implement new FMI structure & delivery of integrated planning function.  New business partner responsibilities for student data.	31/03/15  31/03/15
Align student number planning with financial planning	Develop rolling 5 year student number forecasts integrated with 5YR financial forecasts.	31/07/15
Continued tight financial control	Delivery of financial outturn in line with agreed budget surplus of £1m.	31/07/15
Provision of reliable, context driven information & deliver KPI project in accordance with approved PID	Performance measures approved.  Clear responsibility for delivery against each performance target.  Model dashboard report formats developed.  Effective reporting and performance monitoring tools.  Links to governance framework for embedding into business review	30/11/14  30/11/14  31/12/14  31/07/15  31/07/15

	meetings.	
<p>Deliver design phase of data quality project in accordance with approved PID</p> <p>(nb – delivery dates dependent upon early agreement of data quality project manager)</p>	<p>Data management policy, framework and governance structure approved.</p> <p>Assurance mechanisms/model agreed</p> <p>Clearly identified data sets and data owners.</p>	<p>30/11/14</p> <p>30/11/14</p> <p>31/03/15</p>
Improved internal audit focus on student data	Student data continuous audit scoped and implemented effectively.	31/12/14
Clear plans and policies developed and approved for FRS102 implementation.	Approval of recommended plans and policies by Executive, Audit Committee and Board	31/07/15

## Chief Operating Officer

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
To lead and deliver on the implementation of the reorganization of ICT into Estates & Infrastructure and Academic Related Resources and Support ensuring the appropriateness and effectiveness of the estate and creation of School identities.	Agree the structure at the Operations Board and complete the reorganisation by March 2015. Review and value for money on small works Development and implementation of 5-year infrastructure plan.	March 2015
To lead on the development of the Academic Related Resources and Support profession group ensuring the best level of leadership for the creation of a digital strategy ensuring the delivery of appropriately future-proofed resources and support, integrated hub and spoke service around technical support, and an integrated learning resources.	Agree the structure at the Operations Board by March 2015 and plan for the implementation by August 2015.	August 2105
To lead on the programme for the development of an excellent customer service delivery across the University including institution membership of the Institute of Customer Service (ICS)	To see an improvement in relevant NSS scores in 2015 and an improvement in the benchmarking exercise from the ICS.	August 2015
To continue to develop the team and embed the integration of the University Experience Directorate professional service groups across the University ensuring the delivery of an effective business partnering arrangement with the schools.	Feedback from DVC, Deans and Schools and other Professional Support Groups together with improvements in benchmarking data.	On-going

<p>To lead on the development of the capital estates development plans for St George's Quarter and the released spaces.</p>	<p>To consult with staff and stakeholders, to develop the brief and to select the design team by June 2015.</p>	<p>June 2015</p>
<p>To lead on the project to deliver central timetabling across the University</p>	<p>Agree the procedure and staffing arrangements by December 2014 and implementation for central timetables in 2015. Improvement of the NSS score on organisation of the course.</p>	<p>August 2015</p>
<p>Develop students' accommodation to ensure it underpins Corporate Strategy and ambition.</p>	<p>Agree plan at Operations Board by October 2015 and implement.</p>	<p>Aug 2015</p>

## Executive Director HR

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
<p><b>HR Systems</b> Design, develop and implement a sustainable solution for providing stable HR data</p>	<ul style="list-style-type: none"> <li>• reliable data to inform decisions on the shape of the organisation</li> <li>• maximise the potential for HESA returns</li> <li>• reduce the number of payroll errors</li> <li>• exploit the potential for better absence management</li> <li>• develop a robust Learning Management System</li> </ul>	<p>The business case will be delivered to the Exec team by December 2014.</p> <p>June 2015</p>
<p><b>Senior Leaders Development</b>  Develop a programme of development for the Executive team and Operations Board</p>	<ul style="list-style-type: none"> <li>• there are clearly defined distinct roles for The Executive Team, Ops Board, Board of Governors and Leadership Forum</li> <li>• maximum productivity and cohesiveness as a team</li> <li>• that members of the team are leaders in their accountabilities such as Health &amp; Safety, Anti-Bribery &amp; Corruption and The Equality Act</li> <li>• that the teams are exemplars of the Behavioural Framework</li> <li>• we retain senior leaders</li> </ul>	<p>June 2015</p>
<p><b>Work force Planning</b>  Ensure that the shape of the organisation is modern, fit for purpose and efficient</p>	<ul style="list-style-type: none"> <li>• clearly defining the current shape and benchmarking with other similar institutions</li> <li>• help define the shape of the schools and manage HR and IR implications of the move to the new structure</li> <li>• ensuring remuneration reflects the</li> </ul>	<p>June 2015</p>

	<p>aims of the institution, rewarding research and teaching excellence</p> <ul style="list-style-type: none"> <li>• providing technical career paths</li> <li>• reduce percentage of total spend on staff but increase SSR by reshaping teaching workforce</li> </ul>	
<p><b>Performance Management</b></p> <p>Increase productivity and quality of service by focusing on performance management</p>	<ul style="list-style-type: none"> <li>• maximise the academic contract</li> <li>• improve the quality and quantity of appraisals</li> <li>• encourage and support robust risk-based decision making on staff performance issues</li> </ul>	<p>June 2015</p>
<p><b>Professional HR Service</b></p> <p>Review and develop the people and organisation professional function to ensure it is effective and efficient model for the future operation of the university</p>	<ul style="list-style-type: none"> <li>• ensure that HR operates on a proactive business partnering model;</li> <li>• improve technical skill set for BP's on performance management;</li> <li>• ensuring early engagement with the business to help eliminate problems before they occur;</li> <li>• move to a full business partnering model with centres of expertise to support;</li> <li>• restructure administrative services to support better provision of service to staff and management information;</li> <li>• develop a proactive modern learning strategy.</li> </ul>	<p>June 2015</p>

## University Secretary

Core Strategic Leadership objectives for the next year	Measures of Success	Date to be achieved
To support the governance effectiveness review and following recommendations in May 2015, plan new structure/s.	To agree the plan for new structure/s with the Chairman of the Board.	June 2015
To plan and implement an effective business cycle for the board and its committees / executive / operations.	To confirm to the board / executive / operations that agreed changes have been implemented.	Nov 2014
To establish the business intelligence unit and set its role and priorities within the corporate strategy 2015-2020.	To recruit the permanent head of business intelligence and team and communicate their role and priorities to the executive	Jan 2015
To review the business need for legal services, including value for money, in relation to LSBU's income generating activities.	legal support for LSBU's income generating activities is documented and communicated to the executive.	Jan 2015
To support the newly appointed conciliators so that they understand their role and how it relates to the student complaints procedure and OIA cases.	Conciliators have received training on their role and the internal complaints procedure; and that learning points / case studies are shared and know-how increased.	Oct 2014
Facilitate the transition from outgoing to incoming Chair of Board of Governors	Feed back from incoming and outgoing Chairs	June 2015

## **Deputy Vice Chancellor**

### **Role:**

As a member of the Executive, reporting to the Vice Chancellor, the Deputy Vice Chancellor will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The role of Deputy Vice Chancellor (DVC) is part of the senior management team reporting directly to the Vice Chancellor. The DVC will be responsible for the line management of Schools and will take a leading role in helping the University move forward with an ambitious agenda for strategic change. The DVC will take the lead role in ensuring the academic function is developed coherently as well as working closely with the VC and senior colleagues to help achieve LSBU's overall strategic aims. The DVC acts as the deputy to the VC in all regards and acts on his behalf in his absence.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.

6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for university companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### MAIN ACTIVITIES AND RESPONSIBILITIES:

1. Line management of the Deans of School to ensure the effective and efficient development and delivery of school plans to budget.
2. Leading the development of the academic core by ensuring schools deliver a research informed curriculum of relevance to business and the professions.
3. To ensure Schools attain top quartile student satisfaction and meet or exceed benchmark for retention.
4. Ensuring Schools recruit to target by developing new student markets and maintaining the academic portfolio under review, including the development of PT and PG provision.
5. Working with senior colleagues to encourage and develop business and enterprise partnerships and to ensure the school's academic environment supports both staff and student enterprise activity and that schools meet their contribution targets.
6. To work with senior colleagues to develop and implement a university research strategy with particular focus on highly applied, REF related activities which enhance the universities reputation and increase external research income.
7. To work with senior colleagues to ensure the active participation of schools in UK and international collaborative activity in line with the University's strategic ambitions.
8. Deputizing for the Vice Chancellor as appropriate.

**Person specification:**

1. Strong academic credibility and intellectual stature as evidenced by previous achievements, for example Professorial status and a relevant publications record.
2. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Experience in academic portfolio review, management planning & budget setting
8. Evidence of expertise in an international higher education context
9. Ability to inspire staff and drive a culture of commitment, innovation and engagement.
10. Excellent communication skills.
11. A personal commitment to diversity and equality

## **Pro Vice Chancellor Students and Education**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Pro Vice-Chancellor Students and Education will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The PVC Students and Education will be expected to create, develop and deliver new and existing University strategies in an innovative, proactive and coherent manner to ensure we are creating a research informed teaching environment that remains highly applied and vocational. The Pro Vice-Chancellor will work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver in areas of curriculum development and will have primary responsibility for quality and standards of all award bearing courses, wherever and however delivered, and enhancing the University's reputation for teaching and learning at a national and international level.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.

6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved

#### MAIN ACTIVITIES AND RESPONSIBILITIES:

1. Promoting excellence in learning and teaching practices; with executive responsibility for ensuring both that the Centre for Research Informed Teaching drives Learning Enhancement across the University and that staff are developed, encouraged, and empowered to enhance their performance in learning and teaching practice
2. Enhancing the student experience, liaising with colleagues as appropriate, to improve student satisfaction and engagement with curriculum delivery, thus enhancing student achievement and progression.
3. Champion the importance of the student voice and in liaison with the Students' ensure representation of students' interests on key University committees, working with the Students' Union ensure the student voice is heard and students are engaged with curriculum enhancement.
4. Lead on the development and implementation of LSBUs learning pathway, ensuring the delivery of our graduate attributes and our graduates' subsequent employment. To ensure the pathway supports attainment by differing groups in terms of equality, diversity and ability.
5. Work with the DVC, Heads of School and Students' Union to lead on widening the student experience via the provision of opportunities for personal development, external engagement, scholarship and involvement in exchange programmes as part of the learning pathway.
6. Ensure that the University meets its duties and obligations as a degree-awarding body, and maintains good standing with HEFCE and the QAA in this respect, ensuring that processes foster and engaging with the

requirements of those professional, statutory and regulatory bodies that accredit degree awards.

7. Provide oversight of work based learning and CPD development frameworks so supporting colleagues in delivery of employer focused courses.
8. Provide University leadership in ensuring that, student complaints and appeals are dealt with in a timely and effective manner, using effective evidenced-based liaison with the Students' Union and Schools to mediate such complaints so reducing OIA activity and enhancing student satisfaction.
9. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.
10. Strong academic credibility and intellectual stature as evidenced by previous achievements; for example Professorial status and a relevant publications record.

#### Person Specification

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Evidence of leading policy developments and turning plans into action.
3. Confident line manager with the ability to motivate staff and effectively performance manage.
4. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
5. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
6. Experience in academic portfolio review, management planning & budget setting.
7. Evidence of expertise in an international higher education context.
8. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
9. Excellent communication skills.
10. A personal commitment to diversity and equality.

## **Pro Vice Chancellor Research and External Engagement**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Pro Vice-Chancellor Research and External Engagement will contribute to the corporate leadership of the university and its strategic direction. The Executive have individual and collective responsibilities for ensuring that the university is able to develop and deliver its business plans and further develop its reputation and impact regionally, nationally and internationally.

The PVC Research and external Engagement will help define and take the lead in implementing the University's strategy for research and innovation, setting high standards and promoting a culture of excellence and ambition that positions disciplinary areas in the top 50% nationally. They will also work closely with colleagues, Schools, Research Institute/Centres to ensure that research and innovation activity underpins teaching and they will take an active role in supporting enterprise and engagement activities, locally, nationally and internationally, enhancing the impact of the University's research on its business, industry and community stakeholders.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include;

To assist the Vice Chancellor in the leadership, direction and management of the University.

1. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met
2. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles
3. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
4. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.

5. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy
6. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University
7. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the hefce financial memorandum and where appropriate articles of association for university companies.
8. To lead on the university's access strategy and in liaison with external agencies, colleges and senior colleagues ensure we remain above benchmark for recruitment of students from low participation neighborhoods and that such students are prepared for success as evidenced by their retention and graduate outcomes.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved
10. Any other duties assigned by the Vice-Chancellor and commensurate with the role

#### Main duties and Responsibilities

1. To promote a culture of research excellence and enhance the University's reputation for high quality and impactful research through setting KPI's and research income targets, reviewing performance against key indicators and analysing management information such as publication metrics, citation indices and research funding data.
2. To build close links with research-funding bodies to ensure the University is fully informed of funding opportunities and are able to anticipate funding trends. To proactively seek research and innovation funding opportunities and to lead large-scale, inter-disciplinary bids for research and innovation funding.
3. To lead, develop and implement a university research strategy with particular focus on highly applied, REF related activities which enhance the university's reputation and seeks to maintain our position in the top 50% of HEIs by power metric. To maximize the benefits obtainable through multidisciplinary cross school and service working
4. To ensure the University's high standards for research ethics and research integrity are understood and followed across the University.

5. To work with Deans of School and Directors of societal themes to ensure consistent and effective support for early career staff and postgraduate research students in terms of their skill development and progression and achievement consistent with the RCUK Concordat.
6. To lead the development of research and innovation support systems including the development and oversight of policies and procedures, to support the research and innovation activity across the University.
7. To Work with senior colleagues to encourage and develop business and enterprise partnerships and to ensure the Schools' academic environment supports both staff and student enterprise activity and that Schools meet their contribution targets
8. To work with the Director of enterprise to build long- term strategic relationships with commercial partners that realise the full-income- generating potential of University research.
9. To work with senior colleagues to ensure the active participation of Schools in UK and international collaborative activity in line with the university's strategic ambitions. To oversee the development of UK and overseas activities that enhance the Universities reputation and support income generation.

### **Person Specification**

1. Evidence of high levels of academic achievement in research of relevance to the University, as evidenced by grant capture and academic outputs commensurate with Professorial status.
2. Evidence of having provided visionary and transformative leadership in a multi-disciplinary environment with clear ability to support, energise and motivate researchers spanning a wide range of disciplines.
3. An in depth knowledge of research funding systems in the UK and EU and an understanding of research needs of UK's business, industry and community.
4. A demonstrable commitment to unlocking the commercial potential of academic research and the ability to build successful strategic relationships with commercial partners.
5. Highly developed interpersonal skills, including written and oral communication skills.

6. Experience of, and proven ability to plan and manage budgets and evidence of leading policy developments and turning plans into action
7. Demonstrable understanding of academic quality monitoring arrangements with respect to post graduate research students
8. Ability to be an ambassador for the University to a wide range of academic, policy and external audiences as evidenced by previous experience
9. Confident line manager with the ability to motivate staff and effectively performance manage.
10. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
11. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
12. Evidence of expertise in an international higher education context.
13. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
14. A personal commitment to and through understanding of, diversity and equality.

## **Chief Financial Officer**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Chief Financial Officer (CFO) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The CFO will be expected to work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver the University's mission whilst leading the strategic financial decision making process to ensure the financial viability and liquidity of the University. The CFO will also be responsible for oversight and delivery of a corporate planning framework which utilises financial and non-financial information to measure and enhance corporate performance across the University and for maintaining oversight of the assurance framework over the University's data systems, ensuring timely and accurate submission to HESA and other external agencies.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and show due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.

5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Lead the strategic financial decision making processes within the Executive, and in particular to provide the necessary financial and risk management information, advice and guidance to help ensure delivery of the corporate strategy.
2. To lead, manage and direct the finance and management information function to meet the needs of a modern 21st century University.
3. To maintain and develop investment, borrowing and tax planning strategies and provide advice on strategic financial relationships to ensure the continued financial sustainability of the University.
4. Ensure that the University complies with all statutory, regulatory and financial reporting requirements.
5. Safeguard the University's assets.
6. Maintain accurate accounting books and records to enable the timely reporting of financial and other related information including the preparation of Annual Accounts and statutory returns to the Inland Revenue, Customs and Excise and HEFCE.
7. Lead the annual budget setting and resource allocation process and ensure that it is integrated with the business planning process.

8. Ensure that effective local delivery plans are developed and that their implementation is carefully and actively monitored to maximise the achievement of strategic objectives.
9. Lead the process to ensure an accurate and timely supply of management information, including key performance indicators, to support control, management and decision making across the University.
10. Ensure regular and effective reporting to the Board and its committees as appropriate on all matters relating to finance (including for example approvals of budgets, future forecasts and capital investment proposals), internal control, risk management and value for money.
11. To maintain appropriate internal control systems and oversight and implementation of the University's corporate risk management framework
12. To maintain oversight of the university's data systems ensuring timely and accurate submissions to HESA and other external agencies as required,
13. Responsibility for the University's procurement function ensuring that it provides systems, procedures, advice and expertise which meet the requirements of the University and at the same time secures value for money.
14. To be the principal point of contact with the External and Internal Auditors and oversee the development and delivery of the annual audit plans as part of on-going assurance and enhancement activity.
15. Oversee the financial affairs of subsidiary and related companies including the flow of financial information.
16. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Qualified to degree level and evidence of appropriate CPD/professional qualifications, for example qualified member of one of the CCAB accountancy bodies and with evidence of regular professional updating.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.

5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
8. Expertise in the specification and management of the development of effective resource allocation and finance information systems as well as previous experience in delivery of final accounts.
9. Ability to manage financial and business planning in an uncertain external environment where diversification of sources of funding is a high priority and ideally experience of helping to identify, encourage and exploit such sources.
10. Experience of internal and external audit plus the development, implementation and management of corporate management and risk frameworks.
11. Excellent communication skills.
12. A personal commitment to diversity and equality.

## **Chief Operating Officer**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Chief Operating Officer (COO) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and deliver its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The Chief Operating Officer will work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver in areas of infrastructure and customer service and will have primary responsibility for developing customer experience measures and performance across the University.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include;

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University.
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Provide strategic leadership in the overall development and management of a number of the University's professional support services, specifically with regard to ensuring the University's investment in such academic and non-academic services is cost- effective and optimised to support growth in its core activities and delivers a quality customer service.
2. To ensure that these professional functions are customer focused and responsive to the changing demands and requirements of the University; to take a clear lead in developing services in collaboration and liaison with other sections of the University and, as necessary, outside bodies; and provide the Executive lead on customer service.

3. Line management of the Estates and infrastructure; Student support and employment; Academic support services and/or other areas as shall be determined by the Vice Chancellor from time to time.
4. Take lead responsibility for Health and Safety at the University ensuring a corporate approach is taken across all Schools and Professional functions, that activity is appropriately audited, monitored, reported and data acted on.
5. Take lead responsibility for disaster and business continuity planning.
6. Take lead responsibility for the physical and environmental sustainability of the University, specifically, but not exclusively, with regard to statutory and regulatory requirements.
7. To work in partnership with the Executive Team to create strategic five-year plans for infrastructure development and implement the necessary processes and approaches to achieve them.
8. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

#### Person Specification

1. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
2. Postgraduate qualified and evidence of appropriate CPD/professional qualifications.
3. Evidence of leading policy developments and turning plans into action.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Experience in management planning and budget setting.
8. Ability to inspire staff and drive a culture of commitment, innovation and engagement that leads to delivery of successful outcomes.
9. Excellent communication skills.
10. A personal commitment to diversity and equality.

## **Executive Director of Organisational Development and HR**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the Executive Director of Organisational Development and HR will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the university is able to develop and deliver its business plans and further develop its reputation and impact regionally, nationally and internationally.

The role is an important leadership position that not only contributes to the strategic direction of the University as a whole, but also functionally leads all aspects of the HR agenda. It is a champion of organisational change and development in addition to ensuring all related operational activities are delivered flawlessly.

Working closely with the Vice Chancellor the role will have a strong voice on the Executive to influence and shape the culture, behavior and leadership of the institution as well as building engagement, driving collaboration and teamwork, in addition to impacting critical areas of importance such as succession and talent management, recruitment and reward.

The Executive Director of Organisational Development and HR will be responsible for ensuring the provision of a professional and flexible operational HR service to support University objectives and priorities and for the development, implementation and monitoring of all Human Resource policies. It will be responsible for overseeing the continued training and education of all academic and professional staff and for developing and implementing effective employee communication strategies in conjunction with the senior management team.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. Assisting the Vice Chancellor in the leadership, direction and management of the University.
2. Assisting the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.

3. Advocating and behaving as a role model around the principles set out in the LSBU behavioral framework and complying with the standards of public behavior set out in the Nolan Principles.
4. Ensuring the University's financial objectives, as set out in the annual budget and associated papers, are met and show due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. Ensuring the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. Supporting the mission and fostering an educational environment that is defined by high quality teaching, research and enterprise and high quality services which support the core business and which is delivered in line with the medium term strategy.
7. Developing the University's regional, national and international profile and in particular through the ambassadorial role which each member of the executive has, to ensure greater visibility of the University
8. Ensuring the rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE financial memorandum and where appropriate articles of association for university companies.
9. Achieving the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan are achieved.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. Working with the Executive to ensure strategic objectives are delivered through HR strategies, policies and processes, optimising employee engagement and maximising staff and organisational effectiveness.
2. Taking a lead role in developing organisational culture that is customer centric, open, trusting, transparent and inclusive and take the lead role on the development and implementation of an LSBU competency and behaviour framework. Act as a cultural architect for the University.
3. Undertaking the necessary organisational diagnostics to inform the on-going development of the LSBU Organisational Development (OD) plan. To develop an OD investment plan and take responsibility for the successful delivery of the OD Plan to ensure LSBU has the necessary people systems and processes in place for the organisation to thrive.

4. Developing a corporate objective deployment model to ensure all people working for LSBU have personal and team objectives that make a clearly understood contribution to the strategic aims and vision of the University.
5. Addressing current and future skills requirements by leading the design and implementation of an integrated talent management strategy, succession plan, and career development programmes providing expertise and advice to the executive team and governing body.
6. Ensuring a robust 3-year workforce plan is in place that meets operational needs and can be delivered within the agreed financial envelope over the period. In collaboration with the Chief Finance Officer ensure workforce costs are managed and where reductions or changes are necessary develop and implement appropriate plans accordingly.
7. Providing systems, processes and advice on all human capital elements of LSBU KPIs with regard to monitoring and maintaining service delivery, and identifying and leading on improvement programmes as necessary. Ensure key data is maintained in an accurate and timely fashion and the through these KPIs robust systems are in place for Executive and the Board to receive assurance in relation to workforce matters.
8. Providing strategic HR leadership to LSBU, ensuring that it has the necessary capacity, capability, systems and processes in place, to achieve a smooth and effective service to the University and its customers. This will include taking executive responsibility for the following functions:-
  - Transactional Human Resources services such as (but not limited to) recruitment, payroll, terms and conditions of service etc.
  - Employment relations and business partnering.
  - Employee Health and Wellbeing.
  - Policy and practice development in relation to areas such as (but not limited to) flexible working practices, absence management, performance management etc.
  - Change Management.
  - Leadership, succession and talent management
  - Organisational design and organisation structure
  - Equality, Diversity and Inclusion.
  - Professional HR advice and guidance to the Executive.
  - Managing Trade Union and employee engagement and partnership working.
  - Compliance with employment legislation and adoption of best practice.
  - Effective recruitment and retention strategies, to ensure a sustainable organisation.
9. Building effective relationships with colleagues, Trade Unions and key stakeholder groups at all levels through open communication and constructive feedback.

10. Ensuring poor performance, grievance and disciplinary issues are proactively managed in a sensitive and professional manner and in accordance with appropriate policies and frameworks.
11. Ensuring that LSBU and its clients, proactively supports the principles and practice of equality of opportunity as detailed in the organisations' strategies, policies and in accordance with its legal obligations.
12. Undertaking any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. Educated to degree level or higher with appropriate professional recognition.
2. An experienced senior leader, able to demonstrate proven delivery of successful change management across large and complex organisations.
3. Demonstrable experience of leadership and operating at the highest strategic level in a complex organisation.
4. Confident line manager with the ability to motivate staff and effectively performance manage.
5. Strategic insight as demonstrated by engagement in cross-institutional leadership and strategy setting and implementation.
6. A comprehensive understanding of current and future developments in the sector and the key drivers behind them.
7. Demonstrable high-level analytical skills with the ability to interpret complex policy and regulations and disseminate to a variety of audiences.
8. Demonstrable networking and communication skills and the ability to deal effectively with people at all levels whilst maintaining a high level of confidentiality.
9. A personal commitment to diversity and equality.
10. Able to demonstrate self-awareness, awareness of other, energy and creativity. They will be able to apply intelligences that make them strong analytically, practically and emotionally.

## **University Secretary and Clerk to the Board**

### **Role**

As a member of the Executive, reporting to the Vice Chancellor, the University Secretary (Secretary) will contribute to the corporate leadership of the University and its strategic direction. The Executive has individual and collective responsibilities for ensuring that the University is able to develop and implement its delivery plan and to help further develop its reputation and impact regionally, nationally and internationally.

The University Secretary will be expected to work closely with the Vice-Chancellor, the Executive and other senior colleagues to deliver the University's mission.

The Secretary is responsible for providing the governing body with advice and guidance in relation to all relevant legislation, its impact and options for action.

As directed by the Chair of the governing body, the Secretary is responsible for oversight and implementation of the corporate governance framework of the University and its subsidiaries.

### **Core functions of Executive**

Members of the Executive derive their authority from the Vice Chancellor. They are expected, under the leadership of the Vice Chancellor and Chief Executive, to work as a team providing collective leadership, strategic direction and overall management of the University. Core functions common to all members of the executive include:

1. To assist the Vice Chancellor in the leadership, direction and management of the University.
2. To assist the Vice Chancellor in developing policies for the strategic direction and leadership of the University, ensuring policies are complied with and corporate objectives met.
3. To advocate and role model the principles set out in the LSBU behavioral framework and to comply with the standards of public behavior set out in the Nolan Principles.
4. To ensure the University's financial objectives, as set out in the annual budget and associated papers, are met and showing due regard for the University's financial regulations and the need to evidence proper and appropriate use of public funds.
5. To ensure the diversification of income sources and support increased efficiency and effectiveness in all aspects of operations giving due regard to our accountability to stakeholders for institutional performance.
6. To support the mission and foster an educational environment that is defined by high quality teaching, research and enterprise and high quality services which

support the core business and which is delivered in line with the medium term strategy.

7. To develop the University's regional, national and international profile and in particular through the ambassadorial role which each member of the Executive has, to ensure greater visibility of the University
8. To ensure rules of corporate governance are complied with, in particular that their actions, and those of the staff reporting to them, comply with the Articles of Governance, the HEFCE memorandum of assurance and accountability and where appropriate articles of association for University companies.
9. To achieve the performance objectives and targets which have been set by the University Board and/or the Vice Chancellor and to ensure that objectives as set out in the medium term strategy and annual corporate plan.

#### **MAIN ACTIVITIES AND RESPONSIBILITIES:**

1. To provide leadership for the Executive Office ensuring the teams support the needs of a modern 21st century University.
2. To ensure that the Board of Governors fulfils its legal obligations.
3. To provide advice and guidance to the Chair and members of the governing body about their responsibilities under the Companies and Charities Acts and other statutes, charter, articles, ordinances and regulations to which they are subject. This includes monitoring and advising on relevant legislation, the requirements of the Funding Council, Charity Commission and other relevant bodies and advising on how these responsibilities should be discharged.
4. To have an overview of governance within the University and its subsidiaries and monitor compliance by senior managers within the University advising the Vice Chancellor and Board accordingly.
5. To regularly and fully consult the Chair of Governors and the Vice Chancellor on any matter relating to governing body business and to keep them informed.
6. To maintain the business plan for the Board of Governors and its Committees; Academic Board and its committees; the Executive and Operations group. To enable each decision-making body to meet its plan through an appropriate programme of meetings ensuring that agendas and papers are in good order and that minutes of the meetings provide an accurate record of proceedings. To Monitor decisions of these bodies and ensure they are appropriately disseminated and actions tracked.
7. To ensure that the University Regulations relating Student Complaints are up to date and fit for purpose and to act as key contact with the Office of the Independent Adjudicator. To ensure that the University adheres to these procedures, to monitor their implementation and to report to Operations Board and to the Board of Governors on the outcomes of their implementation, including

impact on student diversity.

8. To ensure the security and maintenance of deeds, leases, licenses and agreements relating to the University's assets and to make them available upon request to the University officers, solicitors and auditors.
9. To provide legal advice through consultation with the University's external solicitors to enable the Board of Governors and University officers to fulfil their duties.
10. To assume overall responsibility for ensuring the University complies with the Data Protection Act and Freedom of Information Acts.
11. To provide legal advice to the University on the conduct of litigation and OIA cases.
12. To consult HEFCE / the Charity Commission as necessary to ensure that the Board of Governors meets its obligations as charitable trustees.
13. To undertake any other appropriate duties as may be necessary in the interests of the University and as agreed with the Vice Chancellor.

### **Person Specification**

1. Good honours degree with appropriate professional qualifications (legal or chartered secretary).
2. Expert knowledge of legal, governance, and compliance issues which affect the University.
3. Highly developed written and oral communication skills.
4. Highly developed interpersonal skills and the ability to deal with people tactfully and diplomatically, at all levels both inside and outside the University.
5. Ability to deal with complex matters in an efficient and effective manner.
6. Experience of servicing committees and the ability to ensure that deadlines are met by self and others in the team.
7. Ability to negotiate on legal matters for the University.
8. A personal commitment to diversity and equality.

