

LASE Partnerships & Development Board Terms of Reference

1. Constitution

- 1.1. The Vice-Chancellor and Chief Executive Officer has established a committee known as the Partnerships & Development Board (PDB), which reports to the Vice Chancellor's Executive (VCE).
- 1.2. Partnerships & Development Board has two University Group sub-committees: the Apprenticeships Management Committee and the Partnerships and Programmes Management Committee (PPMC), which also report to the Education Strategy Board.

2. Scope

- 2.1. Partnerships & Development Board is responsible for the development and implementation of the University Group's Partnerships Strategy. It approves new educational partnerships and the discontinuation of educational partnerships¹. It oversees the work of PPMC in respect of partnerships and considers matters escalated to it by PPMC in respect of partnerships.
- 2.2. PDB sets the strategic priorities for apprenticeship development and delivery for implementation by the Apprenticeships Management Committee. It also receives reports from Research and Innovation Board on strategically significant research and innovation partnerships approved by Research and Innovation Board.
- 2.3. PDB considers and approves industry partnerships and strategic commercial developments and opportunities for the University Group.

3. Membership

- 3.1. The membership shall be as follows:

Ex Officio

- Vice-Chancellor and CEO (Chair)
- Senior Deputy Vice-Chancellor & Deputy CEO (Vice-Chair)
- Group Chief Operating Officer
- Group Chief Marketing Officer
- Director of Employability and Partnerships
- Group Chief Financial Officer or nominee
- Associate Director of Student and Academic Services (Registry) (Greenwich)
- Assistant Director (Academic Registry) (Kent)
- Director of International Engagement (Greenwich)
- Head of International Partnerships (Kent)
- Head of UK Partnerships (Greenwich)

Other members

- 6 x College partnership leads (two per College, one from the Kent and one from the Greenwich academic divisions)

- 3.2. The College partnership leads shall normally be appointed to the Board by the

¹ Includes franchised programmes, validated programmes, articulation and progression agreements, and joint and dual awards.

Chair for one year (which may be renewed).

- 3.3. For the Partnership and Development Board, the quorum is one third of the current membership.

4. Attendance at Meetings

- 4.1. At the discretion of the Chair, other staff who are not members of the Board may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the Board.

5. Frequency and Format of Meetings

- 5.1. The Board will normally meet four times a year. The Chair may call additional meetings (e.g. to consider partnership proposals) if necessary.
- 5.2. Meetings will be held either in-person, via electronic means (e.g. online) or via a hybrid format, as determined by the Chair. The Board may also decide matters by email circulation. In between meetings of the Board, the Chair of the Board is empowered to decide matters falling within the Board's remit by chair's action; matters decided by chairs action shall be reported to the next meeting of the Board.

6. Delegated Authority

Under the University Group's Executive Delegation Framework, the Board is authorised by the Vice-Chancellor to approve:

- 6.1. Plans for implementing the University Group's Partnerships sub-strategy including the approval and closure of related projects;
- 6.2. With respect to educational partnerships, approve:
- The business cases for new partnerships on quality, commercial and reputational grounds;
 - Final approval of new partnerships recommended by PPMC following completion of the partnership due diligence process overseen by PPMC, prior to the signing of agreements;
 - The expansion of existing partnerships recommended by PPMC;
 - Suspension and discontinuation of partnerships recommended by PPMC.
- 6.3. Regulations, policies and procedures for partnerships recommended for approval by PPMC, ensuring effective co-ordination over changes with the Education Strategy Board;
- 6.4. Arrangements for the oversight and risk management of partnerships;
- 6.5. Recommendations from PPMC to improve the quality of partnerships (ensuring co-ordination with Education Strategy Board);
- 6.6. Strategic priorities for apprenticeship development and delivery for implementation by Apprenticeships Management Committee;
- 6.7. Industry partnerships and strategic commercial developments and opportunities for the University Group.

7. Other Duties

The other duties of the Board shall be to:

- 7.1. Develop and keep under review the Partnerships sub-strategy for approval by

Vice-Chancellor's Executive (VCE), the Academic Board and the Board of Governors;

- 7.2. Plan and monitor the implementation of the Partnerships sub-strategy, including KPIs and risks, and report to the Transformation and Strategy Board on implementation;
- 7.3. Oversee the financial viability of partnerships. Review key metrics on partnerships (e.g. a partnerships dashboard, key financial metrics) reported by PPMC;
- 7.4. Review at least annually the partnerships risk matrix from PPMC. Review partnership risks escalated by PPMC in between reviews of the risk matrix;
- 7.5. Oversee the University Group's strategy for degree apprenticeships and the performance of apprenticeship provision reported to it by the Apprenticeships Management Committee;
- 7.6. Oversee the efficiency and effectiveness of co-ordination and support for partnerships as required by the Partnership sub strategy;
- 7.7. Regularly scan the higher education sector and other organisations for best practice and innovation worth considering for implementation;
- 7.8. Monitor the operation and decisions of PPMC with respect to partnerships and consider any proposals or recommendations from PPMC;
- 7.9. Monitor the development of strategic industry partnerships and commercial developments and opportunities;
- 7.10. In conjunction with the Education Strategy Board, make recommendations to the Academic Board in respect of the terms of reference and membership of PPMC and the Apprenticeships Management Committee;
- 7.11. Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Board's business; and
- 7.12. Have particular regard to the importance of freedom of speech and academic freedom in the committee's business, acting in accordance with the commitments in the University Group's Freedom of Speech Code(s) of Practice.

8. Reporting Procedures

- 8.1. The Partnerships and Development Board reports as follows:
 - **Frequently:** through provision of the minutes of each meeting to the next meeting of the VCE. Additionally, an oral report (normally by the Chair/Vice-Chair) is delivered (along with other committee reports) as an item on VCE agendas;
 - **Periodically:** via other policies, reports, plans and progress updates which it reviews and/or recommends for approval within the business cycle and its terms of reference;
 - **Ad hoc:** where urgent Group-wide matters require direct escalation to the VCE for decision or discussion.

9. Secretarial Arrangements

- 9.1. The meeting will be clerked by the Group's University Secretary or their nominee.

10. Review

- 10.1. The Board will review its own effectiveness annually and in greater depth at a minimum of every three years. Reviews may be performed as part of wider governance effectiveness reviews;
- 10.2. These terms of reference will be reviewed annually to ensure their effectiveness and any amendments recommended to VCE for approval.

Approved by Vice-Chancellor's Executive: 5 October 2026

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