

LASE People Board

1. Constitution

- 1.1 The Vice-Chancellor and Chief Executive Officer has established a Committee known as the People Board, which reports to the Vice Chancellor's Executive (VCE).
- 1.2 The People Board works in conjunction with the Equity, Diversity and Inclusion (EDI) Board which oversees implementation of LASE's EDI Strategic Action Plan.

2. Scope

- 2.1 The People Board is responsible for the development and implementation of the University Group's People Enabling Strategy.
- 2.2 The People Board oversees the development of regulations, policies and procedures related to the employment of the academic and professional services staff.

3. Membership

- 3.1 The membership shall be as follows:

Ex Officio

- Vice-Chancellor and Chief Executive Officer (Chair)
- Senior Deputy Vice-Chancellor and Deputy CEO & Chair of the Equity, Diversity and Inclusion (EDI) Board (Vice-Chair)
- Group Chief People Officer
- DVC (Business and Society) and Provost
- DVC (Health and Education) and Provost
- DVC (STEAM) and Provost
- Deputy Vice-Chancellor (Research & Innovation)
- Group Chief Operating Officer
- Chief People Integration Officer
- Director of EDI (Greenwich)
- Assistant Director, Development and Inclusion (Kent)

- 3.2 For the People 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 People Board will normally meet three times in an academic year. The Chair may call additional meetings 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 and projects relating to the People Enabling Strategy;
- 6.2 Regularly review the risk register for the People Enabling Strategy. Develop and approve action plans to take advantage of opportunities and mitigate risk;
- 6.3 Action plans to address the risks and issues where projects exceed their agreed tolerances as to time, cost, quality and benefits realisation;
- 6.4 Regulations, policies, procedures and good practice relating to the People Enabling Strategy. Major changes to regulations and policies (as determined by the Chair in discussion with the Group Chief People Officer) should be referred to Vice-Chancellor's Executive (VCE) for approval.

7. Other Duties

The other duties of the Board shall be to:

- 7.1 Develop and review the University Group's People Enabling Strategy for approval by the VCE, the People and Nominations Committee (PNC) and the Board Governors on the recommendation of PNC. Champion and promote reflection, excellence and innovation across all areas covered by the enabling strategy;
- 7.2 Plan, monitor and audit implementation of the People Enabling Strategy including the review of key performance indicators and metrics and risk registers. Ensure delivery of projects as to time, cost, quality and the realisation of planned benefits. Report to the Transformation and Strategy Board on the implementation of the enabling strategy;
- 7.3 Review and oversee the development of regulations, policies and procedures related to the employment of the academic and professional services staff. Ensure adherence to legal and regulatory requirements and best practice;
- 7.4 Review annually a number of prioritised people processes each year and make recommendations to VCE;
- 7.5 Review people-related challenges and opportunities. Consider how the challenges may be addressed and the opportunities supported;
- 7.6 Regularly scan the higher education sector and other organisations for best practice and innovation worth considering for implementation;
- 7.7 Monitor the staff culture of the University Group including the arrangements for staff surveys. Review the arrangements for hearing the staff voice and make recommendations to VCE;

- 7.8 Co-ordinate effectively with the EDI Board and receive reports from the EDI Board on progress on the University Group's EDI objectives;
- 7.9 Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of its business;
- 7.10 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 Codes of Practice.

8. Reporting Procedures

8.1 The People 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

Date of next review: October 2027

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