

LASE Sustainability Board

1. Constitution

- 1.1 The Vice-Chancellor has established a Sustainability Board (SB), which reports to the Vice-Chancellor's Executive (VCE).

2. Scope

- 2.1 Sustainability Board leads on the University Group's strategies, regulations, policies and procedures in respect of environmental sustainability. It seeks continuous improvement of the University Group's sustainability performance indicators;
- 2.3 SB will seek to ensure that environmental sustainability goals are integrated into the University Group's strategy, systems and culture.

3. Membership

- 3.1 The membership shall be as follows:

Ex Officio

- Group Chief Operating Officer (Vice-Chair)
- Group Chief Estate and Facilities Officer
- Group Chief Financial Officer or nominee
- Group Chief People Officer or nominee
- Group Chief Information Officer or nominee
- Group Chief Student Officer or nominee
- Group Chief Marketing Officer or nominee
- Director of Research, Innovation and Commercialisation
- Head of Strategic Sustainability (Greenwich)
- Environmental Sustainability Manager (Kent)

Other Members

- Chair appointed by the Vice-Chancellor
- 3 x College sustainability leads
- 1 x PVC Education
- 1 x LASE University Group Students' Union Sabbatical Officer nominated by the Students' Union

- 3.2 College sustainability leads and the PVC Education shall be appointed by the Chair for a term of one year (which may be renewed).

- 3.3 For the Sustainability Board, the quorum is one third of the 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 quarterly. The Chair may call additional meetings if necessary

6. Delegated Authority

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

- 6.1 Regulations, policies, procedures and good practice related environmental sustainability, including the University Group's sustainability policy and all sustainability sub-policies and other strategic documents related to the Committee's remit. Ensure effective co-ordination with other relevant Boards (e.g. Estates and Digital Board) and adherence to legal and regulatory requirements and best practice;
- 6.2 Action plans for implementing the environmental sustainability strategic action plan approved by VCE, improving performance and mitigating risk in the area of sustainability; and
- 6.3 Communications to promote awareness and engagement in sustainability.

7. Other Duties

The other duties of the Committee shall be to:

- 7.1 Develop and review the University Group's sustainability strategic action plan and make recommendations to VCE for its approval;
- 7.2 Develop and monitor sustainability KPIs for approval by VCE and oversee actions to improve performance;
- 7.3 Consider reports from the executive boards responsible for the University Group's strategies and Colleges and Directorates on their progress in meeting the University Group's sustainability KPIs and objectives;
- 7.4 Develop cross-LASE initiatives that bring together Colleges and Directorates in the development and delivery of sustainability projects;
- 7.5 Recommend for VCE approval planned programmes of work including targets and required resources (e.g. net zero, biodiversity and other strategic sustainability plans). Champion and promote reflection, excellence and innovation across all areas covered by the Committee;
- 7.7 Implement the planned programme of work, regularly monitoring progress and reporting to VCE. Ensure that the data and metrics used to monitor implementation are as robust and reliable as possible;
- 7.8 Review business cases where appropriate and make recommendations to VCE for resourcing;

- 7.9 Ensure the University Group maintains relevant certifications (e.g. ISO140001 Environmental Management System Standard). Consider the outcomes of internal audits and annual external surveillance audits to continually improve performance;
- 7.10 Monitor the University Group's performance in relevant league tables (e.g., People and Planet, Times Higher Education Impact ratings) and identify areas for improvement;
- 7.11 Monitor the University Group's activity and performance against each of the United Nations 17 Sustainable Development Goals;
- 7.12 Monitor risks for areas within the Board's remit. Develop action plans to take advantage of opportunities, mitigate risk and improve performance;
- 7.13 Identify training and development needs and make recommendations for their resourcing;
- 7.14 Regularly scan the HE sector and other organisations for best practice and innovation in areas within the Board's remit which are worth considering for implementation;
- 7.15 Communicate with University Group students and staff and periodically review the effectiveness of this, to raise awareness and engagement with areas within the Board's remit;
- 7.16 Develop the Board's annual sustainability report for consideration by VCE;
- 7.17 Ensure active consideration of equality, diversity and inclusion in the conduct of the Committee's business;
- 7.18 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 Sustainability Board reports as follows:

- **Frequently:** through provision of the minutes of each meeting to the next meeting of 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 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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