

LASE Transformation and Strategy Board

1. Constitution

- 1.1 The Vice-Chancellor and Chief Executive Officer has established an executive management committee known as the Transformation and Strategy Board (TSB), which reports to Vice-Chancellor's Executive (VCE).

2. Scope

- 2.1 Transformation and Strategy Board's role is to oversee the development and delivery of the LASE Transformation Plan. The Board also oversees the development and implementation of the University Group's Strategic Plan and the Sub-strategies and Enabling Strategies approved by the Board of Governors which support the Strategic Plan.

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 Chief Executive Officer (*Vice-Chair*)
- Deputy Vice-Chancellor (Business and Society) and Provost
- Deputy Vice-Chancellor (Health and Education) and Provost
- Deputy Vice-Chancellor (Science, Technology, Engineering, Arts and Mathematics) and Provost
- Deputy Vice-Chancellor (Research and Innovation)
- Group Chief Estate and Facilities Officer
- Group Chief Financial Officer
- Group Chief Information Officer
- Group Chief Marketing Officer
- Group Chief Operating Officer
- Group Chief People Officer
- Group Chief Student Officer
- Group University Secretary
- Director of Strategic Initiatives
- Chief of Staff
- Co-Directors, IPMO

4. Attendance at meetings

- 4.1 A member of staff designated by the Chair shall attend meetings as secretary to the TSB. At the discretion of the Chair, other staff who are not members of the committee may be invited to attend on an ad hoc basis for specific items where their attendance can inform and support the committee.

5. Frequency of meetings

- 5.1 TSB will normally meet monthly. It will normally meet twice a quarter online and once a quarter in-person at various campus locations.

6. Delegated authority

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

- 6.1 Changes to LASE's Transformation Plan, escalating material changes to VCE as appropriate;
- 6.2 Transformation Plan business decisions. Approve Estates and Digital projects under the Transformation Plan (subject to further approval under the University Group Delegation Framework where required);
- 6.3 Actions in respect of any urgent risks or issues arising in relation to the development and implementation of LASE's Strategic Plan and the Sub-strategies and Enabling Strategies supporting the Strategic Plan;
- 6.4 Planned reports to the Board of Governors on behalf of the Vice-Chancellor on the development and implementation of LASE's Strategic Plan and its Sub-strategies and Enabling Strategies.

7. Other duties

The other duties of the Board shall be to:

- 7.1 Oversee the development of LASE's Transformation Plan and associated KPIs for approval by VCE;
- 7.2 Monitor progress against the Transformation Plan, including benefit and synergy realisation;
- 7.3 Monitor progress on Estates and Digital projects under the Transformation Plan, co-ordinating with the Estates and Digital Board to avoid overlap;
- 7.4 Ensure effective cultural alignment and change management activities;
- 7.5 Oversee risk mitigation and contingency planning for the Transformation Plan;
- 7.6 Review progress reports on the Transformation Plan prior to consideration by VCE and the Board of Governors;
- 7.7 Oversee the development of a Strategic Plan for LASE, supporting Sub-strategies and Enabling Strategies and Strategic KPIs for approval by the Board of Governors;
- 7.8 Once approved, oversee the implementation and progress against LASE's Strategic Plan and supporting Sub-strategies and Enabling Strategies, including risk mitigation and contingency planning. Consider regular reports from other executive committees overseeing individual Sub-strategies and Enabling Strategies;
- 7.9 Ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Board's 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 commitments in the Group's Freedom of Speech Code(s) of Practice.

8. Reporting Procedures

- 8.1 As Transformation Strategy Board's membership includes that of VCE, no formal reporting process to VCE (e.g. via minutes or oral reports) is required.

9. Review

- 9.1 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;
- 9.2 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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