

LASE Vice-Chancellor's Executive

1. Constitution

- 1.1 The Vice-Chancellor and Chief Executive Officer has established an executive management committee known as the Vice-Chancellor's Executive (VCE) to advise the Vice-Chancellor and Chief Executive Officer on the exercise of their functions and responsibilities.

2. Scope

VCE advises the Vice-Chancellor and Chief Executive Officer on:

- 2.1 The exercise of the functions and responsibilities delegated by the Board of Governors to the Vice-Chancellor and Chief Executive Officer as LASE's chief executive.
- 2.2 The development, review and implementation of the University Group's strategy and major strategic decisions.
- 2.3 The approval of business cases for major investments. VCE recommends all major investments requiring Finance and Estates Committee or Board of Governors Body approval and approves business cases where the Vice-Chancellor has authority to approve the investment under LASE's Delegation Framework.
- 2.4 The effective operational management of the University Group; the development and effectiveness of LASE's policies, regulations and procedures; the management of strategic risks; and the preparation of all reports for LASE's Board of Governors and its committees.

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

4. Attendance at Meetings

- 4.1 A member of staff designated by the Chair shall attend meetings as secretary to the VCE. 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.
- 4.2 The sending of alternates to meetings of VCE is not permitted.

5. Frequency and Format of Meetings

- 5.1 VCE will normally meet weekly with the following meeting pattern:
- Weekly on a Monday afternoon for 2 hours.
 - Alternating between various campus locations and online according to the following cadence:
 - Canterbury
 - Online
 - Greenwich
 - Online
 - Medway / Avery Hill
 - Online

6. Delegated Authority

- 6.1 VCE has no delegated powers as it advises the Vice Chancellor and Chief Executive Officer on the exercise of their functions and responsibilities. Decisions made by VCE are made by the Vice Chancellor and Chief Executive Officer.

7. Other Duties

The other duties of VCE shall be to advise the Vice-Chancellor and Chief Executive Officer on:

- 7.1 The strategic management, direction and development of the University Group, including plans for integration and transformation and major changes and restructuring;
- 7.2 The development, review and implementation of LASE's strategy, sub- and enabling strategies and other long-term plans, including timely and effective achievement of key strategic objectives and performance targets. Consider appropriate actions in respect of urgent risks or issues;
- 7.3 The management, organisational structure and culture of the University Group and related policies, procedures and regulations, ensuring that the operational management of LASE (including the academic, corporate, financial, estate, information technology and human resources aspects) is achieving the objectives in the University Group's strategy and is performed safely, economically, efficiently and effectively;

- 7.4 The approval of policies, procedures and regulations (except where approval is delegated to other committees in LASE's Delegation Framework) to achieve the objectives in the University Group's strategy, including assessing the implications of changes to government policy, HE sector developments, new legislative requirements and regulations;
- 7.5 The management of the University Group's performance against internal strategic KPIs and external indicators and benchmarks, and the reporting of this to the Board of Governors;
- 7.6 The external strategic environment including government policy, HE sector developments, the external recruitment environment, and new legislative requirements and regulation, assessing their implications and where necessary considering changes to LASE's strategy and direction;
- 7.7 The financial position of the University Group and actions taken to address or mitigate risks;
- 7.8 The risks and opportunities facing the University Group. Oversee the implementation of the University Group's risk management framework and approve changes to the Strategic Risk Register prior to its consideration by the Audit and Risk Committee;
- 7.9 All reports to be presented to the Board of Governors and its committees;
- 7.10 The University Group's responsibilities for compliance with legal and regulatory requirements;
- 7.11 The approval of business cases for major investment where the Vice-Chancellor has authority to approve the investment under LASE's Delegation Framework; the review of business cases for Finance and Estates Committee or Board of Governors approval where approval is required under the Delegation Framework. Ensure standard business case formats are used to provide additional focus on strategic objectives and fit, KPIs, options analysis, return on investment and net present value. The Vice-Chancellor may establish a sub-group of VCE to carry out the review and approval of business cases;
- 7.12 Periodic reports from executive committees reporting to VCE and the terms of reference, membership and effectiveness of executive committees;
- 7.13 VCE will ensure active consideration of equality, diversity, inclusion and sustainability in the conduct of the Committee's business.
- 7.14 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. Review

- 8.1 The Committee 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.
- 8.2 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: 14 September 2026

Date of next review: September 2027

Document owner: Group University Secretary