

the
GOVERNING BODY

**MINUTES of the Governing Body held on Tuesday, 27 June 2023
in Room 238, Queen Anne Court, Greenwich campus, Park Row, Greenwich SE10 9LS
and via Microsoft Teams, commencing at 17:00**

Present:

Ms B Hill CBE (Chair)	Mr C McWilliam
Professor J Harrington (Vice-Chancellor & CEO)	Mr M Orr
Mr R Hicks	Ms S Ragab
Ms K Karki	Mr S Saluja (via Teams)
Miss D Larnder	Mr A Sharma (via Teams)
Professor A Maragiannis	Ms E Sideris

In attendance:

Mr A Baral (President Designate, GSU)
Mrs T Brighton (Governance Support Manager)(minutes)
Ms G Brindley (People Director)
Mr P Garrod (University Secretary)
Professor J Marie (PVC Education)(for GB 22/95-96)
Professor J Roscoe (Deputy Vice-Chancellor & Provost)
Mr P Taylor (Chief Operating Officer)
Ms L Watson (Chief Financial Officer)
Professor A Westby (Deputy Vice-Chancellor (Research & Knowledge Exchange))
Ms S Wheeler (Governance Support Officer)

Apologies for Absence:

Ms T King
Ms A Mehta

GB 22/87 THANKS

The Chair noted that Denise Larnder and Sara Ragab were stepping down as Governors on 31 August 2023 and this would be their last meeting. On behalf of the Governing Body, she thanked them for their significant contributions to its work, Denise Larnder for her excellent chairmanship of the Audit & Risk Committee for the past seven years and Sara Ragab for her insightful perspective as a Staff Governor over the past six years.

She also extended the Governing Body's gratitude to Krishmi Karki who was attending her last meeting as interim Student Governor and GSU President. A warm welcome was extended to Anuj Baral, GSU President Designate, who would formally take up his role of Student Governor on 1 July 2023.

GB 22/88 DECLARATIONS OF CONFLICT OF INTERESTS

There were no declarations of conflict of interests.

GB 22/89 MINUTES OF PREVIOUS MEETING AND ACTION LIST (GB 22/P99)

The minutes of the meeting held on 16 May 2023 were approved. The actions list was received.

GB 22/89 MATTERS ARISING

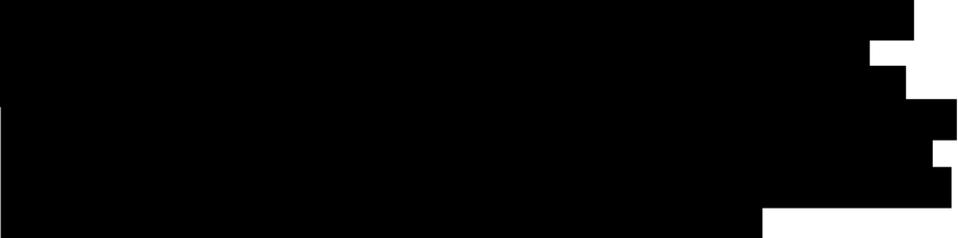
89.1 Governing Body Effectiveness Review – Post-Implementation Impact Review

The Governing Body received the report of the post-implementation impact review which had been completed by Halpin Partnership a year after conclusion of their governance effectiveness review. As part of the review, Halpin had considered an updated action plan showing progress in implementing the original review's recommendations and had conducted interviews with the Chair of the Governing Body and University Secretary. Halpin's overall conclusion was that Greenwich's governance had improved further since the original review and was now considered to be "excellent with most areas being at leading edge".

The Chair noted that that this was an outstanding outcome and commended the executive, Governors and the governance team for their collective work in improving the University's governance. However, there was no room for complacency and work would need to continue to retain this quality of governance.

GB 22/90 VICE-CHANCELLOR'S REPORT (GB 22/P101)

The Governing Body received a report from the Vice-Chancellor on recent developments:

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- The University had declined by 27 places from 83rd to 110th in the Complete University Guide 2024 league table. This was a disappointing result in view of recent improvements in the NSS and REF results but other metrics, such as the student-staff ratio and academic services and facilities spend per student, had seen significant year-on-year falls. There was some lag in the data and the results did not reflect Greenwich's current performance. The core drivers for league tables varied and work was underway to identify areas to focus on.

The Governing Body noted that Greenwich was ranked as Best UK University 2023 in StudentCrowd, indicating that the University's work was moving in the right direction in many areas. Governors noted the need for students to be properly prepared for graduate employment and the activities available to students to assist their transition into the job market.

- A University Task and Finish Group, established to develop guidance on the use of Artificial Intelligence (AI), had now published guidance on its acceptable use by students. The next focus would be the use of AI to enhance student learning.
- The Governing Body noted the correspondence with the OfS on the University and College Union's (UCU) Marking and Assessment Boycott. Mitigations had been put in place to avoid disruption to students and the risk that Greenwich students would not be able to graduate was negligible.

The next phase of the UCU action would run until 1 September. The Governing Body recorded its thanks to staff for their efforts in ensuring that Students could graduate with full degree classifications.

- The University's Chancellor, the Rt Hon the Lord Boateng, had been recognised in the King's birthday honours and was now Commander of the Royal Victorian Order. The Chair would convey the Governing Body's congratulations.
- Times Higher Education had placed Greenwich 86th out of 1,600 institutions in its 2023 Impact Rankings, i.e on our contribution to the UN Sustainable Development Goals. This was the first time that Greenwich had made it into the top 100.
- The Governing Body congratulated the Vice-Chancellor on her recent election to the UUK Board for the three-year period to 31 July 2026.

GB 22/91 STUDENT GOVERNOR'S REPORT (GB 22/P102)

The Student Governor updated the Governing Body on GSU's work:

- Planning for the 2023 Welcome for students was underway. An invitation to attend Welcome events would be sent to Governors.
- The Wellbeing and Retention Calling Project had continued into the third term and continued to have a positive effect. Over 22,510 calls had been made during Terms 1 and 2 with 95% of students contacted continuing in their studies and 92% of those contacted due to non-engagement registering for Term 3. The Governing Body commended the GSU and University on the success of this work and noted the importance of early intervention.
- Demand for the GSU Advice Service, which provides students with professional independent advice on a range of academic and welfare matters, was on the increase - 1467 cases had been dealt with during 2022/23.
- Two new student trustees had been appointed to the GSU Trustee Board for the 2023/24 academic year.

The Governing Body thanked the GSU President for the report.

GB 22/92 BUDGET 2023/24 (GB 22/P103)

The Chief Financial Officer presented the proposed budget for the University for 2023/24.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Governing Body **approved** the University's budget for 2023/24 and welcomed the work to identify efficiency savings in 2023/24 to improve longer-term financial sustainability.

GB 22/93 FIVE-YEAR FINANCIAL OUTLOOK (GB 22/P104)

Introducing the draft five-year financial outlook, the Chief Financial Officer reported that the plan would underpin the University's Financial Return to OfS, the final deadline for which was in January 2024.

[REDACTED]

[REDACTED]

The Chair thanked the CFO and her team for the clear presentation and market analysis. The Governing Body **approved** the five-year financial plan for the period to 2027/28, noting that it would be revisited in the autumn to support sign-off of the Financial Return to the OfS.

The People Director presented the draft 2022/23 Equality, Diversity and Inclusion (EDI) Annual Report. The University was required to produce the report under the Public Sector Equality Duty. The report assessed performance against the EDI and People Enabling Strategies and showcased the year's achievements. It had been produced collaboratively across the University and included articles on the impact of EDI activities and articles from the staff networks.

The People Director highlighted some key accomplishments during the year, including the University's improved position to 20th in the Stonewall's Workplace Equality Index, the work on anti-homophobia and antisemitism and the four staff networks. In addition, work to eliminate pay gaps had continued. The University had an ambitious target of eliminating the gender pay gap by 2030 and was on the right trajectory to achieve this. A plan to address hotspots contributing to gender and other pay gaps was being developed.

The Governing Body acknowledged the considerable progress which had been made and asked how this would be sustained going forward. The People Director reported that an action plan was in place. The recent HR transformation programme, which included establishing EDI as a separate function within the Vice-Chancellor's Office reporting to the People Director, would help to optimise delivery of EDI and the People Enabling Strategy. The latest staff survey was due to close on 4 July and progress against the strategic KPI (*80% of University staff recommends UoG as a great place to work*) would be assessed.

In response to a query from the Chair of the Audit & Risk Committee on the robustness of the data, the People Director provided assurance that checks were built into the process of preparing the report.

Governors noted that the presentation of the report was clearer but the commentary around some of the data could be improved. For next year's report, the executive would consider further design improvements and reflect on how to best to celebrate the key achievements and progress made. It was requested that the regular reports from the People Director to the NSG Committee should provide insight into how the impact of the EDI work was being measured.

On the recommendation of the Nominations, Staffing & Governance Committee, and subject to minor modification, the Governing Body **approved** the 2022/2023 Equality, Diversity and Inclusion Annual Report for publication.

The Pro-Vice-Chancellor (Education) introduced the draft 2021/22 Degree Outcomes Statement for 2021/22. In the context of the debate over grade inflation in the sector, HE institutions are required to publish an annual statement to provide assurance around the value of qualifications.

The percentages of good and first-class honours had dropped by 4 percentage points from 2020/21 to 2021/22. With the exception of the BAME awarding gap and subject gaps, awarding gaps (eg gender, disability, full/part-time) had either remained constant or had closed slightly. The OfS required HE institutions to compare their results to 2018/19 (ie before the Covid pandemic), and not to exceed 2018/19 levels, and the University was within that margin. The improvement was attributed in part to the removal of the 'no detriment policy' and the return to on-campus teaching. It was noted that academic standards were supported by robust assessment and marking processes and academic governance, and the executive was confident that there was a good balance between protecting quality and being fair to students.

The degree outcomes statement for 2021/22 was shorter than previous versions, and Governors agreed that it was an improvement and easier to read. On the recommendation of the Academic Council, the Governing Body approved the 2021/22 Degree Outcomes Statement for publication.

GB 22/96 STUDENT CASEWORK IN 2021/22 (GB 22/P107)

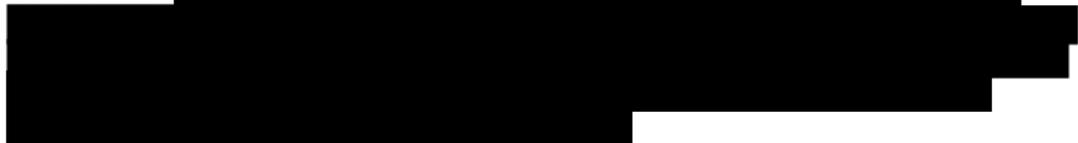
The Pro-Vice-Chancellor (Education) presented a report on student casework in 2021/22 including complaints to the Office of the Independent Adjudicator (OIA).



The Governing Body thanked the team for their comprehensive report and supported efforts to bring about improvement.

GB 22/97 STRATEGIC RISKS (GB 22/P108)

The University Secretary presented a report on strategic risks and the updated strategic risk dashboard (June 2023), following discussion at the Audit & Risk Committee.



In relation to other risks over their tolerance threshold, the Governing Body asked when the benefits of the workstreams to improve student experience would start to impact on the scoring of SSR4. This risk would be reviewed after the NSS 2023 results are available in September 2023.

GB 22/98 GOVERNING BODY COMMITTEES: MATTERS REQUIRING GB APPROVAL (GB 22/P109)

The Governing Body approved the following:

- (i) *From the Finance Committee held on 5 June 2023:*
 - Revised Committee Terms of Reference
- (ii) *From the Nominations, Staffing & Governance Committee held on 7 June 2023:*

- Revised Committee Terms of Reference
- (iii) *From the Audit & Risk Committee held on 22 June 2023:*
 - Revised Committee Terms of Reference
- (iv) *From the Academic Council held on 14 June 2023:*
 - Student Protection Plan 2023/24.

GB 22/99 ANY OTHER BUSINESS

99.1 Ofsted Inspection

The Vice-Chancellor briefly updated the Governing Body on the recent Ofsted inspection of the University's education provision. The formal outcome was still awaited. The Governing Body thanked all the staff involved in the visit.

The meeting ended at 18:30.

T A Brighton
21 July 2023