

*the*  
**GOVERNING BODY**

**MINUTES of the meeting of the Governing Body held on Tuesday,  
28 June 2022 in Room 207, Mary Seacole Building, Avery Hill Campus, Avery Hill Road,  
Eltham SE9 2UG / by Microsoft Teams commencing at 5:00 pm**

**Present:**

Mr C McWilliam (in the Chair)	
Ms A Ayoub	Professor A Maragiannis
Professor J Harrington (Vice-Chancellor)	Mr M Orr
Mr R Hicks	Ms S Ragab
Ms B Hill CBE (via Teams)	Mr S Saluja
Mrs D Khanna	Mr A Sharma (via Teams)
Mrs T King	Mrs E Sideris
Miss D Larnder	

**In attendance:**

Mrs T Brighton (SEO Governing Body) (minutes)  
Ms G Brindley, Director of Human Resources (item 21/59)  
Mr C Forster (Director of Estates & Facilities)(item 21/60)  
Mr P Garrod (University Secretary)  
Dr S Lewis (Director of Strategic Planning & Business Intelligence)(Item 21/70)  
Professor J Roscoe (Deputy Vice-Chancellor)  
Professor A Westby (Deputy Vice-Chancellor (Research & Knowledge Exchange))  
Ms L Watson (Chief Financial Officer)

**Apologies for Absence:**

Mrs A Mehta  
Mr P Taylor, Chief Operating Officer

**GB 21/55      TOUR OF AVERY HILL CAMPUS AND FACULTY OF EDUCATION, HEALTH & HUMAN  
SCIENCES FACILITIES**

The meeting was preceded by a tour of the new library and other student focussed areas, together with a visit to the clinical skills laboratories. Following the tour, Professor Derek Moore, Pro Vice-Chancellor, Faculty of Education, Health & Human Sciences gave a briefing on the Faculty's strategy for the period to 2030.

### **56.1 Outgoing Governors**

The Chair noted that Aatika Ayoub and Diane Khanna were attending their last meetings. On behalf of the Governing Body, the Chair thanked Aatika Ayoub for her service as Student Governor and President of Greenwich Students' Union during the 2021/22 academic year. He also thanked Diana Khanna for her nine years' service as an Independent Governor and member of the Audit and Risk Committee and conveyed the Governors' appreciation for her contribution during that time.

### **56.2 Governor and Committee Appointments<sup>1</sup>**

On the recommendation of the Nominations, Staffing & Remuneration Committee the Governing Body **approved** the following (referenced in GB 21/P107/108):

- (i) the appointment of Yasinur Rashid Javed, incoming President of Greenwich Students' Union, as the Student Governor for the period 1 July 2022-30 June 2023
- (ii) the extension of Craig McWilliam's term as Vice-Chair of the Governing Body to 31 August 2023 to enable him to serve a full three years as Vice-Chair
- (iii) the appointment of Peter McDermott as a co-opted member of the Audit and Risk Committee with immediate effect for an initial term of three years ending 31 August 2025.

### **56.3 Governing Body Effectiveness Review: Implementation Update**

The Governing Body received an update on progress on the action plan arising from the effectiveness review by Halpin Partnerships. It was noted that all of the priority recommendations due in 2021/22 had been completed and the other recommendations were on track for completion in 2021/22 or due in 2022/23.

## **GB 21/57 DECLARATIONS OF CONFLICT OF INTERETS**

There were no declarations of conflict of interests.

## **GB 21/58 MINUTES OF PREVIOUS MEETING AND ACTIONS LIST (GB 21/P95)**

The minutes of the meeting held on 17 May 2022 were approved as a correct record. The actions list was received.

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<sup>1</sup> Craig McWilliam left the room for this item and Ms Elizabeth Sideris, chair of the Nominations, Staffing and Governance Committee, assumed the Chair.

Introducing the Equality, Diversity and Inclusion (EDI) Annual Report for 2021-22, the Director of Human Resources stated that, as part of the Public Sector Equality Duty, the University was obliged to report its compliance in meeting the duty. The report provided an opportunity to highlight the University's work on EDI, now being taken forward under the People Enabling Strategy, and achievements such as attaining the Stonewall Gold Award.

The Governing Body agreed that the report was positive and engaging. Its narrative was compelling, and the inclusion of impact stories and initiatives from staff networks, faculties and directories which evidenced EDI work across the institution was welcome. In discussion, the following points were made:

- The report included the recommendations on Governing Body diversity made by Halpin Partnership in the recent governance effectiveness review, including the recommendation that the Governing Body should monitor its diversity using more granular categorisations than BAME. This appeared to be at odds with the use of BAME in the EDI Annual Report. The Vice-Chancellor explained that the University was obliged to report on diversity to a number of bodies which necessitated use of BAME, but consideration would be given to breaking down the data in future reports.
- In response to a query about assurance of the data, the Governing Body was assured that the data had received careful internal scrutiny but that the sources would be reviewed. It was suggested that independent checking of data for next year's report would provide greater assurance over its accuracy.
- Some explanatory commentary on the table showing completion data for EDI training was needed.

The Governing Body commended the University for its progress in relation to EDI during 2021-22, which was celebrated and captured in the report. Subject to the comments above, the Governing Body **approved** the EDI Annual Report for publication on the University's website as recommended by the Nominations, Staffing and Remuneration Committee.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

GB 21/61 ANY OTHER BUSINESS

#### **61.1 Bounty House, Greenwich (In Confidence)**

The Vice-Chancellor reported that, to address the capacity constraints at Greenwich, the University was considering the possibility of purchasing Bounty House in west Greenwich at a cost of [REDACTED]. The property was in good condition and had previously been used as an international college. The building would provide 2,500 sq m of usable space which would ease the envisaged space difficulties when Devonport House was being refurbished. The space would be used to house the University of Greenwich International College (UGIC) from January 2023, freeing up valuable space on the Greenwich campus. In the event that the property was not required once Devonport House was refurbished, it could be converted into student accommodation or sold. [REDACTED]

[REDACTED]

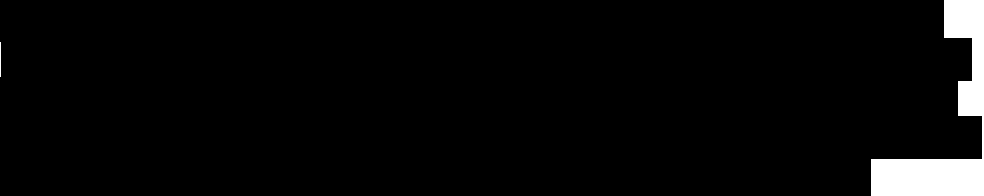
The Governing Body was supportive of the strategic rationale for procuring the property. A business case would be presented to the Finance Committee and the Governing Body for approval as soon as practicable.

GB 21/62 VICE-CHANCELLOR'S REPORT (GB 21/P96)

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

- Work on the strategy programme was progressing at pace. A Capital Programme Board was being established to oversee major Estates and Digital

investments. Work was starting on initial projects and the business case for a Student Lifecycle Management Project would be presented to the Finance Committee for approval.

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- In the recent Graduate Outcomes survey of 2019/20 leavers, Greenwich's overall employment percentage had increased by 2% to 87%, while the sector average had improved to 90%. The Deputy Vice-Chancellor was leading a project focussed on improving graduate outcomes.
- The University had moved from 92<sup>nd</sup> to 84<sup>th</sup> in the Complete University Guide 2023. The improvement was driven by the REF and NSS results.
- An initial analysis of the University's results in the 2022 Postgraduate Taught Experience Survey (PTES) indicated some positive outcomes. There would be a focussed approach to improving results in the pockets where it was needed.
- Focus groups were continuing to be held to consider potential definitions of antisemitism and how the University could support Jewish colleagues. Consideration would be given to developing a fair and transparent process for dealing with complaints of antisemitism.
- The Higher Education (Freedom of Speech) Bill was currently progressing through Parliament. More recent discussion had focussed on the government's concerns about foreign interference in universities.

#### GB 21/63 STUDENT GOVERNOR'S REPORT

The Student Governor, Aatika Ayoub, reported that the outgoing GSU Officer team had been working to complete their projects before their terms of office ended in June. As their legacy to the GSU, she had been working with Zoe Campbell on the Activism Hub designed to educate students on democracy and the wider student movement. The consultations on the IHRA definition were continuing and the campaign to encourage a Jewish student society would continue into the next year. The induction programme for the incoming officer team would start later in the week and she encouraged the Governors to find the time to meet the new team.

#### GB 21/64 BUDGET 2022/23 (GB 21/P98)

The Chief Financial Officer presented the proposed budget for 2022/23. 



[REDACTED]

The Governing Body **approved** the University's budget for 2022/23.

GB 21/65 FIVE-YEAR FINANCIAL OUTLOOK (GB 21/P99)

The Chief Financial Officer presented the Five-Year Financial outlook for the period 2022/23 to 2026/27.

[REDACTED]

[REDACTED]

The Governing Body **approved** the five-year financial plan for the period to 2026/27, noting that it would be revisited in the autumn to support sign-off of the Financial Return to the OfS in November 2022.

GB 21/66 DEGREES OUTCOME STATEMENT 2020/21 (GB 21/P100)

The Deputy Vice-Chancellor explained that the University was required to publish an annual degree outcomes statement in line with the expectations of the UK Standing Committee for Quality Assessment. The proposed statement for 2020/21 set out the University's degree classification profile over the past seven years and its processes for assuring the standard of degrees. It considered how assessment and marking practices and governance structures assured the standard of degrees; how the degree algorithm had changed; how learning and teaching enhancements could account for improved attainment; and risks and challenges that had been identified and how these had been managed.

The Governing Body was informed that 'good' (first or upper second) degree outcomes continued to rise across the sector. Greenwich's trend indicated an increase from 68% in 2019/20 to 71% in 2020/21 which was a slower rate than the sector's. In response, a number of measures had been put in place around the use of external examiners, moderation and assessment reviews which would be continuously monitored.

It was noted in discussion that the percentage of good degree outcomes for UK partner colleges was significantly higher than for on campus students. The results were thought to be influenced by the fact that performing arts colleges customarily had higher outcomes. The report contained a significant level of data and detail. Consideration would be given to making the information more accessible in future and separating out the data that was needed for publication from the analysis needed for Governors.

Subject to a final review of the report's content, the Governing Body **approved** the University's 2020/21 Degree Outcomes Statement on the recommendation of the Academic Council, for publication on the University's website.

GB 21/67      STUDENT PROTECTION PLAN 2022/23 (GB 21/P101)

The University Secretary recalled that the OfS required universities to publish a Student Protection Plan as a condition of registration. Introducing the Student Protection Plan for 2022/23, he reported that the current version had been revised to incorporate updated information, for example relating to Covid-19 and the removal of government restrictions, and to reflect feedback from the OfS on the 2021/22 Student Protection Plan.

Subject to minor amendment, the Governing Body **approved** the updated Student Protection Plan for 2022/23 for submission to the OfS, on the recommendation of the Academic Council.

GB 21/68      STUDENT CASEWORK (GB 21/P102)

The Governing Body considered a report on student casework in 2020/21 following consideration by the Academic Council and the Student Success Committee.



In discussion, it was noted that:

- The incidence of students escalating their issues for formal resolution or to the OIA had risen during the year. The Vice-Chancellor stated that it would be important to review local processes and develop the capability of staff to resolve issues locally. The introduction of the new Report + Support system for reporting concerns was expected to lead to an increase in complaints and the University was putting resource in place to anticipate that.
- The Governing Body recognised that the increase in complaints and appeals was likely to be Covid-related but cautioned that it was necessary not to lose sight of other underlying issues. The Deputy Vice-Chancellor advised that the focus on personal tutoring should help identify where the issues were.
- It was noted that a number of complaints were upheld or partially upheld by the University. The Vice-Chancellor confirmed that the complaints procedure acted as a valid source of feedback on processes and procedures and promoted a continuous process of improvement.

The Vice-Chancellor stated that in its current format the report contained too much detail. Future reports would contain more time series data, identify any emerging trends, the steps being taken to resolve complaints and that resolution had occurred in a timely fashion.

#### GB 21/69 STRATEGIC RISKS (GB 21/P105)

The University Secretary recalled that the Governing Body, at its Strategy Away Day in March, had requested that a dashboard of strategic risks should be prepared for Governors. This was presented for consideration. The dashboard was based on the full strategic risk register considered by the Audit & Risk Committee and included a commentary explaining the basis for the risk scoring and any changes.

The University Secretary reminded Governors of the new risk management process which they had approved in March 2022 and which ensured that the risk register was a dynamic document. [REDACTED]

The Chair of the Audit & Risk Committee reported that the Committee had recognised, as recommended by the Halpin Partnership's governance review, that the planned strategic discussion on the University's appetite for risk would be the next appropriate step in the conversation on risk.

#### GB 21/70 STRATEGIC KPIS (GB 21/P106)

The Governing Body received the updated strategic KPI scorecard. The Director of Strategic Planning & Business Intelligence reported that KPI #7 (Research and Knowledge Exchange Income) and KPI #8 (Research Power) had been updated following the recent publication of the REF 2021 outcome. [REDACTED]





72.4 Governing Body Cycle of Business 2021/22 and Draft Cycle of Business 2022/23 (GB 21/P115)

72.5 The minutes of the following Governing Body committees:

- NSR Committee held on 24 May 2022 (GB 21/P116)
- Finance Committee held on 6 June 2022 (GB 21/P117)
- Academic Council held on 27 April 2022 (GB 21/P118)

The meeting ended at 19:00.

T.A.Brighton  
27 July 2022