

the
GOVERNING BODY

**MINUTES of the meeting of the Governing Body held on Tuesday,
19 October 2021 in Room 010, Queen Anne Court, Greenwich Campus, Park Row, Greenwich
SE10 9LS / by Microsoft Teams commencing at 5:00 pm**

Present:	Ms B Hill CBE (in the Chair)	Mr M Orr
	Ms A Ayoub	Ms S Ragab
	Professor J Harrington (Vice-Chancellor)	Mr S Saluja (via Teams)
	Mrs T King	Mr A Sharma (via Teams)
	Miss D Larnder	Mrs E Sideris
	Professor A Maragiannis	Professor A Westby
	Mrs A Mehta	

In attendance:

Ms S Bolingbroke (Halpin Partnership) (Observer)
Mrs T Brighton (SEO Governing Body) (minutes)
Mr P Garrod (University Secretary)
Dr S Lewis (Director of Strategic Planning & Business Intelligence) (item 21/10-11)
Mr P Taylor (Chief Operating Officer)
Ms L Watson (Chief Financial Officer)

Apologies for Absence:

Mr R Hicks, Mrs D Khanna, Mr C McWilliam,
Professor J Bonet (Deputy Vice-Chancellor (Research & Enterprise))
Professor J Roscoe, Deputy Vice-Chancellor

GB 21/01 WELCOME

The Chair welcomed Selena Bolingbroke, Halpin Partnership, who was observing the meeting in connection with the 2021 governance effectiveness review.

GB 21/02 DECLARATION OF CONFLICT OF INTERESTS

There were no declarations of conflicts of interest made.

GB 21/03 MINUTES OF PREVIOUS MEETING AND ACTION LIST (GB 21/P01)

The minutes of the previous meeting held on 29 June 2021 were approved as a correct record. The actions list was received.

GB 21/04 MATTERS ARISING

There were no Matters Arising.

GB 21/05 VICE-CHANCELLOR'S REPORT (GB 21/P02)

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

- In recently published league tables, the University had risen nine places to 89th in the Times Good University Guide and risen one place to 94th in the Guardian League Table. The variation in rankings reflected the different sources of data used and the weightings applied to them. Both rankings reflected relative improvements in the National Student Survey and Graduate Outcomes Survey compared to the sector averages.
- The consultation on the University's approach to the IHRA (International Holocaust Remembrance Alliance) definition had been extended to 29 October at the request of the UCU union. The Vice-Chancellor would also be meeting with Greenwich Students' Union officer. Once these consultations had concluded, the Vice-Chancellor would be in a position to outline next steps to the Governing Body.
- The University had recently received a 'Levelling Up Universities Award' recognising its commitment to levelling up, and an award from Black Impact for its work undertaken to support black students.

GB 21/06 STUDENT GOVERNOR'S REPORT (GB 21/P03)

The Student Governor (President of Greenwich Students' Union) introduced her report on recent GSU activities relating to student experience. The Welcome events at the three campuses had included a mixture of in-person and virtual events and had been well-received by students and staff. The Global Greenwich project had been launched, designed to support international students in their transition to life in the UK, and the Global Centre established as a hub of information and events. The results of GSU's application for the NUS Quality Students' Union (QSU) certification would be known later in the month.

In response to questions from other Governors, the Student Governor reported that:

- (i) as a new development for this session, academic coordinators for each of the four Faculties had been appointed to help amplify the student voice and promote cohesion within academic communities;
- (ii) GSU was working with the University's Communications team to identify the most effective ways of communicating with students. GSU currently published a weekly e-newsletter but greater use of popular social media sites such as Instagram was being explored.
- (iii) GSU was working closely with the University to resolve timetabling issues experienced by students at the start of the academic session.

The Vice-Chancellor explained that the changing advice around social distancing and the increase in student numbers had proved challenging for timetabling but most difficulties had now been addressed. The recent experiences had suggested that a root and branch review of the timetabling system was timely.

GB 21/07 COVID-19 UPDATE (GB 21/P04)

The Governing Body received an update on Covid-19 and the start of the new term. Covid-19 cases among staff and students continued to be low and there had been no major outbreaks. The University was continuing to host local council community test sites at Greenwich and Medway. There had been an encouraging take-up of the pop-up vaccination clinics established at all three campuses to coincide with Welcome Fairs and the start of term. Data from the University's recent vaccination survey of students indicated that over 75% were fully vaccinated, which compared favourably with the national vaccination rate. Conversations with the local councils about booster jab clinics for the University and local communities were continuing.

Term 1 had started with a majority in-person teaching approach. Some activity remained online to accommodate the needs of international students, although a desire for flexible delivery of teaching was becoming apparent amongst home students. A number of classrooms had been upgraded to deliver hybrid teaching sessions and some rooms in Devonport House had been repurposed as extra classrooms. The University would continue to encourage in-person attendance for the best student experience.

The Governing Body understood the importance of resilience as staff and students continued to cope with the evolving position and reiterated its appreciation of the work of staff and students in helping students re-engage with student life on campus.

GB 21/08 GOVERNANCE MATTERS (GB 21/P05)

The Chair of the NSR Committee reported on governance matters considered by the NSR Committee at its meeting on 5 October 2021. In relation to Governing Body membership, the Committee had noted the current vacancy for an Independent Governor and the vacancy which would arise in August 2022, and had briefly discussed the size and shape of the Governing Body. The governance effectiveness review currently underway would review this and the Governing Body's diversity in relation to the sector. Consequently, it had been agreed to await the outcome of the review before commencing any recruitment process.

During consideration of the recommendations of the NSR Committee for appointments and re-appointments, the Chair of the NSR Committee assumed the Chair. The Governing Body **approved** the following appointments:

- the re-appointment of **Ameet Sharma** to a second term as an Independent Governor ending 31 August 2025;

- the re-appointment of **Tricia King, Denise Larnder** and **Murray Orr** to a third term as Independent Governors ending 31 August 2025;
- the extension of **Bronwyn Hill**'s second term as an Independent Governor and her term as Chair of the Governing Body to 31 August 2023, to rectify an anomaly from when the Chair had been elected in 2020;
- the re-appointment of the above Governors to their committee memberships and committee chair roles, where relevant;
- the appointment of **Professor Anastasios Maragiannis** to the Finance Committee with immediate effect.

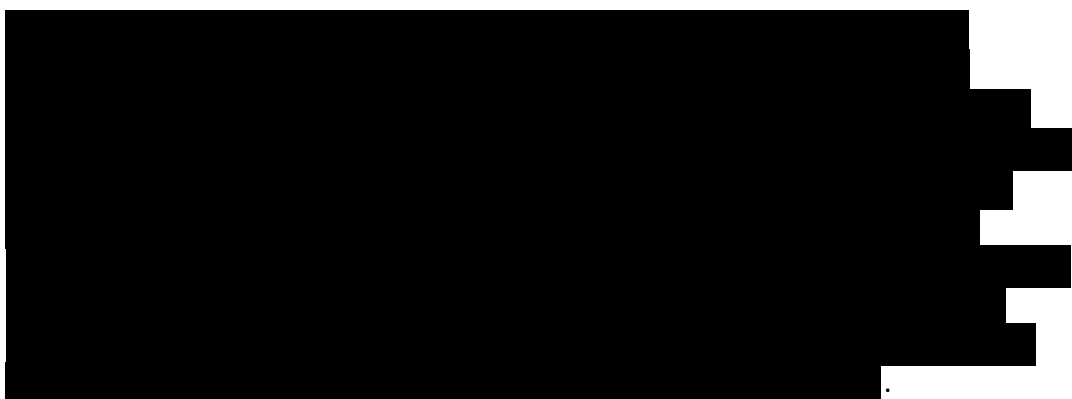
The Governing Body noted that Halpin Partnership had been appointed to carry out the University's 2021 governance effectiveness review. A Steering Group comprising the Chair of the NSR Committee, the Vice-Chancellor, the University Secretary and Tricia King would oversee the process. Halpin Partnership would be conducting a survey of Governors and the executive and carrying out individual interviews. Emerging findings from the review would be considered by the NSR Committee in early December with the final report to be presented to the NSR Committee and the Governing Body in February 2022.

In considering other items of business arising from the NSR Committee, the Governing Body:

- i) **noted** that the annual report on the Governing Body's diversity for 2020/21 had confirmed that the gender balance remained good and diversity was continuing to improve in terms of ethnicity, the age profile of Governors and disability
- ii) **approved** the amendments to the Governing Body's Primary Statement of Responsibilities to reflect the CUC HE Code of Governance
- iii) **approved** the amendments to the University's Senior Staff Remuneration Framework to reflect the performance ratings used in the University's current Appraisal Policy and Procedure.

The Chair of the Governing Body encouraged Governors to participate fully in the governance review and looked forward to Halpin Partnership's findings.

GB 21/09 STUDENT RECRUITMENT (GB 21/P06)



The Director of Strategic Planning and Business Intelligence recalled that the emerging KPI reporting framework had been presented to the Governing Body at its March and June 2021 meetings. Following feedback from Governors, nine draft corporate KPIs together with targets for 2030, recommended by the Vice-Chancellor's Group, were now being presented for approval, including a new KPI #8 measuring research power.

Each of the proposed KPIs was linked to the four strategic priorities and a new prototype Corporate KPI Scorecard had been developed to measure performance. A reporting calendar had been produced to align corporate KPI sector data releases with the Governing Body's schedule of meetings.

The Chair recalled that a fuller discussion on the proposed corporate KPIs had taken place at the Governing Body's Strategy Session earlier in the day. During the course of that discussion, Governors had made a number of suggestions including the need to consider alternatives for KPI #6 (*Staff Engagement measured in staff survey: Question: I am proud to work for the University*) which would better reflect staff views on what it is like to work here. Subject to the points made in the earlier discussion and development of KPI #6, the Governing Body **approved** the nine proposed corporate KPIs and associated targets for the 'This is our Time' strategy to 2030.

GB 21/11 NATIONAL STUDENT SURVEY 2021 (GB 21/P08)

The Governing Body considered the results of the National Student Survey 2021. The Vice-Chancellor reported that Greenwich had dropped 6% in overall satisfaction to 72%. This represented an improvement of 1% against the sector, but Greenwich remained 3% below the sector average. However, there had been some improvement in Greenwich's performance against its core comparator groups. The University had risen from 11th to 7th amongst the University Alliance institutions and from 8th to 6th amongst modern London universities.

Highlights included scores on learning resources and the GSU's representation of students' academic interests, and improvements in the performance of the Medway School of Pharmacy and the Marketing, Events and Tourism Department. The results had also identified some low performing areas; STEM subjects in particular had suffered due to covid, and investment in additional staff resources would be undertaken where needed. An NSS Task Force had been established to identify areas for improvement and action plans put in place to ensure improvement.

GB 21/12 GRADUATE OUTCOMES SURVEY (GB 21/P09)

The Governing Body considered the results of the Graduate Outcomes Survey 2021. The Director of Strategic Planning and Business Intelligence reported that this was the second year of the survey and the data related to graduates in 2018/19. The pandemic had significantly affected the labour market but the proportion of Greenwich's leavers in employment and/or study had only fallen by

1% to 87%. This was in line with the sector but better than many of the main comparator institutions, and had enabled Greenwich to move to 2nd position amongst core comparators and modern universities.

The University's KPI #3 (Graduate Outcomes: highly skilled employment and/or further study) had dropped by 2% to 71% since the last survey, while the proportion of employed graduates in highly skilled professions had increased by 1% to 74%. Unemployment rates had increased by 4% to 9%, broadly reflecting the sector trend, but remaining below the rates of all but one of the core comparator institutions.

It was reported that the data from the study would be used by the OfS in a new 'PROCEED' metric. Using their calculations for employability, Greenwich's performance had declined by 2% compared to a 5% drop in the sector median. This improvement had had a positive effect on the University's position in the Times Good University Guide league table.

The Vice-Chancellor reported that the University's employability operations were being reorganised. The team would be reshaped and resources rebalanced across the Faculties to ensure that the employability curriculum was embedded into academic programmes. The Governing Body acknowledged the importance of the University's employability work for its students.

GB 21/13 OfS STATEMENT OF EXPECTATIONS ON HARASSMENT AND SEXUAL MISCONDUCT (GB 21/P10)

The Governing Body considered a high level review of the University's student-related policies on harassment and sexual misconduct and the action plan in response to the OfS Statement of Expectations for Preventing and Addressing Harassment and Sexual Misconduct Affecting Students in Higher Education. The OfS would be assessing how the sector had responded to the Statement and whether it should be linked to the OfS's conditions of registration.


The University Secretary reported that a steering group led by the Vice-Chancellor had been set up to oversee the action plan. The action plan set out measures to address gaps and areas for improvement within existing systems, policies and procedures. An evaluation of resources, together with a staff training needs assessment, would be undertaken and consideration given to procuring an online reporting tool and case management package. A separate policy review would be undertaken by the University's solicitors ensure compliance with best practice.

It was reported that the OfS Statement of Expectation required clear governance oversight and accountability for harassment and sexual misconduct and placed a responsibility on governing bodies to ensure that the University's approach was adequate and that relevant risks were being mitigated. It was proposed that future governance oversight would be through an annual report on compliance with the Statement of Expectations which would include an anonymised overview of cases in the previous year. The report would be considered by the Safeguarding and Compliance Group and the Vice-Chancellor's Group prior to consideration by the Academic Council and the Governing Body.

The Governing Body emphasised the importance of this work to the student experience and was pleased to note the engagement with the GSU on the matter. The proposed reporting framework for reviewing compliance with the Statement of Expectations was approved. The first report covering 2020/21 would be submitted to the Governing Body's meeting in February 2022.

GB 21/14 ANNUAL RESEARCH AND KNOWLEDGE EXCHANGE ACTIVITIES 9GB 21/P11)

The Governing Body considered the annual report of research and knowledge exchange activities during 2020/21. The year had been affected by Covid-19 restrictions and adaptations had been made to maintain activities where possible. Academic extensions and financial support had been put in place for postgraduate research students whose studies had been severely disrupted. Despite the challenging environment, there had been some impressive research developments. The number of outputs deposited in the University's research repository had exceeded 1,000 and a piece of published research on the impact of wearing face masks had been assessed as being in the top 5% of research papers in the world.

 Postgraduate student numbers had remained relatively static although completions had been disappointing.

It was reported that the outcome of the Research Excellence Framework 2021 had been postponed to May 2022. The University had made a submission in 12 Units of Assessment and most of the key indicators had doubled since the REF 2014. The University was hopeful of a positive outcome.

The Research and Enterprise Training Institute had organised a total of 170 training sessions for researchers during the year, and its work continued to be instrumental in developing the research community.

The results of the first annual assessment in the Knowledge Exchange Framework exercise which took place in Autumn 2020 had been received and would be used to inform strategic aspirations, including a more cohesive coordination of activities across the institution.

FORMAL AGENDA

GB 21/15 GOVERNING BODY COMMITTEES: MATTERS REQUIRING APPROVAL (GB 21/P12)

The Governing Body received a summary of decisions by its committees requiring the Governing Body's approval. The following matters were approved:

- (i) *From the Academic Council meeting held on 13 October 2021:*
 - Academic Council: Revised Composition (Information Pack)

- (ii) *From the Nominations, Staffing & Remuneration Committee held on 5 October 2021:*
- Annual Review of Senior Staff Remuneration Framework (Information Pack)
 - Governing Body Statement of Primary Responsibilities (Information Pack).

GB 21/16 INFORMATION PACK

The Governing Body received the following documents which had been circulated separately as an information pack:

- (i) Academic Council: Revised Composition (GB 21/P13)
- (ii) Complaints to the OIA in 2020 (GB 21/P14)
- (iii) Office for Students Regulatory Framework: Assessment of Compliance with Ongoing Conditions of Registration (GB 21/P15)
- (iv) Senior Staff Remuneration Framework (GB 21/P16)
- (v) Governing Body Statement of Primary Responsibilities (GB 21/P17)
- (vi) Governor Attendance Data for 2020/2021 (GB 21/P18)
- (vii) Annual Statement on Research Integrity 2020-21 (GB 21/P19)
- (viii) Governing Body Cycle of Business 2021-22 (GB 21/P20)
- (ix) The minutes of the following Governing Body committees:
 - Audit & Risk Committee held on 14 June 2021 (GB 21/P21)
 - Audit & Risk Committee held on 20 September 2021 (GB 21/P22)
 - Academic Council held on 23 June 2021 (GB 21/P24)
 - University Health & Safety (H&S) Committee held on 16 June 2021 (GB 21/P25)
 - University H&S Committee held on 28 July 2021 (GB 21/P26)
 - University H&S Committee held on 7 September 2021 (GB 21/P27).

The meeting ended at 18:55.

T.A.Brighton
3 November 2021