

the
GOVERNING BODY

**MINUTES of the Governing Body held on
Tuesday, 16 May 2023 in Room 103, Hamilton House, 15 Park Vista, Greenwich SE10 9LZ
and via Microsoft Teams, commencing at 17:00**

Present:

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

In attendance:

Mrs T Brighton (SEO Governing Body)(minutes)
Mr P Garrod (University Secretary) (via Teams)
Ms D Hoey (Governance Support Officer)
Professor J Marie (PVC Education)(for GB 22/80)
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: Mr A Sharma

The Chair welcomed Krishmi Karki, who had succeeded Yasinur Rashid Javed as GSU President and Student Governor on 13 May 2023. Ms Karki would serve as GSU President until 30 June 2023 when she would be succeeded by Anuj Baral, who had been elected as GSU President in the 2023 elections.

GB 22/73 DECLARATIONS OF CONFLICT OF INTERESTS


The Chair declared a conflict of interest as a member of the Royal Parks Board in connection with the Devonport House project (see minute 22/79).

GB 22/74 MINUTES OF PREVIOUS MEETING AND ACTION LIST (GB 22/81)

The minutes of the business meeting held on 23 February 2023 and the Strategy Day held on 15 March 2023 were approved. The actions list was received.

GB 22/75 VICE-CHANCELLOR'S REPORT (GB 22/P82)

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

- The next tranche of strategic plan projects and priorities for the coming six months had been determined. The executive recognised that the list was ambitious in terms of finances, capacity and change load. A workshop had been held to reduce it to a more manageable size, with a more targeted approach focused on projects which would make a real difference. Details would be provided to the next meeting.
- As a consequence of the OfS implementing changes to the National Student Survey (NSS), the corporate KPI on student satisfaction would need to be reviewed. A proposal would be brought to the Governing Body once the next NSS results were published.
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- The University and College Union (UCU) had had 18 days of strike action since the start of the year and had successfully re-balloted for further strike action, including action short of a strike consisting of a marking and assessment boycott. The boycott would start on 20 April and steps were being taken to ensure that there was no disruption to students.
- The OfS had published information on how it regulated financial sustainability within higher education. A number of providers were currently subject to formal monitoring.
- The Vice-Chancellor announced that she had been elected to the Universities UK Board. She would also be involved with the work of Public First and Progressive Britain in looking at public opinion on tuition fee reform.

GB 22/76 STUDENT GOVERNOR'S REPORT (GB 22/P83)

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

- (i) This year's leadership elections had attracted 33 candidates and a record-breaking number of student votes (4,512), making it one of the highest turnouts in students' unions across the country. More work was needed to engage greater numbers of candidates from all campuses to ensure full representation of students.
- (ii) An extensive induction programme was being run for the incoming Officers before they embarked on their separate campaigns. There would be a focus on poverty-breaking projects, mental health, EDI and supporting students with the cost of living.
- (iii) Following concern about the impact of the UCU strikes, an all-student referendum had been run to assess student opinion. The turnout failed to meet the quoracy requirement. Consequently, the GSU's position remained in support of academic staff.
- (iv) The Wellbeing & Retention Project was continuing. Over 5,884 check-ins on students had been completed since October 2023, with 290 referrals for support. The project was funded by the University and the GSU met termly with University staff to discuss trends. The Governing Body agreed that this was important work and appreciated the contribution of the GSU and

its students in its execution. It was pleased to note that the project would continue into 2023/24.

The Governing Body thanked the GSU President for the report.

GB 22/77 RESEARCH AND KNOWLEDGE EXCHANGE (GB 22/P84)

The Deputy Vice-Chancellor (Research & Knowledge Exchange) (DVC (RKE)) provided an overview of the University's research and knowledge exchange work.

The Research and Knowledge Exchange Sub-Strategy set the ambition for the University to be top of its peer group in the Research Excellence Framework (REF) and the Knowledge Exchange Framework (KEF) by 2030. Two strategic KPIs (KPI7 and KPI8) had been set relating to R&KE income and power.

The University had performed excellently in the REF 2021

There had been significant improvement in the quality of impact case studies. Four case studies had been assessed as world leading and the Law School studies had been entered for a Queen's Anniversary Prize.

Other headlines included:

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The focus would be on improving the impact of the University's research to prepare for REF 2028. New research centres and institutes were being established to develop and deliver high quality, collaborative R&KE activities. The Governing Body asked about the contributing factors behind the decline in the numbers of postgraduate research students. The DVC (RKE) reported that financing was a principal cause. Growing numbers was a particular challenge and novel ways of completing PhDs needed to be devised. A Doctoral College, currently being scoped, would help to build numbers.

The Governing Body was impressed with the direction of travel and asked whether the current rate of progress could be sustained. The DVC (R&KE) stated that high quality research took time and investment. Meeting the external research funding targets as a proportion of rising University wide income would be a key challenge. As the University's overall income increased (mainly driven by tuition fees), it would become harder to hit the KPI relating to research income as a percentage of the whole. In order to achieve KPI8 on research power, two-thirds of all academic staff needed to be involved in high quality research. Early career academics needed to be supported to develop their research and teaching career and this was a specific project within the R&KE Strategy.

The Governing Body welcomed the update on progress since REF 2021.

GB 22/78 FINANCIAL OUTLOOK (GB 22/P85)

The Chief Financial Officer (CFO) provided an update on the longer-term financial outlook. The budget setting and financial planning process was underway; the 2023/24 budget and five-year financial plan would be presented to the June meeting of the Governing Body for approval. [REDACTED]

[REDACTED]

[REDACTED]

GB 22/79 MAJOR CAPITAL PROJECTS (GB 22/P86)

The Governing Body received an update on two major projects being progressed as part of the Estates Enabling Strategy.

79.1 Greenwich Business School (Devonport House)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

79.2 Engineering & Science, Medway campus

The Chief Operating Officer reported that investment in the Medway campus focussed on the creation of a modern facility for engineering, science and research. [REDACTED]

[REDACTED]

[REDACTED]

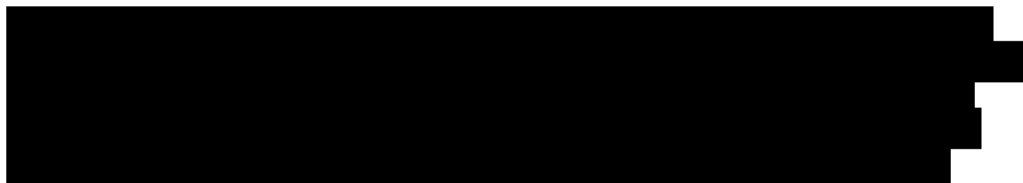
[REDACTED]

[REDACTED]

The Governing Body noted the challenges involved in simultaneously managing these two significant projects. It looked forward to a further update. It was reported that an extraordinary meeting of the Finance Committee might be needed in the summer in the event that decisions had to be made outside the committee cycle.

GB 22/80 REVIEW OF THE DEGREE ALGORITHM FOR UNDERGRADUATE HONOURS DEGREE CLASSIFICATIONS (GB 22/P87)

The Pro-Vice-Chancellor Education presented proposed changes to the degree algorithm for undergraduate honours degrees. The degree algorithm had been reviewed to ensure that it best reflected the level of attainment students reached by the time they left the University. Modelling indicated that increasing the weighting of level 6 would have a positive impact on degree classifications and was also likely to help to close the BAME Awarding Gap.



The PVC Education reported that the new algorithm was a fairer way to measure attainment and should benefit all students, especially those who were late developers because of the shift of weighting from level five results to level six results. For the first year of implementation, no student would be disadvantaged, as students would be given the best outcome of both the new and previous algorithms.

The Governing Body **approved** the change to the current degree algorithm for undergraduate honours degrees, effective from the 2022/23 academic year to:

10% (average of all credits at level 5) plus 90% (average of best 90 credits at level 6).

GB 22/81 HARASSMENT AND SEXUAL MISCONDUCT (GB 22/P88)

The Governing Body received an update on actions in response to the Office for Students (OfS) 'Statement of Expectations for Preventing and Addressing Harassment and Sexual Misconduct Affecting Students in Higher Education, including usage of the Report + Support reporting portal and the student training module on Healthy Sex and Relationships.

The report provided information on the OfS's consultation on a proposed new registration condition on student harassment and sexual misconduct. The OfS intended to adopt definitions of harassment and sexual misconduct which would need to be reflected in Greenwich's policies. Amongst other things, there were requirements relating to the maintenance and publication of a 'single document' on relevant policies and procedures and mandatory training for staff and students.

The Governing Body noted that, in its response to the consultation, Greenwich had drawn attention to the additional regulatory burden being imposed on the sector and the unrealistic timeframe for implementation. The OfS would be publishing its final proposals later in the year and Governors noted the extent of the preparations that would be necessary.

GB 22/82 STRATEGIC RISKS (GB 22/P89)

The University Secretary presented the report on strategic risks and the updated strategic risk dashboard (May 2023). The dashboard had been updated to reflect the revision of the Strategic Risk Register (SRR) discussed at the March meeting of the Audit & Risk Committee (ARC) and developments since then. No revisions to scorings had been proposed but some updates had been made to SSR3 (*financial outlook*), SSR4 (*student continuation*) and SSR7 (*BAME Awarding Gap*).

It was reported that the risks and the dashboard now incorporated the associated risk appetite and tolerance based on the revised Statement of Risk Appetite approved by ARC in March 2023.

Given the inflationary environment and its impact on the capital plan, it was suggested that the risk on financial sustainability should be reviewed. This would take place at the Vice-Chancellor's Group and reported to ARC and Governing Body in June. The Chief Financial Officer assured Governors that mitigations were in place.

GB 22/83 STRATEGIC KPIS (GB 22/P90)

The Governing Body noted the regular update on strategic KPIs. The report provided updates on the Inclusivity and Culture metrics (Gender Pay Gap and Staff Engagement) and included an initial update on two of the Student Success metrics (Continuation and the Awarding Gap).

It was noted that the Office for Students had made methodological changes to the calculation of the Continuation and Awarding Gap metrics. An update on all Student Success metrics would be presented to the October 2023 meeting.

GB 22/84 HONORARY DEGREE REVOCATION (GB 22/P90a)

A question was raised about the arrangements for monitoring recipients of honorary awards. The Vice-Chancellor advised that the Alumni & Development team was changing the University's approach to engagement with its honorary graduates to forge a closer relationship. This would help to identify any issues that might arise which required consideration of whether an award should be revoked.

GB 22/85 GOVERNING BODY COMMITTEES: MATTERS REQUIRING APPROVAL
(GB 22/P91)

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

- (i) From the Audit & Risk Committee held on 20 March 2023:
 - Revised Risk Management Policy
 - Revised Risk Management Guidance
 - Revised Statement of Risk Appetite

GB 22/86 INFORMATION PACK

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

- 85.1 From the Audit & Risk Committee held on 20 March 2023:
 - Revised Risk Management Policy, Risk Management Guidance and Statement of Risk Appetite (GB 22/P92)
- 85.2 From the Finance Committee held on 24 April 2023:
 - Q3 Full-Year Forecast for 2022/23 (GB 22/P93)
- 85.3 Governing Body Cycle of Business 2022/23 (GB 22/P94)
- 85.4 The minutes of the following Governing Body meetings:
 - Audit & Risk Committee held on 23 January 2023 (GB 22/P95)
 - Nominations, Staffing & Governance Committee held on 31 January 2023 (GB 22/P96)
 - Finance Committee held on 6 February 2023 (GB 22/P97)
 - Academic Council held on 25 January 2023 (GB 22/P98).

The meeting ended at 19:00.

T A Brighton / Peter Garrod
14 June 2023