

Introduction

1. We would like to thank everyone who participated in this effectiveness review. The spirit of openness and desire to learn and improve was notable, and is in itself an indication of healthy governance.
2. In our opinion, the Governing Body can be assured that governance at the University of Greenwich is 'effective' and 'very good', with many areas of 'leading edge' practice. These are set out in the Maturity Framework at **Appendix 1** and described in more detail in the report which follows.
3. We believe that you are **compliant with the CUC code**, however we have one recommendation (**PR4**) concerning Nominations, Staffing & Remuneration (NSR) committee that we believe would enable you to more clearly demonstrate your compliance.
4. We would invite the Governing Body to consider the whole report and decide how you wish to take our recommendations and suggestions forward. We **recommend** that a working group is established to take forward the review, and that the group reports on progress to the Governing Body via the Nominations, Staffing and Remuneration (NSR) Committee (**R1**). Halpin will provide an implementation pack to support the working group and will return in 6-12 months to conduct a short impact review.
5. We have set out 20 **recommendations** and 20 **suggestions**. These are noted throughout the report and summarised in tables at the end of this report. We selected 6 **priority recommendations** which we believe will have the most impact on your governance and should therefore be considered as a priority.
6. The number of recommendations and suggestions should not be taken as an indication of any weakness in governance; we offer them in response to your desire to further improve and strengthen your governance. A significant number of recommendations and suggestions relate to what might be considered as good housekeeping – updating documents, checking for consistency, improving clarity and publishing on your website. We note that due to the pressures of Covid-19 some of these housekeeping activities have had to be delayed.
7. We have been impressed by the Governing Body-level governance at Greenwich and we have found many examples of good practice, which we have noted throughout the report. These include the following activities which we would particularly like to **commend**:
 - The culture that has been built and the willingness of staff and Governing Body members to learn and improve practice.
 - The quality of Chairing of the Governing Body and its committees.
 - The work done to make Governing Body papers high quality and more succinct.
 - The high level of engagement from Governors in the development of the new strategy.
 - The commitment to diversity and creation of a Governor diversity survey to have more accurate diversity monitoring data.
 - The creation of the Governor engagement framework.
 - Transparency and raising awareness of Greenwich legal reporting at the Audit and Risk Committee.
 - Self-assessments of Governing Body committees and the prompt consideration of CUC guidance and action taken by the Audit and Risk Committee.

- Standing agenda item for Student President prioritised within Governing Body meetings.

Conclusion

121. In concluding our review of governance effectiveness at the University of Greenwich, the Governing Body can be assured that governance is 'very good' with many areas of 'leading edge' practice. Importantly, we can see an improving direction of travel over the last 12-18 months since the appointment of the new Governing Body Chair and Vice-Chancellor. Your members are skilled and committed, there is a strong values-driven culture of inclusion, learning and accountability.
122. The mapping of our review findings against the Maturity Framework (Appendix 1) reflects our view that you have many areas of sector-leading practice. Implementation of the recommendations that we have made should support your quest to take governance at the University from good to great. We are aware that some of our recommendations and suggestions reflect areas that you have already begun to consider for actions to improve.

Table 4: Review Findings

OfS Requirements	Meets requirements
Higher Education Code of Governance (CUC Code 2020)	Complies
Higher Education Senior Staff Remuneration Code	Complies
CUC Audit Code of Practice	Complies
Halpin Governance Maturity Framework	See Appendix 1. Very good overall, with many leading-edge areas