Governance: Executive Board and Executive Board Subcommittees
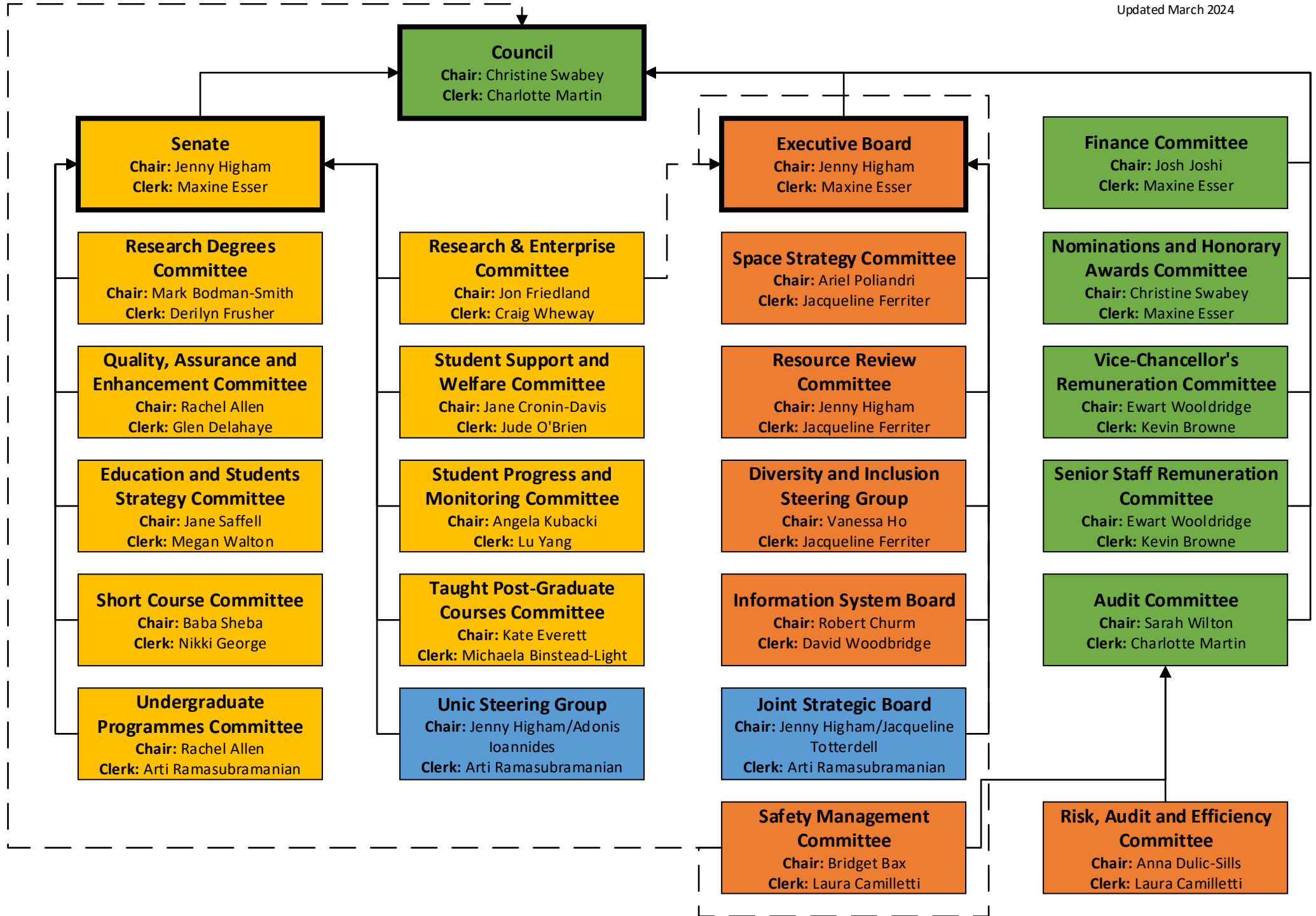
FOR 2023-2024 ACADEMIC YEAR

GOVERNANCE, LEGAL AND ASSURANCE SERVICES

Council
Chair: Christine Swabey
Clerk: Charlotte Martin

Senate
Chair: Jenny Higham
Clerk: Maxine Esser

Executive Board
Chair: Jenny Higham
Clerk: Maxine Esser

Finance Committee
Chair: Josh Joshi
Clerk: Maxine Esser

Research Degrees Committee
Chair: Mark Bodman-Smith
Clerk: Derilyn Frusher

Research & Enterprise Committee
Chair: Jon Friedland
Clerk: Craig Wheway

Space Strategy Committee
Chair: Ariel Poliandri
Clerk: Jacqueline Ferriter

Nominations and Honorary Awards Committee
Chair: Christine Swabey
Clerk: Maxine Esser

Quality, Assurance and Enhancement Committee
Chair: Rachel Allen
Clerk: Glen Delahaye

Student Support and Welfare Committee
Chair: Jane Cronin-Davis
Clerk: Jude O'Brien

Resource Review Committee
Chair: Jenny Higham
Clerk: Jacqueline Ferriter

Vice-Chancellor's Remuneration Committee
Chair: Ewart Wooldridge
Clerk: Kevin Browne

Education and Students Strategy Committee
Chair: Jane Saffell
Clerk: Megan Walton

Student Progress and Monitoring Committee
Chair: Angela Kubacki
Clerk: Lu Yang

Diversity and Inclusion Steering Group
Chair: Vanessa Ho
Clerk: Jacqueline Ferriter

Senior Staff Remuneration Committee
Chair: Ewart Wooldridge
Clerk: Kevin Browne

Short Course Committee
Chair: Baba Sheba
Clerk: Nikki George

Taught Post-Graduate Courses Committee
Chair: Kate Everett
Clerk: Michaela Binstead-Light

Information System Board
Chair: Robert Churm
Clerk: David Woodbridge

Audit Committee
Chair: Sarah Wilton
Clerk: Charlotte Martin

Undergraduate Programmes Committee
Chair: Rachel Allen
Clerk: Arti Ramasubramanian

Unic Steering Group
Chair: Jenny Higham/Adonis Ioannides
Clerk: Arti Ramasubramanian

Joint Strategic Board
Chair: Jenny Higham/Jacqueline Totterdell
Clerk: Arti Ramasubramanian

Safety Management Committee
Chair: Bridget Bax
Clerk: Laura Camilletti

Risk, Audit and Efficiency Committee
Chair: Anna Dulic-Sills
Clerk: Laura Camilletti

Terms of Reference – Executive Board

Executive Board is to have oversight of strategic and operational matters (including finance and policy) in any domain of St George's, University of London (SGUL) business on behalf of Senate and Council, and to advise Senate and Council on the same.

Executive Board is to ensure the effectiveness of St George's in achieving its strategic plans, and to consider Council's legal responsibilities to the institution.

Responsibilities, Purpose and Authority

Strategic

1. To ensure the effectiveness of St George's, University of London in achieving its strategic plans. This includes setting and monitoring the implementation of the strategic and operational plans and performance against KPIs.
2. To advise Senate, Council and its relevant sub-committees and sub-committees of the Executive Board (where appropriate) on horizon scanning strategic issues that could impact SGUL.
3. To take a strategic overview of the information requirements of the research, teaching and corporate activities of the University receiving periodic reports from the Information Systems Board.
4. To receive high level reports from the Information Governance Steering Group in relation to Cybersecurity, Data Protection and information and records management related risks to the institution. Receive an Annual Penetration Testing Report (including social and technical testing).
5. To monitor SGUL's performance in national and international league tables, receiving updates from the League Table Focus Group on strategies devised to improve performance, whilst remaining aligned with SGUL's mission, vision and values.

Finance, Planning and Resource Allocation

1. To have oversight of the financial performance of SGUL activities, at institutional level, and to consider and recommend the implementation of agreed initiatives to improve financial performance, reporting and providing assurance to Finance Committee.
2. To have oversight of and receive updates on the Planning Round process (including all Capital and I&E) to develop 5-year business and financial plans, aligned to the institutional strategic plan.
3. Within the overall budgets agreed by Finance Committee and Council, to agree budgets and operating plans for academic and administrative units within the organisation.
4. To review regular financial reports, including the management accounts and ensure that information circulated to the Finance Committee is robust, timely and accurate and that action is taken as required. In addition to ensure that the agreed budgets are achieved. This includes setting expectations to senior management responsible for all areas of the business, reporting on financial performance of these areas and holding relevant management to account and recommending mitigating action where financial performance is not as expected.
5. To take an overview of education resourcing and space allocation by receiving periodic reports from the Education Student Strategy Committee on decisions made in relation to proposals and business plans for new programmes of study or for continuation of existing programmes of study.
6. To oversee and co-ordinate the development of appropriate sharing of service delivery and joint procurement of service contracts with Kingston University and St George's NHS Healthcare Trust.
7. To approve tuition fees on an annual basis.
8. To approve fees for Horton Halls on an annual basis.
9. To approve student recruitment targets on an annual basis.

Governance and Monitoring

1. Receive correspondence from Professional, Statutory and Regulatory Bodies (PRSBs) as required, such as the Office for Students (for example the Annual Provider Review etc.) and UKRI and respond accordingly (internally or externally).
2. Receive relevant statistics against KPIs from Groups or other Committees as appropriate (such as performance against student recruitment figures).
3. Receive and approve the Annual Financial Return to the OfS. This will include the Prevent Duty Annual Report.

Partnerships

1. To receive reports from the Quality and Partnerships Directorate on:
   - SGUL's formal collaborative partnerships, such as the University of Nicosia Medical School (via reports on relevant items from the University of Nicosia Executive Steering Group).
   - SGUL's strategic alliances, such as the St George's Healthcare NHS Foundation Trust (via the reports from the Joint Implementation Board), St George's Mental Health Trust and King's Health Partners.
2. To review and approve (and where relevant, to make recommendations to Council) new partnerships and other agreements with external bodies.

Estates

1. To take a strategic overview of the arrangements for the allocation of estates, facilities and use of space and occupancy within the Institution; including capital plans, master plans and monitoring of progress of such projects. Reporting and seeking approval to and from Finance Committee and Council.
2. To receive high level reports on health and safety, including legislative and regulatory compliance, from the Estates and Facilities Directorate and the Safety Management Committee.

SGUL Oversight

1. To receive advice (and Minutes where indicated) from the following Committees in relation to the above:
   - Education and Student Strategy Committee (Minutes to Senate)
   - QAEC (Minutes to Senate)
   - Research and Enterprise Committee (Minutes to Senate)
   - Joint Strategic Board (Minutes to Executive Board)
   - Safety Management Committee (Minutes to Executive Board)

2. Delegate authority to (and receive minutes from) the following Committees:
   - **Risk, Audit and Efficiency Committee** for oversight of the strategic risk monitoring framework, including ownership of the institutional risk register, effective risk management, for receiving internal audit reports; and that the recommendations arising from internal audit reports are being followed-up in a timely manner.
   - **Diversity and Inclusion Steering Group** to lead and enable an embedded and sustained focus on diversity and inclusion across all areas of activity at St George's, University of London.
   - **Information Systems Board** for oversight of the information requirements of the research, teaching and corporate activities of the University and ensure an appropriate information strategy and related policies and procedures are in place. To consider and approve proposed capital investment and prioritisation and to ensure that projects are routinely monitored.
   - **Space Strategy Committee**

3. Delegate authority to:
   - **Resource Review Committee** to review and approve resourcing requests to ensure that the organisation is appropriately resourced and configured in terms of capacity and capability, in line with organisational priorities. Examples include: recruitment, changes to terms for existing post holders, restructuring proposals, engagement of self-employed workers. Receive reports and statistics on workforce data as required. The RRC will also consider sector issues such as annual pay settlement or wider remuneration changes e.g. pension changes.
   - **Education Student Strategy Committee** to consider proposals and business plans for new programmes of study from a non-academic context, or for continuation of existing programmes of study, in accordance with strategic priorities and available resources, and approval of business plans for new courses.

Membership:

Vice-Chancellor (Chair)	Professor Jenny Higham
Deputy Vice-Chancellors	Professor Jon Friedland (Research and Enterprise)
	Professor Jane Saffell (Education)
Interim Chief Operating Officer	Dr Anna Dulic-Sills
Interim Deputy Chief Operating Officer	Naz Hussain

Deans and Associate Dean:

Dean for Student Conduct and Compliance	Angela Kubacki
Dean for Equality, Diversity and Inclusion	Dr Vanessa Ho
Dean for Student Welfare and Support	Dr Jane Cronin-Davies
Associate Dean for Access and Participation	Dr Rosie MacLachlan

Directors of Institutes:

Medicine, Biomedical & Allied Health Education	Professor Rachel Allen
Molecular and Clinical Sciences	Professor Guy Whitley
Infection and Immunity	Professor Julian Ma
Population Health	Professor Charlotte Clark
Director of Cross Cutting Research Themes	Professor Jodi Lindsay
Head of the Graduate School	Dr Carwyn Hooper
Chair of the Safety Management Committee	Professor Deborah Baines
Academic Lead for External Engagement	Professor Iain Beith

Professional Services Directors:

Director of Finance	Susan McPheat
Director of Planning	Dr Julie Leeming
Acting Director of Human Resources and OD	Kevin Browne
Director of Estates and Facilities	Graham Schofield
Director of Information Services	Rob Churm
Director of Communications and Engagement	Rachel Wheeley
Acting Director of Marketing, Student Recruitment and Admissions	Sarah de Gatacre
Academic Registrar	Jenny Laws
Director, Joint Research and Enterprise Office	Mark Cranmer
Acting Director of Research Operations	Dr Ariel Poliandri
Director of Education Operations	Noreen Kassem
Director of Governance, Legal and Assurance Services	Charlotte Martin
Director of Quality and Partnerships	Derek Baldwinson

Students' Union
Student Union President of Education   Eshan Sabesan

Ex officio: Due to the breadth of activity covered by the Executive Board, it will be necessary to invite colleagues from the Institutes or Professional Services Directorates from time to time.

In Attendance: Dr Maxine Esser, Head of Governance (Clerk)

Deputies
Members are permitted to send deputies in the event that they are not able to attend a meeting. The Clerk should be advised in advance if a deputy is to attend.

Quorum
The quorum is 10 members.

Frequency of Meetings
The Executive Board meets 6 times per year, normally in the following months: September, November, January, March, May, June.

Mode of Operation
- The Committee will receive minutes from Risk, Audit and Efficiency Committee, Safety Management Committee, Information Systems Board, Information Governance Steering Group, Diversity and Inclusion Steering Group, Space Strategy Committee, Joint Strategic Board, Learning Resources User Group, League Table Focus Group.
- The Clerk to the Executive Board will normally be a member of staff from Governance, Legal and Assurance Services (or other appropriate independent individual).

Approved by Council: 10 October 2023

Space Strategy Committee 2023-24

Purpose

To have the strategic oversight of and control over St George's, University of London (St George's) space and advise the Executive Board on strategic matters relating to the space.
To ensure the effective use of space in a consistent and transparent manner.
To advise and support the Space Management Group.

Constitution

1. The Space Strategy Committee reports to the Executive Board.

2. The Space Strategy Committee is responsible for setting up, overseeing, reviewing and monitoring the St George's Space Sub-Strategy ensuring it aligns with the University's Education and Research strategies.

3. The Space Strategy Committee is chaired by the university's Director of Research Operations, supported by deputy co-chairs; the deputy chair in turn chairs the Space Management Group.

4. Space Management Group will be dealing with the operational, day-to-day business.

5. At the request of the Committee Chair, other staff from St George's will be nominated to participate on specific discussions or working groups where the business of the agenda dictates that specialist advice or work is required.

6. Governance, Legal and Assurance Services (GLAS) will provide administrative support for the Space Strategy Committee.

7. Members of the committee are requested to allocate a nominee to attend meetings when they are not available to attend themselves.

8. The Space Strategy Committee will meet quarterly to discuss general business.

9. Any urgent requests will be made virtually/via email, with the Chair being responsible for the final decision.

Membership

1. Chair –Ariel Poliandri
2. Deputy Co-Chair (Chair of Space Management Group) – Noreen Kassem
3. Deputy Co-Chair (Deputy Chair of Space Management Group) – Cheryl Watson
4. Chief Operating Officer –Anna Dulic-Sills
5. Deputy Vice Chancellor (Research and Enterprise) – Jon Friedland
6. Deputy Vice Chancellor (Education) – Jane Saffell
7. Infection and Immunity Institute Director – Julian Ma
8. Institute for Medical and Biomedical Education – Rachel Allen
9. Molecular and Clinical Sciences Institute Director – Guy Whitley
10. Population Health Research Institute – Charlotte Clark
11. Director of Estates and Facilities – Graham Schofield
12. Deputy Director of Estates and Facilities – Liz Gilby
13. Finance Director – Susan McPheat
14. Academic Registrar – Jenny Laws
15. Director of Information Services & SIRO - Robert Churm
16. Estates Space and CAFM Manager – Utsvar Rai
17. ERCM representative
18. President of the Students' Union – by invitation as required
19. Other internal/external (e.g. Trust) members, by invitation as required

Clerk ~~Secretary~~ – Jackie Ferriter (GLAS)

Terms of Reference

1. To take a strategic overview of arrangements for the allocation of space and occupancy within the University, including commercial use.

2. To consider space projects ensuring they align with the university's education and research strategies.

3. On behalf of Executive Board to oversee the Estates Master Plan and to monitor its implementation and effectiveness regarding space management.

4. To agree all internal space reconfigurations within St George's site.

5. To receive regular updates and reports from the Space Management Group, reviewing the space use; proposals from a range of constituencies across the

University; and to provide a decision-making forum where required on allocating space across St George's campus.

6. To advise Executive Board on the achievement of objectives of the Estates Strategy relating to the space.

7. To monitor alignment of the Estates Strategy with other areas of strategic priority e.g., research, education (timetabling).

8. To receive reports on key estates performance indicators and risks relating to the space (and St George's performance against comparator institutions (benchmarking data)).

9. To consider proposals for space capital refurbishment identified as a strategic priority and to submit recommendations to Finance Committee and Council.

10. To be cognisant of St George's University Hospital NHS Trust's space strategy and look for opportunities to work together and align where appropriate.

**Resourcing Review Committee (RRC)
Terms of Reference and Constitution 2023/24**

Purpose

1) To review and approve resourcing requests as detailed below to ensure that the organisation is appropriately resourced in terms of capacity and capability, in line with organisational priorities:

   i.   Recruitment for all new and existing posts (Grades 1-8, Clinical grades and Professorial & Senior Administration) permanent and temporary/fixed term duration of 3 months or longer, including those through agencies and paid on invoice. This includes posts agreed as part of the planning round but does not include posts that are 100% grant funded.

   ii. Extension of fixed-term contracts or increase in hours for roles that are fully or partially funded by SGUL (ie not including posts that are 100% grant funded).

   iii. Changes to terms for all existing post holders, regardless of funding source. This includes appointment to permanency and remuneration changes, such as pay increases, allowances or regrading (this list is not exhaustive). This is to ensure parity across the organisation.

   iv. Any restructuring proposals for all grades. Relevant details should be provided in accordance with the guidance on preparing a business case for restructuring, given as Appendix 2.

   v.   Engagement of self-employed workers, eg professional consultants through a personal service company or agency, in any circumstances at any level.

   vi. Applications for early retirement or voluntary redundancy scheme.

   vii. Any post which is either:
        a. a SGUL post partially-funded by a NHS Trust; or
        b. a NHS Trust post for which a number of PAs will be funded by SGUL.

   viii. Starting salaries above the third incremental point of the relevant grade also require approval, which may be sought prior to the role being advertised or at the time of appointment. RRC have delegated approval for higher starting salaries to the Directors of Finance and HR&OD.

Any post which has not been advertised within three months of being approved at RRC will need to be re-approved.

2) To make recommendations to Executive Board/Council regarding the annual pay settlement or wider remuneration changes eg pension changes.

3) To receive relevant information relating to payroll costs, workforce profile including key trends for consideration.

The Committee has authority delegated from the Executive Board to agree proposals set out above.

Membership
Vice-Chancellor (Chair)
Deputy Vice-Chancellors
Director of Finance
Chief Operating Officer
Director of HR&OD

Quorum
Vice-Chancellor (may elect Deputy Vice-Chancellor to deputise in her absence)
At least one Deputy Vice-Chancellor (in addition to any Deputy Vice-Chancellor deputising for the Vice-Chancellor)
Chief Operating Officer or Director of Finance
Director of HR&OD (or designated alternate)

A member of the HR, GLAS or Vice-Chancellor's Office team will provide administration for the Committee.

APPENDIX 1

Staffing Changes – Approval Process Guidance 2022/23

Resourcing Review Committee (RRC)

- All new and replacement posts of 3 months or longer, including those agreed as part of the planning round and agency workers or those paid on invoice.
- Extension of fixed-term contract or increase in hours for roles funded or part-funded by SGUL
- Changes to terms for existing post holders, eg permanency, pay increase, allowances or regrading
- Any restructuring proposals for all grades
- Engagement of self-employed workers
- Applications for early retirement or voluntary redundancy scheme
- Any post which is either an SGUL post partially-funded by a NHS Trust or a NHS Trust post for which a number of PAs will be funded by SGUL

Finance / JRES / HR

- Temporary appointments up to 3 months, including agency workers

- JRES approval required for any posts, contract extensions or change in hours which are grant funded, including new grant funded posts

- Directors of Finance and HR&OD have delegated authority to approve starting salaries above the third incremental point of the relevant grade. This approval may be sought prior to the role being advertised or at the time of appointment

Appendix 2: Preparing a business case for restructuring – RRC Guidance Note

The Resourcing Review Committee (RRC) considers and approves all proposals for restructuring. This guidance sets out what information needs to be provided in order for RRC to be able to consider a proposal.

1) **Background to the proposal** – to include any significant information regarding the current context of the department (eg new/changed leadership, any reviews/audits that have been conducted leading to this proposal etc).
2) **The rationale for change** – outline the business case for change, including key drivers (eg financial, operational), how it is aligned to strategic priorities both at an organisational and departmental level, what is the expected impact of the changes proposed, what is the impact of not making the changes.
3) **Current and proposed structure** – including organisation charts to show both current and proposed structure, highlighting any key changes including where new roles are being proposed. Identify indicative grades and be clear to use roles rather than names of individuals.
4) **Alternative options** that have been considered, ie alternative structures and why these are not being proposed.
5) **People implications** as a result of these changes (eg roles at risk of redundancy, roles requiring some level of amendment, regrading etc). Consider any wider implications regarding culture impact here.
6) **A financial summary** of the cost of the structure. This should be prepared in consultation with the relevant Finance contact. The new cost should be compared against the current budget and include consideration of both ongoing cost (eg new salaries) as well as one off costs (eg redundancy pay, notice pay), as well as where savings have been identified in order to facilitate, or as a result of, the changes, including any vacancy savings. Set out the longer-term position eg year 1, year 2 if it is likely to change. Consider any further costs including training or recruitment that may be required as a result of these changes.
7) **An equality impact assessment** which considers the demographic profile of people affected in order to consider whether there is a disproportionate impact on any particular group or protected characteristic. If a disproportionate impact is to be found, it needs to be considered and justified as to why.
8) **Timetable** for the restructuring exercise, which considers consultation obligations and annual leave which may need to be factored in. Indicate key roles/responsibilities eg who will lead on different aspects of the restructuring exercise.
9) **All job descriptions** for new or revised roles. If new roles are approved by RRC as part of a restructure, they do not need to be resubmitted to RRC for approval prior to advertising if advertised within 3 months.

Any restructuring proposals should be developed in conjunction with a member of the HR team.

Diversity and Inclusion Steering Group 2023/24

Membership and Terms of Reference

Purpose:

Valuing and celebrating diversity is a strategic priority for St George's, University of London. We aim to make St. George's a great place to work and study, where everyone can thrive.

To achieve our aims, we need to foster a culture that recognises and values the diversity of background, mindset, skills, experience, knowledge and expertise. Diversity and inclusiveness within our community contributes to enhanced thinking, innovation and effective decision making, and ultimately will help us achieve our vision to improve health through inspiring education and focused research.

Terms of Reference:

1. To steer the future direction of diversity and inclusion strategy.
2. To provide governance for and leadership of work streams relating to equality, diversity and inclusion (EDI) among staff and students, including but not limited to inclusive education, Athena SWAN, and race equality actions, as well as generate ideas for future work streams.
3. To oversee a programme of communications and engagement in relation to EDI, to include internal and external communities (e.g. profile-raising activity, reinforcing messages around diversity, and inclusive education activity); and to lead on dissemination of communications within respective departments/institutes.
4. To build insight and learning on EDI matters both within the steering group and across the organisation, including ensuring appropriate learning and development provision for EDI.
5. To develop and drive accountability for EDI through respective departments/institutes and committees, as well as providing stewardship on diversity and inclusion matters.
6. To act as positive role models as inclusive leaders, and develop a common set of values/behaviours for the wider organisation.
7. To act as a consultative forum for HR strategy and initiatives and inclusive education strategies to ensure that diversity and inclusiveness is placed at the heart of all people strategy and practice.
8. To monitor performance in relation to EDI including setting and monitoring KPIs.
9. To act as advocates for equality, diversity and inclusion across the organisation and in relation to staff and students, raising awareness of EDI issues, trends and new thinking and identifying key insights to bring to the steering group e.g. issues/barriers.
10. To create subgroups or task and finish groups, as appropriate to achieve the aims of the Steering Group.

Current membership:

1. Vanessa Ho — Dean for Equality, Diversity and Inclusion; co-Chair
2. Kevin Browne — Director of HR & OD; co-Chair
3. Rachel Wheeley — Director of Communications and Engagement
4. Anthony Albert — Lead for Academic Promotion
5. David Arnold — Chair, Staff LGBTQ+ Network
6. Charlotte Clark — Director, PHRI
7. Jane Cronin-Davis — Dean for Student Welfare and Support
8. Angela Donin — Associate Dean for Equality & Diversity Enhancement
9. Anna Dulic-Sills — Chief Operating Officer (interim)
10. Nathalie Fayers — Chair, Staff Disability Network
11. Ban Haider — Associate Dean for Culture & Development
12. Jenny Higham — Vice-Chancellor
13. Carwyn Hooper — Head of Graduate School

14. Attai Inuenekpo	Student EDI Officer	
15. Jenny Laws	Academic Registrar	
16. Rosie MacLachlan	Associate Dean for Access & Participation	
17. Erin Mcnamara	SU President of Welfare	
18. Axel Nohturfft	Senior Lecturer in Biomedical Science	
19. Aileen O'Brien	Strategic Lead for Student Support	
20. Sanjana Panchagnula	Equality, Diversity & Inclusion Adviser	
21. Eshan Sabesan	SU President of Education	
22. Jane Saffell	Deputy Vice-Chancellor (Education), Inclusive Education lead	
23. Robert Sookhan	co-Chair, Staff Race and Ethnicity Network	
24. Margot Turner	Senior Lecturer in Diversity and Medical Education	
25. Guy Whitley	Interim Director, MCS	
26. Shahib Uddin	co-Chair, Staff Race and Ethnicity Network	

Ex-officio
Sheetal Kavia   Ex-co-Chair, Staff Race and Ethnicity Network
Michelle Moroney   Ex-co-Chair, Staff Race and Ethnicity Network
Anthony Wilson   Ex-co-Chair, Staff Race and Ethnicity Network

Clerk:
Governance Officer (HR & D&I Committees)

Quorum: 8 members

Reports to:

Executive Board

Key relationships

The Steering Group receives reports from key EDI groups, including Inclusive Education Steering Group, Access and Participation Steering Group, Race Equality Action and Engagement Group and Athena SWAN Self-Assessment Team, and the LGBTQ+ Inclusion subgroup. The group also receives updates from The Graduate School EDI WP Working Group, HR Excellence in Research Award Working Group, as well as regular updates from staff networks and student representatives.
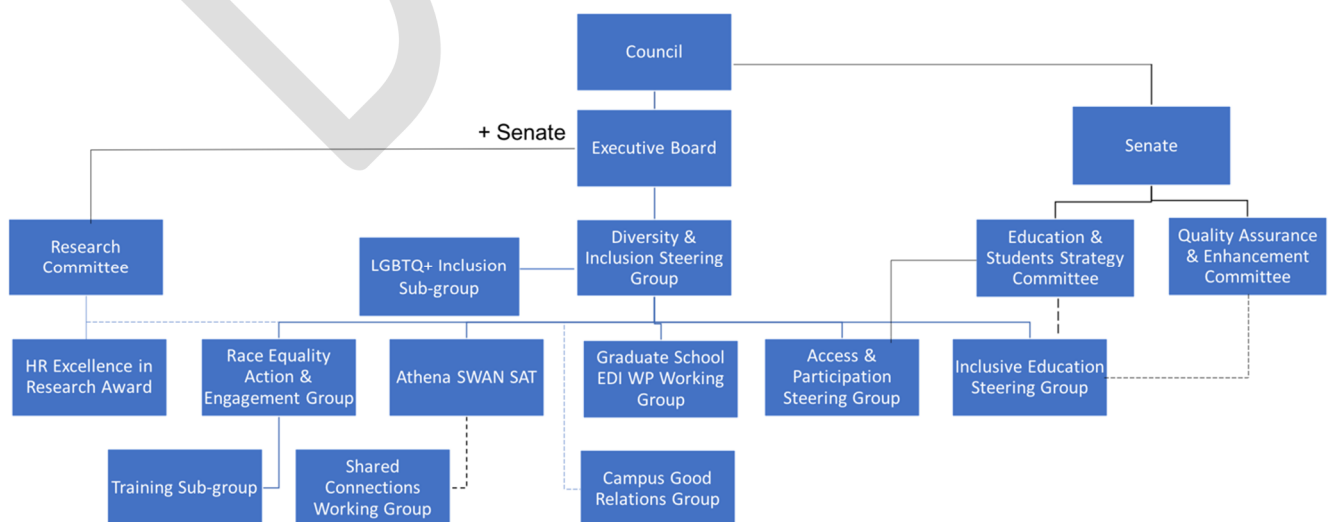
Membership:

Co-Chairs:
Director of HR and Organisational Development / Dean for Equality, Diversity and Inclusion

Members:
Vice-Chancellor
Chief Operating Officer
Institute Directors from at least 2 institutes
Academic Registrar
Deputy Vice-Chancellor (Education)/ Inclusive Education lead
Dean for Student Welfare and Support
Associate Dean for Access and Participation
Associate Dean for Equality and Diversity Enhancement/ Associate Dean for Culture and Development
Equality, Diversity and Inclusion Adviser
Staff Networks chairs
Director of Communications and Engagement
Student Union representatives – SU Presidents (Education and Welfare)
2 x members from Academic or Professional Services areas appointed by an open process
Student EDI Officer
Head of the Graduate School

Clerk:
Governance Officer (HR and D&I Committees)

Meetings will be held 3 times a year.

October 2023

Information Systems Board

Membership and Terms of Reference

Purpose

To **maintain an overview** of the information systems that exist across SGUL to ensure that the data needs of the institution are met in a joined-up and efficient manner.

To **make recommendations** to the Senior Leadership Team, as part of the planning & budget round process, on information systems capital resourcing requests as detailed below to ensure that the organisation is appropriately served in terms of information systems capacity and capability, in line with SGUL Information Strategy and organisational priorities.

To **make recommendations** to Executive Board on wider information systems changes.

Under delegated authority from Executive Board, **take an overview** of systems implementation.

Membership

Chief Operating Officer [Chair]
Director of Information Services (Deputy Chair)
Associate Director of Information Services (Library)
Director of Finance
Director of Planning / Senior Planning Officer
Director of HR
Director of Research Operations
Director of Education Operations (IMBE)
Director of Digital Education
Director of Joint Research & Enterprise Service
Academic Registrar
Assistant Registrar (Systems & Records)
Head of Operational Excellence Projects
Head of IT Services
Head of Corporate Information Services
Head of Information Governance
Students' Union President (or a nominated student representative)
Academic teaching staff representative
Academic research staff representative
Academic clinical staff representative
REF representative
Chair of Research Publications and Data Management Steering Group
Chair of Research IT Hub
EdTech Portfolio Manager
Chair of Learning Environment & Educational Resources Group

Quoracy for meetings will be one third of the membership and including the Chair, Director of Information Services, Director of Digital Education, and Chair of Research IT Hub. The latter two members may appoint delegates in exceptional circumstances.

A member of Corporate Information Services will provide the administrative support for the Board.

Members of the committee are requested to allocate a nominee to attend meetings where they are not available to attend themselves

Terms of Reference

1.   To review bids for information systems capital resourcing requests, taking into account, for example, but not limited to:

- strategic fit for SGUL
- existence of other (already implemented) systems that could deliver the requirement
- integration (or otherwise) with other systems already in use
- data requirements and source of data
- resources required for system implementation, integration and ongoing business as usual
- impact of system on SGUL – eg student experience, institutional metrics
- wider benefits to SGUL of the system
- the proposed merger of SGUL with City, University of London

2.   To prioritise and recommend bids, as appropriate, and prioritise in line with SGUL's Strategy, the SGUL Digital Substrategy, SGUL's organisational priorities and in line with available funding.

3.   To prepare documentation and guidance on information systems capital resource approvals to manage the submission of business cases for information systems capital resourcing bids to both the internal and external annual planning round.

4.   To approve the running of information system pilots (regardless of whether there is/is not a cost associated with the running of the pilot).

5.   To support the education, research and corporate activities of the University by taking an integrated and strategic approach to the approval of information systems capital requests.

6.   To be the authority on the remit and capabilities of information systems that are in operation in the institution and on new systems that are implemented, to avoid duplication and maximise integration.

7.   To meet four times a year and advise and make recommendations to Executive Board on wider information systems strategy issues arising from the Board's considerations.

8.   To consider progress reports from Project Boards, which should include current RAG ratings for projects.

9.   To review strategic information systems' risks via the institutional risk management process, under the remit of the Risk Audit and Efficiency Committee.

10.   To consider and approve requests to decommission information systems that have been implemented.

11.   To own and review the register of Information Systems (ie the Service catalogue).

12.   To promote the value of Information management projects institution-wide and to promote good practice in information management.

13.   To communicate key messages regarding the work of the Board to St George's staff and students.

Link with other committees/groups

The following groups will "follow on", after approval by the Information Systems Board of information systems requests:

- A **Project Board** will be established to **implement** each approved information systems project, reporting to the appropriate Committee or Group.

- **Education Technology Monitoring Group** was established in 2020 (*replacing the TEL Board*) to **monitor, manage, review and develop** implemented systems in-session (= "business as usual"), reporting to Education and Students Strategy Committee. It considers the academic and pedagogic impact of systems and technologies to meet needs and/or deliver innovation/transformation. Specifically, it investigates the use and value of systems associated with teaching and the student experience and considers how they can be put to best use to achieve maximum impact. Whilst not a subordinate committee of the Information Systems Board (ISB), the Teaching and Student Experience Systems Monitoring Group reports in to ISB to inform its strategic overview.

- **Digital Accessibility Working Group** (DAG) was established in 2022 to oversee accessibility matters across the University, ensuring regulatory compliance, risk management, and promotion of good practice. DAG is accountable to the Information Systems Board for reporting and approval purposes.

The following linked groups are already in existence:

- LEERG (**Learning Environment & Educational Resources Group**) – reports to ISB and Student Hub. The group comprises IT, LTS, Estates, administrators and students. It focusses on responses to the learning resources qns on NSS/SES. It has a technical snagging/administrative focus.

- IGSG (**Information Governance Steering Group)** – reports to Executive Board and Council. It provides high level oversight and support to the Senior Information Risk Owner (SIRO). It focusses on the long term information governance framework, monitors progress and provides assurance that information risk is being properly assessed, controlled and mitigated.

- RPAD (**Research Publications and Data Management Steering Group**)

10 October 2023

Safety Management Committee (SMC)

Membership and Terms of Reference 2023-2024

Purpose:

To oversee safety management within St George's, University of London

Terms of Reference:

1.   To take an overview of all matters relating to health and safety within St Georges, University of London (SGUL), including legislative and regulatory compliance.
2.   To promote a culture of awareness of health and safety matters within the institution through regular communications bulletins to staff and students.
3.   To provide, in conjunction with Estates & Facilities, a lead in environmental management at SGUL.
4.   To consider safety, health and environmental strategies and policies, to oversee their implementation, and review as required.
5.   To monitor occupational accidents, dangerous occurrences, and ill health within SGUL.
6.   To monitor fire-related incidents at SGUL.
7.   To oversee the work of the Radiation Safety Committee, the Safety Representatives' Committee, the Pathogen Management and Genetic Modification Safety Committee and the Student Safety and Welfare Committee, including the appointment of subcommittee chairs.
8.   To ensure that reasonable steps are taken to safeguard the health and safety of staff, students, contractors, visitors and members of the public entering SGUL property.
9.   To receive reports from relevant officers including but not limited to the Assistant Director of Safety, Health and Environment, Radiation Protection Adviser, Director of Estates and Facilities, Biological Safety Officer – Genetic Modification (BSO-GM) and Occupational Health Physician as necessary.
10.   To receive reports from assurance providers and a review of actions on recommendations provided by external assurance providers.
11.   To advise Executive Board on the above matters via minutes of each meeting of the SMC.
12.   The Committee will report to Audit Committee prior to Council via*:
       (a) The minutes of the SMC
       (b) The action tracker of the SMC
       (c) One Annual Report outlining the key issues and work carried out for each year
13.   The Committee shall meet at least once in every term.
14.   To regularly review the Governance Arrangements of the Safety Health and Environment Office as required.
15.   To provide a forum for consultation and discussion between management and representatives from trades unions on health and safety matters.
16.   The Committee has the power to co-opt members.

Audit Committee will report SMC business to Council through its regular and annual reporting.

Membership

- A member or nominee of Executive Board [Chair]
- The Chairs of the following committees:
    - Radiation Safety Committee
    - Safety Representatives' Committee
    - Pathogen Management and Genetic Modification Safety Committee
- Assistant Director of Safety, Health & Environment
- Deputy Vice-Chancellor (Research & Enterprise)
- Deputy Vice-Chancellor (Education)
- Chief Operating Officer
- Director of Estates and Facilities
- Director of Finance
- Director of Human Resources and Organisational Development
- Director of Research Operations
- Director of Governance Legal and Assurance Services
- Director of Institute of Medical, Biomedical and Allied Health Education
- Occupational Health Physician
- Safety, Health & Environment Advisor
- Radiation Protection Adviser (Ionising /Laser/Non-Ionising)
- Biological Safety Officer – Genetic Modification (BSO-GM)
- Trades Union and/or elected staff representative/s
    - Unite
    - UCU
    - BMA
- Students' Union President of Education

In attendance:

- Senior Governance Officer (Risk Management) [Clerk]
- Head of Health and Safety (St George's University Hospitals NHS Foundation Trust)

NB: It is required that where a member cannot attend they send a Nominee. It is recommended that where a members sends a Nominee to meetings, there should be one designated nominee for the sake of consistency at meetings.

Risk Audit and Efficiency Committee (RAEC)
Membership and Terms of Reference

Purpose
The Risk Audit and Efficiency Committee is responsible for oversight of the management of strategic risk across the institution, and the monitoring of internal audit recommendations.

Membership
In order to ensure that the full range of risks are covered, the Risk Audit and Efficiency Committee consists of the following members and attendees:

- Chief Operating Officer [Chair]
- Deputy Vice-Chancellor (Education)
- Deputy Vice-Chancellor (Research and Enterprise)
- Deputy Chief Operating Officer
- Director of Institute of Medical Biomedical and Allied Education
- Director of Molecular and Clinical Research Institute
- Director of Infection & Immunity Institute
- Director of Population Health Research Institute
- Dean for Student Welfare & Support
- Dean for Equality, Diversity & Inclusion
- Director of Finance
- Director of Estates and Facilities
- Director of Planning
- Director of Human Resources and Organisational Development
- Director of Governance Legal and Assurance (GLAS)
- Director of Research Operations
- Director of Education Operations and Programme Management
- Academic Registrar
- Director of Quality and Partnerships
- Director of Information Services
- Director of Joint Research and Enterprise Services
- Director of Marketing, Student Recruitment & Admissions
- Director of Communications & Engagement
- Head of Outreach and Widening Participation
- Head of Counselling
-
- Assistant-Director of Safety Health and Environmental
- Associate Dean for Access and Participation
- Associate Dean for Student Experience
- Associate Dean for Student Outcomes
- Associate Dean for Environmental Sustainability

In attendance:
- Senior Governance Officer (Risk Management) [Clerk in attendance]

Deleted: and

Deleted: <#>Director of External Relations and Communications¶
Associate Director of Marketing and Student Recruitment¶

Deleted: Deputy-Director of Research Operations

NB: It is required that where a member cannot attend they send a Nominee. It is recommended that where a member sends a Nominee to meetings, there should be one designated nominee for the sake of consistency at meetings.

Terms of Reference

The Risk Audit and Efficiency Committee will meet three times a year and will be responsible for:

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- Implementing the institutional Risk Management Policy and related communications.
- Monitoring the internal audit recommendations of the institution and reporting onwards to Audit Committee.
- Ensuring the Strategic Risk Register is reviewed and maintained three times per academic year.
- Organisation of an annual workshop to re-identify and re-evaluate high-level risks, and evaluating the risk management registers on more specific reviews (e.g. institute, function or project level) carried out on its behalf.
- To request new management risk registers for significant institutional projects, and to regularly review the list of management risk registers to ensure it adequately represents the current business of the institution.
- Reporting on an exception basis to the Executive Board on matters that require their immediate attention. This is done with reference to the organisation's differing risk appetite and definition of unacceptable risk in different areas.
- Each update of the Strategic Risk Register will be circulated to the membership of Executive Board for information.
- The Risk Audit and Efficiency Committee reports to termly meetings of Audit Committee and Council.

	Deleted: each

- Annual review of the Risk Management Policy.
- Annual review of the Whistleblowing Policy.

Terms of Reference – Operational Plan Monitoring Group

Purpose of the Group: To review the underpinning operational plan which details how the St George's Strategic Vision 2030 will be delivered, together with monitoring of the supporting Council KPIs.

Responsibilities, Purpose and Authority

1. To ensure the effectiveness of St George's, University of London in achieving its strategic plans. This includes setting and monitoring the implementation of the strategic and operational plans and performance against KPIs.
2. The role of the OPMG will be to review the Council KPIs and recommend their performance to Executive Board and Council.
3. To meet three times per year and at two of those meetings, to receive and robustly review the latest monitoring data, associated RAG ratings and commentary for Council Key Performance Indicators (KPIs). These will be recommended to Executive Board and the Council KPIs then submit to Council at its May and November meetings.
4. To annually review the Operational Plan statements in the context of the changing landscape and update as appropriate. This review will take place at the Spring meeting.
5. To review the risk register for the implementation of the Operational Plan and ensure that any risks are identified and considered by RAEC.

Membership
*KPI owners or secondary owners

Members: Chief Operating Officer (Chair)
Deputy Chief Operating Officer*
Deputy Vice Chancellor – Education*
Deputy Vice Chancellor – Research*
Director of Cross-Cutting Research Themes*
Director of Estates and Facilities*
Director of Finance*
Director of JRES*
Director of Human Resources & Organisational Development*
Associate Dean (Student Outcomes)*
Associate Dean (Student Experience)*
Associate Dean (Access and Participation)*
Associate Dean (Environmental Sustainability)*
Associate Dean for Equality and Diversity Enhancement*
Dean for Equality, Diversity and Inclusion*
Learning & Organisational Development Manager*
Head of Operational Excellence Projects*
Director of Planning (Clerk)

In Attendance to be opted in when needed:
Director of Communications and Engagement
Director of Digital Education
Director of Education Operations and Programme Management
Director of Governance, Legal and Assurance Services
Director of Information Services
Director of Marketing, Student Recruitment and Admissions
Director of QPD
Director of IMBHE
Academic Registrar
Director of Research Operations
Associate Dean (Admissions)
Associate Dean (International Students)

Associate Dean (Research Culture)
Associate Dean (Culture and Development)
Dean for Student Conduct and Compliance
Dean for Student Welfare and Support
Institute Directors

Quorum
The quorum shall be a third of the membership and in this case 6.

Deputies
If a primary KPI owner is not able to attend a meeting, they must ensure that at least one secondary owner of the KPI [or an appropriate deputy?] attends, and inform the Chair and Clerk in advance.
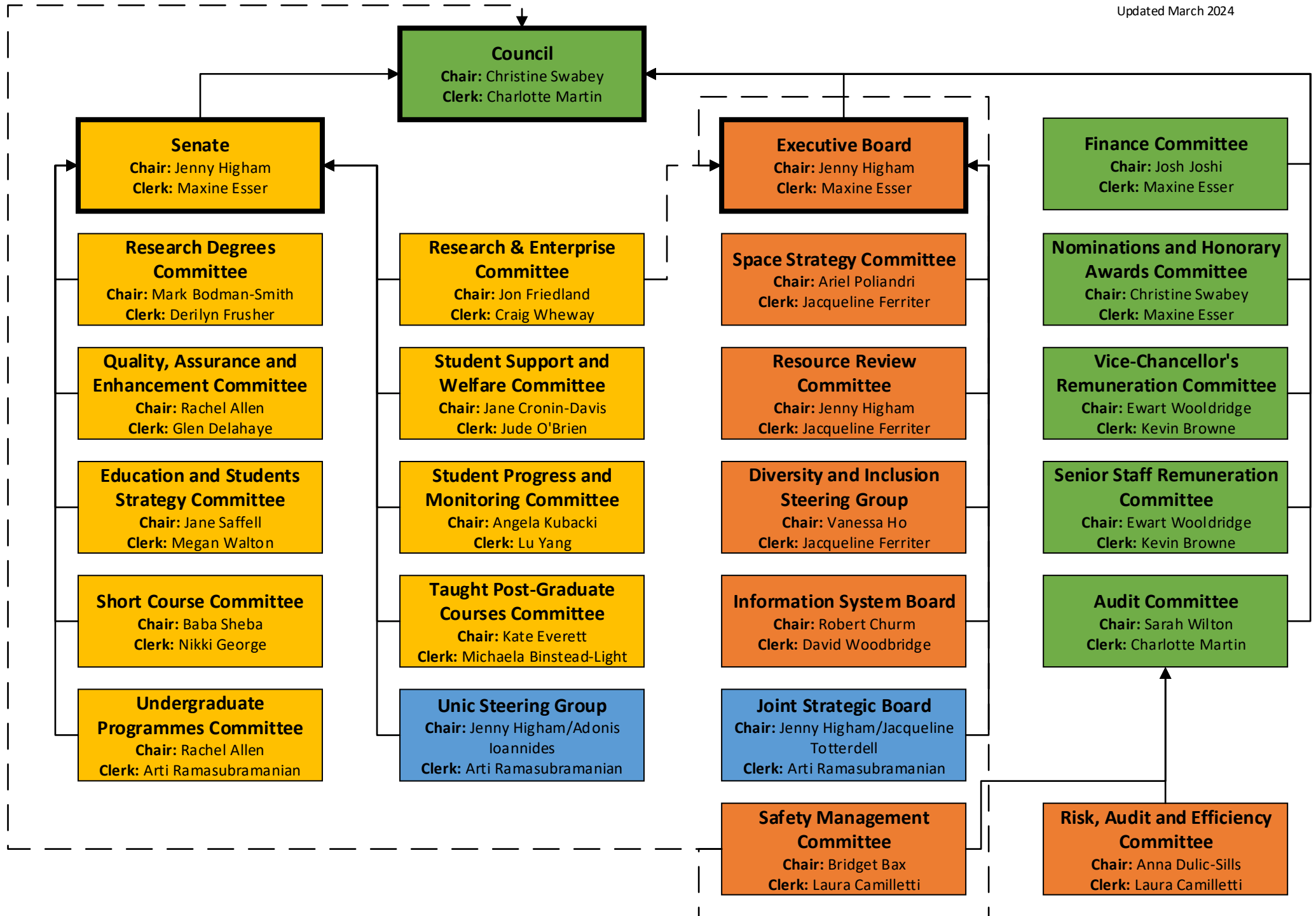
Frequency of Meetings
The OPMG Committee meets 3 times per year, normally in the following months: October, January and April.

Mode of Operation
- The Committee will provide its minutes to meetings of the Executive Board.
- The Clerk will normally be a member of staff from the Planning Directorate (or other appropriate independent individual).

Approved by Chair's Action on behalf of OPMG on: 12 Oct 2023

Council
Chair: Christine Swabey
Clerk: Charlotte Martin

Senate
Chair: Jenny Higham
Clerk: Maxine Esser

Executive Board
Chair: Jenny Higham
Clerk: Maxine Esser

Finance Committee
Chair: Josh Joshi
Clerk: Maxine Esser

Research Degrees Committee
Chair: Mark Bodman-Smith
Clerk: Derilyn Frusher

Research & Enterprise Committee
Chair: Jon Friedland
Clerk: Craig Wheway

Space Strategy Committee
Chair: Ariel Poliandri
Clerk: Jacqueline Ferriter

Nominations and Honorary Awards Committee
Chair: Christine Swabey
Clerk: Maxine Esser

Quality, Assurance and Enhancement Committee
Chair: Rachel Allen
Clerk: Glen Delahaye

Student Support and Welfare Committee
Chair: Jane Cronin-Davis
Clerk: Jude O'Brien

Resource Review Committee
Chair: Jenny Higham
Clerk: Jacqueline Ferriter

Vice-Chancellor's Remuneration Committee
Chair: Ewart Wooldridge
Clerk: Kevin Browne

Education and Students Strategy Committee
Chair: Jane Saffell
Clerk: Megan Walton

Student Progress and Monitoring Committee
Chair: Angela Kubacki
Clerk: Lu Yang

Diversity and Inclusion Steering Group
Chair: Vanessa Ho
Clerk: Jacqueline Ferriter

Senior Staff Remuneration Committee
Chair: Ewart Wooldridge
Clerk: Kevin Browne

Short Course Committee
Chair: Baba Sheba
Clerk: Nikki George

Taught Post-Graduate Courses Committee
Chair: Kate Everett
Clerk: Michaela Binstead-Light

Information System Board
Chair: Robert Churm
Clerk: David Woodbridge

Audit Committee
Chair: Sarah Wilton
Clerk: Charlotte Martin

Undergraduate Programmes Committee
Chair: Rachel Allen
Clerk: Arti Ramasubramanian

Unic Steering Group
Chair: Jenny Higham/Adonis Ioannides
Clerk: Arti Ramasubramanian

Joint Strategic Board
Chair: Jenny Higham/Jacqueline Totterdell
Clerk: Arti Ramasubramanian

Safety Management Committee
Chair: Bridget Bax
Clerk: Laura Camilletti

Risk, Audit and Efficiency Committee
Chair: Anna Dulic-Sills
Clerk: Laura Camilletti

Resourcing Review Committee (RRC)
Terms of Reference and Constitution 2023/24

Purpose

1) To review and approve resourcing requests as detailed below to ensure that the organisation is appropriately resourced in terms of capacity and capability, in line with organisational priorities:

    i.   Recruitment for all new and existing posts (Grades 1-8, Clinical grades and Professorial & Senior Administration) permanent and temporary/fixed term duration of 3 months or longer, including those through agencies and paid on invoice. This includes posts agreed as part of the planning round but does not include posts that are 100% grant funded.

    ii.   Extension of fixed-term contracts or increase in hours for roles that are fully or partially funded by SGUL (ie not including posts that are 100% grant funded).

    iii.   Changes to terms for all existing post holders, regardless of funding source. This includes appointment to permanency and remuneration changes, such as pay increases, allowances or regrading (this list is not exhaustive). This is to ensure parity across the organisation.

    iv.   Any restructuring proposals for all grades. Relevant details should be provided in accordance with the guidance on preparing a business case for restructuring, given as Appendix 2.

    v.   Engagement of self-employed workers, eg professional consultants through a personal service company or agency, in any circumstances at any level.

    vi.   Applications for early retirement or voluntary redundancy scheme.

    vii.   Any post which is either:
        a. a SGUL post partially-funded by a NHS Trust; or
        b. a NHS Trust post for which a number of PAs will be funded by SGUL.

    viii.   Starting salaries above the third incremental point of the relevant grade also require approval, which may be sought prior to the role being advertised or at the time of appointment. RRC have delegated approval for higher starting salaries to the Directors of Finance and HR&OD.

Any post which has not been advertised within three months of being approved at RRC will need to be re-approved.

2) To make recommendations to Executive Board/Council regarding the annual pay settlement or wider remuneration changes eg pension changes.

3) To receive relevant information relating to payroll costs, workforce profile including key trends for consideration.

The Committee has authority delegated from the Executive Board to agree proposals set out above.

Membership
Vice-Chancellor (Chair)
Deputy Vice-Chancellors
Director of Finance
Chief Operating Officer
Director of HR&OD

Quorum
Vice-Chancellor (may elect Deputy Vice-Chancellor to deputise in her absence)
At least one Deputy Vice-Chancellor (in addition to any Deputy Vice-Chancellor deputising for the Vice-Chancellor)
Chief Operating Officer or Director of Finance
Director of HR&OD (or designated alternate)

A member of the HR, GLAS or Vice-Chancellor's Office team will provide administration for the Committee.

APPENDIX 1

Staffing Changes – Approval Process Guidance 2022/23

Resourcing Review Committee (RRC)

- All new and replacement posts of 3 months or longer, including those agreed as part of the planning round and agency workers or those paid on invoice.
- Extension of fixed-term contract or increase in hours for roles funded or part-funded by SGUL
- Changes to terms for existing post holders, eg permanency, pay increase, allowances or regrading
- Any restructuring proposals for all grades
- Engagement of self-employed workers
- Applications for early retirement or voluntary redundancy scheme
- Any post which is either an SGUL post partially-funded by a NHS Trust or a NHS Trust post for which a number of PAs will be funded by SGUL

Finance / JRES / HR

- Temporary appointments up to 3 months, including agency workers
- JRES approval required for any posts, contract extensions or change in hours which are grant funded, including new grant funded posts
- Directors of Finance and HR&OD have delegated authority to approve starting salaries above the third incremental point of the relevant grade. This approval may be sought prior to the role being advertised or at the time of appointment

Appendix 2: Preparing a business case for restructuring – RRC Guidance Note

The Resourcing Review Committee (RRC) considers and approves all proposals for restructuring. This guidance sets out what information needs to be provided in order for RRC to be able to consider a proposal.

1) **Background to the proposal** – to include any significant information regarding the current context of the department (eg new/changed leadership, any reviews/audits that have been conducted leading to this proposal etc).

2) **The rationale for change** – outline the business case for change, including key drivers (eg financial, operational), how it is aligned to strategic priorities both at an organisational and departmental level, what is the expected impact of the changes proposed, what is the impact of not making the changes.

3) **Current and proposed structure** – including organisation charts to show both current and proposed structure, highlighting any key changes including where new roles are being proposed. Identify indicative grades and be clear to use roles rather than names of individuals.

4) **Alternative options** that have been considered, ie alternative structures and why these are not being proposed.

5) **People implications** as a result of these changes (eg roles at risk of redundancy, roles requiring some level of amendment, regrading etc). Consider any wider implications regarding culture impact here.

6) **A financial summary** of the cost of the structure. This should be prepared in consultation with the relevant Finance contact. The new cost should be compared against the current budget and include consideration of both ongoing cost (eg new salaries) as well as one off costs (eg redundancy pay, notice pay), as well as where savings have been identified in order to facilitate, or as a result of, the changes, including any vacancy savings. Set out the longer-term position eg year 1, year 2 if it is likely to change. Consider any further costs including training or recruitment that may be required as a result of these changes.

7) **An equality impact assessment** which considers the demographic profile of people affected in order to consider whether there is a disproportionate impact on any particular group or protected characteristic. If a disproportionate impact is to be found, it needs to be considered and justified as to why.

8) **Timetable** for the restructuring exercise, which considers consultation obligations and annual leave which may need to be factored in. Indicate key roles/responsibilities eg who will lead on different aspects of the restructuring exercise.

9) **All job descriptions** for new or revised roles. If new roles are approved by RRC as part of a restructure, they do not need to be resubmitted to RRC for approval prior to advertising if advertised within 3 months.

Any restructuring proposals should be developed in conjunction with a member of the HR team.

Information Systems Board

Membership and Terms of Reference

Purpose

To **maintain an overview** of the information systems that exist across SGUL to ensure that the data needs of the institution are met in a joined-up and efficient manner.

To **make recommendations** to the Senior Leadership Team, as part of the planning & budget round process, on information systems capital resourcing requests as detailed below to ensure that the organisation is appropriately served in terms of information systems capacity and capability, in line with SGUL Information Strategy and organisational priorities.

To **make recommendations** to Executive Board on wider information systems changes.

Under delegated authority from Executive Board, **take an overview** of systems implementation.

Membership

Chief Operating Officer [Chair]
Director of Information Services (Deputy Chair)
Associate Director of Information Services (Library)
Director of Finance
Director of Planning / Senior Planning Officer
Director of HR
Director of Research Operations
Director of Education Operations (IMBE)
Director of Digital Education
Director of Joint Research & Enterprise Service
Academic Registrar
Assistant Registrar (Systems & Records)
Head of Operational Excellence Projects
Head of IT Services
Head of Corporate Information Services
Head of Information Governance
Students' Union President (or a nominated student representative)
Academic teaching staff representative
Academic research staff representative
Academic clinical staff representative
REF representative
Chair of Research Publications and Data Management Steering Group
Chair of Research IT Hub
EdTech Portfolio Manager
Chair of Learning Environment & Educational Resources Group

Quoracy for meetings will be one third of the membership and including the Chair, Director of Information Services, Director of Digital Education, and Chair of Research IT Hub. The latter two members may appoint delegates in exceptional circumstances.

A member of Corporate Information Services will provide the administrative support for the Board.

Members of the committee are requested to allocate a nominee to attend meetings where they are not available to attend themselves

Terms of Reference

1. To review bids for information systems capital resourcing requests, taking into account, for example, but not limited to:

    - strategic fit for SGUL
    - existence of other (already implemented) systems that could deliver the requirement
    - integration (or otherwise) with other systems already in use
    - data requirements and source of data
    - resources required for system implementation, integration and ongoing business as usual
    - impact of system on SGUL – eg student experience, institutional metrics
    - wider benefits to SGUL of the system
    - the proposed merger of SGUL with City, University of London

2. To prioritise and recommend bids, as appropriate, and prioritise in line with SGUL's Strategy, the SGUL Digital Substrategy, SGUL's organisational priorities and in line with available funding.

3. To prepare documentation and guidance on information systems capital resource approvals to manage the submission of business cases for information systems capital resourcing bids to both the internal and external annual planning round.

4. To approve the running of information system pilots (regardless of whether there is/is not a cost associated with the running of the pilot).

5. To support the education, research and corporate activities of the University by taking an integrated and strategic approach to the approval of information systems capital requests.

6. To be the authority on the remit and capabilities of information systems that are in operation in the institution and on new systems that are implemented, to avoid duplication and maximise integration.

7. To meet four times a year and advise and make recommendations to Executive Board on wider information systems strategy issues arising from the Board's considerations.

8. To consider progress reports from Project Boards, which should include current RAG ratings for projects.

9. To review strategic information systems' risks via the institutional risk management process, under the remit of the Risk Audit and Efficiency Committee.

10. To consider and approve requests to decommission information systems that have been implemented.

11. To own and review the register of Information Systems (ie the Service catalogue).

12. To promote the value of Information management projects institution-wide and to promote good practice in information management.

13.   To communicate key messages regarding the work of the Board to St George's staff and students.

Link with other committees/groups

The following groups will "follow on", after approval by the Information Systems Board of information systems requests:

- A **Project Board** will be established to **implement** each approved information systems project, reporting to the appropriate Committee or Group.

- **Education Technology Monitoring Group** was established in 2020 (*replacing the TEL Board*) to **monitor, manage, review and develop** implemented systems in-session (= "business as usual"), reporting to Education and Students Strategy Committee. It considers the academic and pedagogic impact of systems and technologies to meet needs and/or deliver innovation/transformation. Specifically, it investigates the use and value of systems associated with teaching and the student experience and considers how they can be put to best use to achieve maximum impact. Whilst not a subordinate committee of the Information Systems Board (ISB), the Teaching and Student Experience Systems Monitoring Group reports in to ISB to inform its strategic overview.

- **Digital Accessibility Working Group** (DAG) was established in 2022 to oversee accessibility matters across the University, ensuring regulatory compliance, risk management, and promotion of good practice. DAG is accountable to the Information Systems Board for reporting and approval purposes.

The following linked groups are already in existence:

- LEERG (**Learning Environment & Educational Resources Group**) – reports to ISB and Student Hub. The group comprises IT, LTS, Estates, administrators and students. It focusses on responses to the learning resources qns on NSS/SES. It has a technical snagging/administrative focus.

- IGSG (**Information Governance Steering Group**) – reports to Executive Board and Council. It provides high level oversight and support to the Senior Information Risk Owner (SIRO). It focusses on the long term information governance framework, monitors progress and provides assurance that information risk is being properly assessed, controlled and mitigated.

- RPAD (**Research Publications and Data Management Steering Group**)

10 October 2023

Safety Management Committee (SMC)

Membership and Terms of Reference 2023-2024

Purpose:

To oversee safety management within St George's, University of London

Terms of Reference:

1. To take an overview of all matters relating to health and safety within St Georges, University of London (SGUL), including legislative and regulatory compliance.
2. To promote a culture of awareness of health and safety matters within the institution through regular communications bulletins to staff and students.
3. To provide, in conjunction with Estates & Facilities, a lead in environmental management at SGUL.
4. To consider safety, health and environmental strategies and policies, to oversee their implementation, and review as required.
5. To monitor occupational accidents, dangerous occurrences, and ill health within SGUL.
6. To monitor fire-related incidents at SGUL.
7. To oversee the work of the Radiation Safety Committee, the Safety Representatives' Committee, the Pathogen Management and Genetic Modification Safety Committee and the Student Safety and Welfare Committee, including the appointment of subcommittee chairs.
8. To ensure that reasonable steps are taken to safeguard the health and safety of staff, students, contractors, visitors and members of the public entering SGUL property.
9. To receive reports from relevant officers including but not limited to the Assistant Director of Safety, Health and Environment, Radiation Protection Adviser, Director of Estates and Facilities, Biological Safety Officer – Genetic Modification (BSO-GM) and Occupational Health Physician as necessary.
10. To receive reports from assurance providers and a review of actions on recommendations provided by external assurance providers.
11. To advise Executive Board on the above matters via minutes of each meeting of the SMC.
12. The Committee will report to Audit Committee prior to Council via*:
    (a) The minutes of the SMC
    (b) The action tracker of the SMC
    (c) One Annual Report outlining the key issues and work carried out for each year
13. The Committee shall meet at least once in every term.
14. To regularly review the Governance Arrangements of the Safety Health and Environment Office as required.
15. To provide a forum for consultation and discussion between management and representatives from trades unions on health and safety matters.
16. The Committee has the power to co-opt members.

Audit Committee will report SMC business to Council through its regular and annual reporting.

Membership

- A member or nominee of Executive Board [Chair]
- The Chairs of the following committees:
  - Radiation Safety Committee
  - Safety Representatives' Committee
  - Pathogen Management and Genetic Modification Safety Committee
- Assistant Director of Safety, Health & Environment
- Deputy Vice-Chancellor (Research & Enterprise)
- Deputy Vice-Chancellor (Education)
- Chief Operating Officer
- Director of Estates and Facilities
- Director of Finance
- Director of Human Resources and Organisational Development
- Director of Research Operations
- Director of Governance Legal and Assurance Services
- Director of Institute of Medical, Biomedical and Allied Health Education
- Occupational Health Physician
- Safety, Health & Environment Advisor
- Radiation Protection Adviser (Ionising /Laser/Non-Ionising)
- Biological Safety Officer – Genetic Modification (BSO-GM)
- Trades Union and/or elected staff representative/s
  - Unite
  - UCU
  - BMA
- Students' Union President of Education

In attendance:

- Senior Governance Officer (Risk Management) [Clerk]
- Head of Health and Safety (St George's University Hospitals NHS Foundation Trust)

NB: It is required that where a member cannot attend they send a Nominee. It is recommended that where a members sends a Nominee to meetings, there should be one designated nominee for the sake of consistency at meetings.

Risk Audit and Efficiency Committee (RAEC)
Membership and Terms of Reference

Purpose

The Risk Audit and Efficiency Committee is responsible for oversight of the management of strategic risk across the institution, and the monitoring of internal audit recommendations.

Membership

In order to ensure that the full range of risks are covered, the Risk Audit and Efficiency Committee consists of the following members and attendees:

- Chief Operating Officer [Chair]
- Deputy Vice-Chancellor (Education)
- Deputy Vice-Chancellor (Research and Enterprise)
- Deputy Chief Operating Officer
- Director of Institute of Medical Biomedical and Allied Education
- Director of Molecular and Clinical Research Institute
- Director of Infection & Immunity Institute
- Director of Population Health Research Institute
- Dean for Student Welfare & Support
- Dean for Equality, Diversity & Inclusion
- Director of Finance
- Director of Estates and Facilities
- Director of Planning
- Director of Human Resources and Organisational Development
- Director of Governance Legal and Assurance (GLAS)
- Director of Research Operations
- Director of Education Operations and Programme Management
- Academic Registrar
- Director of Quality and Partnerships
- Director of Information Services
- Director of Joint Research and Enterprise Services
- Director of Marketing, Student Recruitment & Admissions
- Director of Communications & Engagement
- Head of Outreach and Widening Participation
- Head of Counselling
-
- Assistant-Director of Safety Health and Environmental
- Associate Dean for Access and Participation
- Associate Dean for Student Experience
- Associate Dean for Student Outcomes
- Associate Dean for Environmental Sustainability

In attendance:
- Senior Governance Officer (Risk Management) [Clerk in attendance]

Deleted: and

Deleted: <#>Director of External Relations and Communications¶
Associate Director of Marketing and Student Recruitment¶

Deleted: Deputy-Director of Research Operations

NB: It is required that where a member cannot attend they send a Nominee. It is recommended that where a member sends a Nominee to meetings, there should be one designated nominee for the sake of consistency at meetings.

Terms of Reference

The Risk Audit and Efficiency Committee will meet three times a year and will be responsible for:

- Implementing the institutional Risk Management Policy and related communications.
- Monitoring the internal audit recommendations of the institution and reporting onwards to Audit Committee.
- Ensuring the Strategic Risk Register is reviewed and maintained three times per academic year.
- Organisation of an annual workshop to re-identify and re-evaluate high-level risks, and evaluating the risk management registers on more specific reviews (e.g. institute, function or project level) carried out on its behalf.
- To request new management risk registers for significant institutional projects, and to regularly review the list of management risk registers to ensure it adequately represents the current business of the institution.
- Reporting on an exception basis to the Executive Board on matters that require their immediate attention. This is done with reference to the organisation's differing risk appetite and definition of unacceptable risk in different areas.
- Each update of the Strategic Risk Register will be circulated to the membership of Executive Board for information.
- The Risk Audit and Efficiency Committee reports to termly meetings of Audit Committee and Council.
- Annual review of the Risk Management Policy.
- Annual review of the Whistleblowing Policy.

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Deleted: each