

GOVERNANCE COMMITTEE
Thursday 11 July 2019
CONFIRMED MINUTES

Present:

Lord Clement-Jones (Chair) Stella Hall	Professor Colin Bailey Bushra Nasir	Monica Chadha
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In attendance:

Dr Nadine Lewycky	Jonathan Morgan	Kaya Wiles
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Apologies:

Dr Darryn Mitussis

Welcome and apologies

2018.013 The Chair welcomed everyone to the meeting.

Minutes of the meeting held on 03 May 2019 [GC2018/11]

2018.014 The Committee **confirmed** the minutes of the meeting held on 03 May 2019.

Council and committee membership: Membership update and skills matrix [GC2018/12]

2018.015 *Minute 2018.015 is confidential.*

Council effectiveness review – action plan and timeframe [GC2018/13]

2018.016 The Committee **considered** the update on the implementation of the recommendations from the external review of Council effectiveness. The following points were noted in the discussion:

- [a] Task and finish groups which included Council members would not be appropriate as they risked blurring the lines between governance and management.
- [b] Deep dives would offer the opportunity for more in-depth discussions on major strategic issues. Deep dives for Council would be co-ordinated with those for Audit and Risk Committee and Finance and Investment Committee. Deep dive presentations would be delivered by teams at different levels of the institution, rather than by individuals, and would replace the Vice-Principal presentations. Council would be more directive about the format and time limits for presentations.

- [c] The agenda would no longer be divided into sub-sections so that items requiring more discussion could appear near the top.
- [d] The Council secretariat would discuss with the QMSU President before each meeting who would attend Council as the second representative. The incoming QMSU President would be reminded about the decision made by Council regarding the second QMSU representative (minute 2015.055[f]).
- [e] The nature of the papers had changed significantly, although more work could be done to ensure that the information was focused on the key issues for Council.
- [f] Members would value training sessions on Charity Law and the Office for Students.
- [g] Feedback on effectiveness for Audit and Risk Committee showed that members did not feel that the relationship with the internal auditors was delivering full value for money. Improvements had been made in the delivery of the internal audit reports, but there was still room for improvement.
- [h] To improve Council's understanding of the student experience, it would receive metrics highlighting the differences between Schools and Institutes. Contextual data should be included to show a School's progress over time as well as a narrative to explain how Schools were addressing their challenges.
- [i] The action plan and timeline would be refined to show target dates with milestones and the status of each action. The targets should be measurable so that the Committee could track progress. The Committee would review the action plan at each meeting.
- [j] Recommendation 14 proposed that the new strategy should be clearly communicated to staff. The Executive had received feedback from staff that they would like a small booklet about the strategy to distribute, and this had been fed back to Marketing. Discussions about the strategy were built into other events such as the Professional Services conference and induction for new staff members. It was important that staff were aware of why changes were happening and that they were able to align their work with the strategy.

Actions: [b], [d], [f], [i] Council Secretariat

Review of training provision 2018/19 and proposals for 2019/20 [GC2018/14]

2018.017 The Committee **noted** the paper on training provision for 2018-19 and the proposals for 2019-20. The following points were noted in the discussion:

- [a] The Council Secretariat should keep a training record for individual Council members.
- [b] The induction sessions for new members should also be made available to

existing members.

[c] The AdvanceHE training was useful for learning about where members on governing bodies at other universities were from.

[d] A training session on academic governance could be tailored to focus on the key issues for Council members.

[e] The Vice-Chair of Council attended KPMG Board Leadership Centre events and the Committee felt that since the university was a client of KPMG that these events should be offered to all Council members.

*Actions: [a], [b], [d] Council Secretariat
[e] Vice-Chair of Council*

Dates of Meetings 2019–20

- Thursday 10 October 2019 at 1330 hours, Robert Tong Room, Mile End.
- Thursday 09 July 2020 at 1330 hours, Robert Tong Room, Mile End.