



Council and Committee membership

Outcome requested:	Governance Committee is asked: [a] to consider benchmark data on the diversity of Council; [b] to approve processes and objectives for upcoming recruitment onto Council and committees.
Executive Summary:	[a] The Higher Education Statistics Agency has for the first time published statistics on the diversity characteristics of university governing bodies in England for 2018/19. The paper shows how the composition of Council compares to this benchmark. [b] The paper also discusses current and upcoming vacancies for both officers and ordinary members of Council and committees, succession planning, the skills that will be needed on Council going forward and inclusive processes to recruit to vacancies.
QMUL Strategy:	Good governance supports all elements of the strategy.
Internal/External regulatory/statutory reference points:	QMUL Charter and Ordinances CUC HE Code of Governance CUC Illustrative Practice Note: The role of the Nominations Committee
Strategic Risks:	Strategy delivery; Inclusion; Reputation
Equality Impact Assessment:	This paper considers the diversity of Council and inclusive recruitment processes.
Subject to prior and onward consideration by:	The Committee will report to Council on its plans and approach to recruitment. Authority to appoint officers and members of Council and committee lies with Council on the recommendation of Governance Committee.
Confidential paper under FOIA/DPA	Personal information contained in the paper is exempt from publication under Section 40(2) of FOIA.
Timing:	Biannual review
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Date:	2 October 2020
Senior Management/External Sponsor	Jonathan Morgan, Chief Governance Officer and University Secretary

Council member diversity

1. The Higher Education Statistics Agency (HESA) recently published equality and diversity data for governing bodies for the 2018/19 academic year. The table overleaf shows how the composition of Council in 2018/19 compares.
 - [a] Council has a higher percentage of members in the 46–55 age bracket (33.3% v 25%) and lower percentages of members in the higher age brackets: 56–65 (28.6% v 33%); 66 and above (9.5% v 23.9%).
 - [b] Council is largely in line with the sector in terms of the proportion of members with a white ethnic background (71.4% v 74.3%) and has a significantly higher percentage of membership of Asian ethnicity (23.8% v 4.6%).
 - [c] Council has a majority of female members at 52% compared with the sector at 40%.
2. In line with our Strategy and Values, Council aims to be one of the most diverse governing bodies in the UK higher education sector. For a number of years, Council has maintained an equal balance of female and male members. The result of initiatives to increase the ethnic and age diversity of Council can be seen in the data, but further emphasis in these areas will be needed in order to embed and build on the progress made to date. The Committee has suggested previously that Council would also benefit from having the perspective of a member with a disability, impairment or medical condition that substantially affects their normal day-to-day activities.

Officers of Council and succession planning

3. The Chair of Council is eligible for re-election at the end of this academic year. The process for this is discussed under item 9 on the agenda and will be an early priority for the next Vice-Chair.
4. With Monica Chadha's resignation, Council will need to elect its next Vice-Chair. The process for this is discussed under item 5 on the agenda. The Vice-Chair of Council is also the Chair of Remuneration Committee and an ex officio member of Governance Committee. The Chair and members of Audit and Risk Committee have indicated that there is no urgency to fill the casual vacancy on that Committee.
5. David Willis will complete his second term on Council at the end of December 2021, creating a vacancy for the office of Chair of Audit and Risk Committee. The succession plan previously discussed by the Committee is for Peter Thompson to step into the role, with Alix Pryde as a potential alternate.
6. Luke Savage will complete his second term on Council at the end of January 2022, creating a vacancy for the office of Treasurer and Chair of Finance and Investment Committee. Luke is also one of the two Drapers' Company nominees on Council required under the Charter. Isabelle Jenkins has been proposed as a possible successor with relevant skills and experience, but it is unclear whether she would be able to dedicate sufficient time away from her executive role.

Current and upcoming vacancies and skills required going forward

7. The view over the next 18 months is as follows.

Equality and diversity data for governing bodies in higher education in 2018/19

	England		QM Council	
Age group				
25 and under	175	6%	1	4.8%
26-35	80	2.8%	0	0%
36-45	250	8.7%	4	19%
46-55	715	25%	7	33.3%
56-65	945	33%	6	28.6%
66 and over	680	23.9%	2	9.5%
Unknown	0	0%	1	4.8%
Disability status				
Known to have a disability	155	5.8%	1	4.8%
No known disability	2,515	94.2%	20	95.2%
Ethnicity				
White	2,110	74.3%	15	71.4%
Black	70	2.5%	1	4.7%
Asian	130	4.6%	5	23.8%
Mixed	55	1.9%	0	0%
Other	25	0.9%	0	0%
Not known	450	15.8%	0	0%
Nationality				
UK	2,300	80.1%	19.5	92.8%
Other European Union	80	2.8%	0	0%
Non-European Union	90	3.2%	0.5	2.4%
Not known	375	13.2%	1	4.8%
Sex				
Female	1,160	40.8%	11	52%
Male	1,675	58.9%	10	48%
Other	5	0.2%	0	0%

[a] With Monica Chadha's resignation there is a current vacancy on Council. There is some commonality in the skills and experience brought to Council by Monica Chadha and Ade Adefulu (marketing; media; communications; diversity leadership).

[b] There is a current vacancy for a co-opted member on Audit and Risk Committee to fill a skills gap for a professional accountant. Efforts to recruit to this role through informal networks have so far been unsuccessful and a change in approach is needed. The Chair and members of Audit and Risk Committee have indicated that there is an urgent need to fill this gap.

- [c] Bushra Nasir will complete her second term on Council at the end of August 2021, which will result in a new vacancy and potential skills gaps in relation to pre-university education and community engagement.
 - [d] David Willis will complete his second term on Council at the end of December 2021, which will result in a new vacancy. There is some commonality in the skills and experience brought to Council by David Willis and Celia Gough (legal; management).
 - [e] Luke Savage will complete his second term on Council at the end of January 2022, which will result in a new vacancy for a Drapers' Company nominee and a single point of dependency in relation to financial skills on Council.
8. In terms of new skills that are required on Council, Governance Committee has previously indicated that there is a strong case to recruit a senior HR professional to add perspectives on the People, Culture and Inclusion Enabling Plan and potentially to join Remuneration Committee.

Proposed next steps

9. It is proposed that we adopt a holistic approach Council's recruitment needs over the next 18 months in order to attract a diverse and high-quality pool of applicants, as follows:
- [a] create a pipeline by advertising simultaneously for up to three new members of Council and one co-opted member of Audit and Risk Committee;
 - [b] seek individuals with skills and experience in—
 - HR (such as a Chief People Officer or HR Director at working at executive level);
 - pre-university education (such as the Chief Executive of a MAT);
 - finance (such as a Chief Financial Officer);
 - for the co-opted role, accountancy (such as a Finance Director with limited experience as a non-executive but experience of working with board members);
 - [c] explicitly encourage individuals with diverse characteristics and describe how we support equality and diversity;
 - [d] develop a recruitment pack and advertise in Nurole and Green Park in order to support these aims and attract high-quality individuals who are motivated by our mission and values, while helping to build our external reputation.
10. It is also proposed that we should concurrently explore possible succession planning with Isabelle Jenkins and possible nominations from the Drapers' Company.