



Update on Council external effectiveness review action plan

Outcome requested:	Governance Committee is asked to consider the update on the action plan for the external review of Council effectiveness.
Executive Summary:	<p>Governance Committee is asked to consider the update on the implementation of actions arising from the external review of Council effectiveness in 2018–19.</p> <p>A number of actions have already been completed. The key finished actions include:</p> <ul style="list-style-type: none"> • The addition of the QMSU President to the membership of Finance and Investment Committee; • The development of a new approach to strategic risk and a revision of the risk appetite statement; • Changes to Council and Committee agendas to allow space for more discussion of strategic items. <p>All other actions have started and progress against deadlines is shown.</p> <p>In response to comments made by the Committee at its last meeting, the action plan has been updated to show target deadlines, progress, and outcomes more clearly.</p> <p>The action plan is appended to this paper.</p>
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	Good governance underpins all aspects of the strategy.
Internal/External regulatory/statutory reference points:	CUC Higher Education Code of Governance QMUL Charter and Ordinances
Strategic Risks:	N/A
Equality Impact Assessment:	There are no equality or diversity issues raised by this paper.
Subject to prior and onward consideration by:	Council will receive updates through the Governance Committee reports.
Confidential paper under FOIA/DPA	No.
Timing:	Governance Committee is provided with an update on progress at each meeting.
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Date:	03 October 2019
Senior Management/External Sponsor	Jonathan Morgan, Registrar and Secretary

Theme	Ref	Recommendation	Person responsible	Start date	Completion date	Duration	Status	Progress	Outcome
The Board	1	Formalise and enhance induction. For example, go back to older members to review gaps, more comprehensive induction for new members, and consideration given to the timing of induction and the need for a follow-up, rather than concentrated at initial arrival.	Council secretariat	May-19	Sep-19	Ongoing throughout the year	On track	A new training plan, including a revised induction, has been developed over the summer and will be circulated to Council members in October.	
	2	Consider the introduction of a light touch annual governance effectiveness questionnaire for Council members.	Council secretariat	Nov-19	Jan-19	Once a year annually	On track	A short mid-year pulse survey will be run in late 2019/early 2020 on Convene.	
Equality, diversity, inclusion and skills	3	Update the skills matrix and adopt a regular assessment of skills and expertise. The updated matrix should be analysed to determine whether there are any collective skills gaps for the governing body which they would benefit from receiving support on.	Council secretariat	May-19	Jul-19	Once a year annually	Completed		A new skills matrix was completed by current Council members.
	4	The Skills Matrix should also include Higher Education policy; higher education quality and standards; HR; Regulatory expertise.	Council secretariat	May-19	Jun-19		Completed		These attributes are covered on the skills matrix.
Sub-committees	5	Given the new strategy has been agreed, the risk appetite statement should be revisited.	SET	May-19	Jun-19		Completed		ARC discussed the risk appetite statement which is now embedded in the strategic risk register.
	6	The new strategy and revised risk appetite statement should more obviously drive the business of the Audit committee going forward.	SET	Oct-19	Oct-19	Ongoing	On track	ARC will use the risks flagged as out of tolerance on the risk register to identify topics for deep dives at future meetings starting in October.	
	7	The Students' Union President should be added as a member of the Finance committee.	Council secretariat	May-19	Jun-19		Completed	Finance and Investment Committee approved the changes to its terms of reference at its meeting in June.	The QMSU President will be a full member of FIC from 2019-20.
	8	The merits of a Task and Finish Group in relation to high risk items relating to the new strategy to be evaluated, particularly in relation to estates. But being careful to respect the boundary between management and governance.	Council secretariat	May-19	Jul-19		Completed		Governance Committee agreed that Task and Finish groups which included Council members risked blurring the lines between governance and management. The expertise of Council members would be harnessed in other ways.
Governance processes and secretariat	9	More time for formative discussion on 'big ticket' items should be inserted into the Council agenda going forward.	Council secretariat	May-19	Oct-19	Ongoing	Completed		The sub-headings of agendas have been removed so that more strategic items can be given priority at the top of the agenda. Council will take fewer presentations for information and papers to note.
	10	Council papers (and the cover sheet) need to be more obviously linked to the new strategy and KPIs.	Council secretariat	May-19	Oct-19	Ongoing	On track	The Council Secretariat will work with papers authors to ensure that they aligned to the new strategy.	
	11	Council meeting agenda items should be timed to help manage the flow of the meeting.	Council secretariat	May-19	Oct-19	Ongoing	Completed	Following discussion with the Chair of Council it was agreed that the timing of items should remain at the discretion of the Chair.	The agenda will be re-ordered so that the most substantive items for discussion will appear near the top. The purpose of items (e.g. to note, to approve, etc) will be indicated on the agenda.

	12	Council meetings should consider introducing one strategic deep dive each meeting.	Council secretariat/SET	May-19	Oct-19	Ongoing	On track	Governance Committee agreed that Council should receive a deep dive at each meeting. Topics will be discussed and proposed by SET.	
Roles and responsibilities of the Council	13	The role and responsibilities for all Council members needs to be clearly explained as part of the induction process.	Council secretariat	May-19	Oct-19	Annual	On track	The Governance Administrator is preparing a revised induction programme to be ready for September. Revised role descriptions will be circulated to members annually before the start of the year.	
	14	It is crucial that the new strategy (and significant decisions from Council) are clearly communicated to staff across the university.	Director of Marketing and Communications				In progress	The Director of Marketing and Communications has been notified of this recommendation.	
	15	Improve the support and training for all Council members to ensure there is a clarity about their role.	Council secretariat	May-19	Sep-19	Ongoing	On track	The Governance Administrator has been tasked with developing a training programme to roll out in September.	
	16	Consideration as to how the Council can be better briefed on the student experience data it receives, which could be augmented with more regular presentations and briefings on student experience to Council.	Director of Strategic Planning	May-19	Oct-19	Ongoing	On track	The new institutional KPIs include 4 measures: satisfaction; attainment gap; progression; career outcomes. These will be reported when the latest data becomes available. Further work is taking place on the education and student enabling plan to develop further indicators that will be reviewed relating to student experience.	
	17	Invite a cross section of students to join Council for a 30 minute networking and coffee session, immediately before or after some meetings.	Council secretariat	May-19	Oct-19		On track	Opportunities for networking with students will be developed.	
	18	As well as aggregate level student experience measures (vs other universities), equal emphasis should be placed on comparing student experience performance within the university to allow Council members to understand the relative strengths and weaknesses inside the university.	SET/Director of Strategic Planning	May-19	Oct-19	Ongoing	In progress	All of the dashboard reporting allows for comparison between Schools, faculties and programmes. However, it is not meaningful to compare two non-analogous subjects, as student satisfaction and continuation rates tend to reflect the national trend. It is more meaningful to compare Schools with similar subject areas or to track performance over time.	
	19	Introduce twice yearly formal meetings between the Chair and the student members to reflect the unique term of office and contribution that student members can make to Council.	Chair and Vice-Chair of Council	May-19	Sep-19		Completed		The Chair and Vice-Chair of Council have confirmed that they are happy with this arrangement.
	20	Review the process for selecting the second student member to attend Council alongside the SU President.	Council secretariat	May-19	Sep-19	Ongoing	In progress		The Assistant Registrar (Governance) has discussed Council's previous decision with the current QMSU President. It has emerged that a Student Council decision had been made that the second SU rep would always be from BLSA. This issue will be raised at the Student Council meeting on 21 January.

	21	Reporting from Senate to Council should be reviewed to deliver shorter, more focused high level reports on academic quality for the attention of lay members.	Deputy Academic Registrar	Oct-19	Nov-19	Annual	On track	The annual assurance report will be refocussed from 2019-20 to provide Council members with information on academic quality matters with specific reference to those that have been identified through Going for Gold and the Education Strategy. The report will aim to provide Council members with a summary of issues that are specific to Queen Mary, set in the context of national expectations and the requirements of the Office for Students.	
Effective strategic development	22	Articulate and provide assurance to Council of the capacity and capability to deliver the strategy beyond the financial capital. Start with the people strategy and move on to estates, infrastructure and social capital.	SET			Ongoing	In progress	Council will cover this as part of the enabling plans.	
Performance oversight, benchmarking and reporting	23	Identify a suite of key success factors which integrate various strategic ambitions across the university, integrate the thinking about performance and strategy to support a better narrative about value.	Director of Strategic Planning	May-19	Oct-19		On track	We are introducing a new suite of KPIs and the SET leads have been actioned to come up with more granular implementation and performance measures in their enabling plans.	
	24	Ensure that the new KPIs are brought to every meeting of Council.	Council secretariat/ Director of Strategic Planning	Oct-19		Ongoing	On track		The Strategy KPIs have been included in the annual schedule of business and on the agenda for the next Council meeting.
	25	Ensure that staff are engaged and mobilised and understand their role in delivery the KPIs and CSFs with clear milestones and timelines and provide assurance of this to Council.	SET	May-19		Ongoing	In progress	This is addressed in the People and Culture enabling plan.	
	26	Reporting and monitoring of performance would benefit from an approach which includes indicators related to projections, interdependencies and non-financial measures, and the provision of a wide range of internal and external comparative information.	Director of Strategic Planning	May-19	Oct-19	Ongoing	On track	A new suite of institutional KPIs is being develop which include financial and non-financial measures, baseline information and scope for including targets/projections. The Enabling Plans will each include a range of indicators which will show whether implementation of the plan is proceeding as expected and whether the measures being taken are having the desired impact. The development of management information (including internal and external comparisons) is an institutional priority and we are investing in systems and people to deliver improved data and reporting.	

Strategic risk and opportunities	27	Review and improve the university's approach to strategy risk, so that what is considered by Council is at a higher, more strategic level, is holistic and with a longer-term view which includes scenario modelling.	SET/Director of Strategic Planning	May-19	Jun-19		Completed		The new approach to strategic risk was discussed by Audit and Risk Committee in June as part of the revised strategic risk register.
	28	Review the QMUL articulation of risk appetite and after the review of risks implement an updated risk register.	SET/Director of Strategic Planning	May-19	Jun-19		Completed		Audit and Risk Committee discussed the revised risk register which included risk appetite at its meeting in June.
Communication	29	Identify ways to brief Council more regularly about matters of strategic importance with either an internal or external emphasis. Persevere with trying virtual opportunities to meeting and/or communicate.	Council secretariat	May-19	Sep-19	On-going	Completed		The Council Secretariat will offer alternative meeting methods where appropriate.
	30	Review the internal communications for all staff to engage better with the new strategy and to improve key indicators in the next staff survey.	Director of Marketing and Communications	May-19		On-going	In progress	The recommendation has been shared with the Director of Marketing and Communications.	
	31	Consider producing an integrated report or strategic report to accompany the Financial Statements, to tell a more holistic story to external stakeholders about the value that QMUL creates.	Head of the Principal's Office and the Director of Finance and Resources	Sep-19	Nov-19	Annual	On track	The Financial Statements 2018-19 will be accompanied by a narrative on the holistic value created by Queen Mary.	