



**Matters arising**

<b>Outcome requested:</b>	Governance Committee is asked to <b>note</b> the following matters arising from the minutes of the meeting held on 11 July 2019.
<b>Executive Summary:</b>	N/A
<b>QMUL Strategy:</b>	Effective governance supports the achievement of all strategic aims.
<b>Internal/External reference points:</b>	N/A
<b>Strategic Risks:</b>	N/A
<b>Equality Impact Assessment:</b>	N/A
<b>Subject to prior and onward consideration by:</b>	N/A
<b>Confidential paper under FOIA/DPA:</b>	No
<b>Timing:</b>	N/A
<b>Author:</b>	Nadine Lewycky, Assistant Registrar (Governance)
<b>Date:</b>	03 October 2019
<b>Senior Management/External Sponsor:</b>	Lord Clement-Jones, Chair of Council

## Matters Arising

Governance Committee is asked to **note** the following matters arising from the minutes of the meeting held on 11 July 2019 that do not appear elsewhere on the agenda.

### **Council and sub-committee membership: Membership update and skills matrix [GC2018/12]**

2018.015[c] A review of the skills matrix showed that Council would benefit from members with commercial experience and connections. Other areas indicated as needing development included 'funding and development'. This gap could be addressed by the recruitment of a high-profile industry figure with good networks across all sectors. Targets that align with the partnership strategy and the KEF agenda would be identified. Council members should also be asked for their experience on other boards as part of the skills matrix.

*Action: Council Secretariat*

Previous board experience would be included in the next iteration of the skills matrix which will be distributed to Council members in spring 2020.

2018.015[d] The first term of office for Nadim Choudhary as a co-opted members on Audit and Risk Committee would end in October. The Committee Chair would meet with Nadim in the summer with the recommendation that he step down given that he had struggled to attend the Committee regularly. Nadim had expertise in risk management in the built environment, but the Committee would also benefit from risk management expertise in other areas such as information systems. The Vice-Chair of Council had a contact with experience in risk in the Financial Services Compensation Scheme and would connect them with the Chair of Audit and Risk Committee.

*Action: Vice-Chair of Council*

The Committee will be provided with an oral update at the meeting.

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

2018.016[b] Deep dives would offer the opportunity for more in-depth discussions on major strategic issues. Deep dives would be coordinated with Audit and Risk Committee and Finance and Investment Committee. Deep dive presentations would be delivered by teams and would replace the Vice-Principal presentations. Council would be more directive about the format and time limits for presentations.

*Action: Council Secretariat*

Deep dives have been scheduled for Audit and Risk Committee, Finance and Investment Committee and Council until the end of 2019. Deep dives from January 2020 will be informed by the over-arching plan for strategy implementation, which is currently under development.

2018.016[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]).

*Action: Council Secretariat*

The Assistant Registrar (Governance) has discussed the decision with the current QMSU President and agreed that the decision on the second representative will be made before each meeting and the Council Secretariat notified.

2018.016[f] Members would value training session on Charity Law and the Office for Students.

*Action: Council Secretariat*

The training programme for 2019-20 includes sessions on Council members' responsibilities in relation to charity law and the OfS.

2018.016[j] 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.

*Action: Council Secretariat*

The updated action plan has been included in the papers for this meeting.

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

2018.017[a] The Council Secretariat should keep a training record for individual Council members.

*Action: Council Secretariat*

A template for training records has been created and circulated to Council members. These will be stored in Convene and available for all Council members to view.

2018.017[b] The induction sessions for new members should also be made available to existing members.

*Action: Council Secretariat*

An induction session for new Council members will be offered in early 2020 following the recruitment of two new external members. The session will also be made available to existing members.

2018-017[d] A training session on academic governance could tailored to focus on the key issues for Council members.

*Action: Council Secretariat*

A session on academic governance has been included in the training programme.

2018.017[e] The Vice-Chair of Council had 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.

*Action: Vice-Chair of Council*

Council members are invited to contact KPMG leadership centre directly to attend events: <https://home.kpmg/uk/en/home/misc/board-leadership-centre.html>.