



Governance Committee report

Outcome requested:	Council is asked to note the executive summary of the Governance Committee meeting held on 12 September 2022.
Executive Summary:	<p>This update covers:</p> <p>[a] progress on recruitment to fill two external member vacancies on Council;</p> <p>[b] a summary of the Committee's discussion on the Advance HE external review of Council effectiveness report. The report and discussion framing document will be considered by Council under a separate item.</p>
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	Effective governance supports all aspects of the strategy.
Internal/External regulatory/statutory reference points:	<p>QMUL Charter and Ordinances</p> <p>CUC Higher Education Code of Governance</p> <p>HE Senior Staff Remuneration Code</p>
Strategic Risks:	Compliance with the ongoing conditions of registration with the Office for Students.
Equality Impact Assessment:	The paper highlights diversity outcomes from the Council member recruitment process.
Subject to prior and onward consideration by:	No
Confidential paper under FOIA/DPA:	No
Timing:	N/A
Author:	Nadine Lewycky, Assistant Registrar (Governance)
Date:	26 September 2022
Senior Management/External Sponsor:	Jonathan Morgan, Chief Governance Officer and University Secretary

Governance Committee report

Council member recruitment

1. Following the last recruitment process, we had identified a need to further increase the ethnic diversity of Council. The existence of two vacancies for external members presented an opportunity in this regard and Green Park, an executive search firm with a strong track record in promoting diversity has been engaged to support the process.
2. The candidate brief had been designed to engage a wide pool of applicants. The following skills were explicitly referenced in the brief: finance (qualified accountant); leadership in the creative industries; community engagement.
3. The search generated 15 applications with an equal gender balance across a spread of age ranges. Over two thirds of candidates described themselves as ethno-culturally diverse. Nine candidates were longlisted (two-thirds ethno-culturally diverse and just under half female). Following interviews with Green Park, six candidates with skills across communications, community engagement, entrepreneurship and finance had been recommended for shortlisting. The external member of Governance Committee and the University Secretary had been meeting with each of the candidates and will agree a final list to meet with the Chair and Vice-Chair. We will consider final recommendations for approval by email circulation.
4. We approved the re-appointment of Ben O'Neill as a co-opted member of Finance and Investment Committee (FIC) for a further four-year term. The Chair of FIC was supportive of the re-appointment.

Governance effectiveness review

5. We received a presentation from Advance HE on the final report on Council effectiveness which offered seven recommendations and a number of suggestions. We discussed the recent governance trends in the sector and the ideal size of, and balance of membership on governing bodies. We discussed how membership impacted on board culture and the quality of debate in meetings. We discussed expectations in relation to the function of Council and the distinctions between governance and management. We felt that there were a number of practical suggestions in the report that could be taken forward quickly. We agreed that the framing document should be updated to reflect our discussions and be shared with Council alongside the report.