

## **Review of Governance - Recommendations approved by Board of Governors 18 November 2015**

This is a summary of the approved recommendations arising out of an external peer review of governance conducted in the Summer of 2015. These actions are being implemented during 2015/16:

**R.1** *A Schedule of Delegation will be adopted to help clarify the respective responsibilities of the Board and the Executive and to empower the Committees regarding their governance oversight roles.*

**R.2** *Promote the student voice by providing further support to the existing Student Governor. Discuss upcoming relevant Board items with the Student Governor sufficiently in advance of Board meetings to enable the Student Governor to more widely canvas the student voice and communicate those views at the Board meeting.*

**R.3** *The Chair will continue the practice of holding an annual review meetings with each individual Governor (excluding the Vice-Chancellor.)*

**R.4** *An independent chair of the Remuneration Committee will be appointed; and the use of Governor pre-meetings will be extended to other Committees as appropriate to promote effective independent governance.*

**R.5** *Consideration will be given to the formalisation of Governor Champions to cover specific areas of function and activity such as equality and diversity and governance support for commercial property matters.*

**R.6** *Fill potential gaps in Governing Body membership in terms of the mix of skills and experience both now and in the future with regards to experience of higher and further education and accountancy and finance.*

**R.7** *Induction arrangements for new members for the Governing Body will pay particular regard to the need to support and encourage participation from staff and student members so that they can perform their governance roles effectively.*

**R.8** *Continue to refine the information provided to Governors at the full Governing Body meetings including use of summary Committee minutes and consistent executive summaries of papers.*

**R.9** *Continue to use the e-portal to allow for electronic access to papers by Governors and to provide a dedicated information resource.*

**R.10** *Assist Governors to better understand the University's academic activities by i) continuing to schedule a rolling programme of visits to academic schools and presentations to Governors by Directors of Schools and ii) the provision of electronic bulletins by the Vice-Chancellor between meetings to inform Governors of changes in the University and the external environment.*

**R.11** *Develop a set of Key Performance Indicators which reflect what the University is seeking to achieve in its Strategic ambitions and reflect the type of University that it is, using relevant and where possible exemplar comparators.*

**R.12** *Extend the terms of office for the Chairman and Vice-Chairman for at least 2 years at a time.*