Date: 26th October 2023

MRC Governance and Management Review

Background:

MRC's last governance review was done in August 2020. The college Governance review is done after every three years. Therefore, another review was due, which was first conducted internally by a working group formed by the college Board of Governors.

The internal report with all the required documentation was later forwarded to Professor David Baker for external evaluation.

For internal evaluation, the Board of Governors formed a working group to review the college governance and management. The group comprised:

- Professor David Baker – External Member
- Ms. Renata Kairiene – Internal Member
- Mr Kwaku Adjepong – Internal Member
- Mr. Ali Summon – Student Representative

The TORs of the Board of Governors were updated according to the CUC Higher Education Code of Governance and the Nolan Principles of Public Life.

Three questionnaires were distributed among the members of the Board of Governors and Academic/Quality Assurance Board, which were:

- Board Self-Assessment Questionnaire
- Effective Evaluation of Governance
- Evaluation of the Chair of each Board

The internal report was forwarded to Professor Baker with all the required information and documentation.

Professor David Baker compiled a report with recommendations after reviewing all the documents. An action plan was developed in light of those recommendations and discussed in the Board of Governors meeting.

Summary of Recommendations and Action Plan:

1. **Communication Issues**

Recommendation: Ensure greater clarity over the communication and feedback mechanisms between committees and the wider student body.

Action: Ensure that the above recommendation is covered while discussing various topics with a proper communication methodology and mentioning them in the meeting minutes from now onwards.

2. **CPD of Members of the Board of Governors:**

Recommendation: Develop an annual CPD programme for governors tailored to the major aims and objectives of the strategic planning process.

Action: Need to develop training sessions for governors in various subject areas so they will be able to provide better contributions to the strategic planning process. Action will be completed by March 2024

3. **Succession Planning:**

Recommendation: Develop a formal succession planning process for the BOG and the AQAB, ensuring an appropriate degree of externality and a diverse representation underpinned by fixed terms of office and regular turnover of membership.

Action: Developing a succession planning process for both BOG and AQAB is needed. Action will be completed by March 2024

4. **Internal Control Issue**

Recommendation: Rewrite the internal control evaluation document to clarify ownership and responsibility for implementation. Clarify the college's response in cases where controls are not met.

Action: Action point for the internal control evaluation report already completed. The internal control evaluation report is discussed in BOG meetings annually, but now it will be discussed in every meeting as a standing agenda item.

5. Self-evaluation process

Recommendation: Clarify, refine, and document the self-evaluation process for all boards and committees**.** Consider introducing an annual appraisal process for board members.

Action: Better documentation and processes are required to evaluate boards and committees. BOG member's performance will be evaluated exactly at the same time when other staff appraisals are due.

6. Administrative Support

Recommendation: Carry out a full restructuring of administrative support for the creation of meeting papers and minutes, ensuring that the staff tasked with writing such documents are fully competent in the role.

Carry out a complete overhaul of the website in line with sector norms and standards, employing professional expertise in copy editing, proofreading, and presentation of material to ensure that the site is always both comprehensive and current.

Action: We need to hire a person for minute writing and other clerical work and, if possible, to also act as webmaster providing website editing support by March 2024.

7. MRC Strategic Plan

Recommendation: Develop process, timescales, and a timetable for the formulation of MRC's strategic plan for 2030, together with the identification and allocation of resource requirements.

Action: The Strategic Plan is a work in progress for 2023-2028; it will be completed by November 2023.

8. Risk Register

Recommendation: Develop the risk register to include scoring and RAG (red-amber-green) rating systems and a timetable for review and reassessment of risks.

Action: RAG scoring system to the risk register will be added in 2024.