

The governance structure

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Recommendationsthe governance structure
1. Clarify and simplify the governance status of SAC Commercial by <ol style="list-style-type: none"> a. Consider making SAC Commercial a trading subsidiary of SRUC rather than a subsidiary of SAC Corporate Trustee Ltd b. Clarify the remit of SAC Commercial so that it focuses on its core role of profit making commercialisation

The role of the Board and its committees

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of education, research and change management to support staff on the development of advice to the Board on the new strategic goals and performance frameworks used to their progress that will be required to implement the new strategic plan

- c. Review the membership and terms of reference of the Remuneration and Nomination Committees, as required by the Scottish Code of HE Governance
- d. Support the development of the Academic Board and review what the Board requires from in order to support the strategic role

The role of staff and their governance processes

16. The role of staff and their governance processes is to support the development of advice to the Board on the new strategic goals and performance frameworks used to their progress that will be required to implement the new strategic plan. This includes reviewing the membership and terms of reference of the Remuneration and Nomination Committees, as required by the Scottish Code of HE Governance, and supporting the development of the Academic Board and reviewing what the Board requires from in order to support the strategic role.

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Recommendationsthe role of staff and their governance processes

- 5. Provide a template, support and training for staff who submit papers to the Board and its committees to ensure they understand the new roles and terms of reference and have a clear strategic purpose for their papers
- 6. As far as possible, work with the Board to plan ahead the Board and committee calendars of business

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Recommendationsthe contribution of individual board members
<p>10. Support the development and contribution of the staff and student board members through tailored and comprehensive induction, ongoing support, including from the Governance Secretary and Chair and, in the case of student members, support to ensure they can contribute as quickly as possible</p> <p>11. Review board member induction, training and development, including regular discussion with the members of their contribution and development plans to maximise their contribution to strategic board decision making</p> <p>12. Develop a Board engagement plan that ensures staff understand the work of the Board and board members enables and requires all board members to take part in systematic engagement with staff, students and external stakeholders. This should reflect the development needs of individual members and also the strategic requirements of the Board as part of its ongoing succession planning.</p>

Conclusion

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