

Ofqual Board

Paper 14/17

Date:

8th, May 2017

Title:

Board Engagement Plan

Report by:

Marc Baker, COO

Responsible Director:

COO

Paper for decision

Open paper



Issue

1. It would be beneficial to improve the visibility of the Board among Ofqual staff. We have identified communication opportunities including set piece events such as the Annual Staff Awayday and Espresso sessions together with less formal opportunities for Board members to interact with individual teams.

Objectives

2. Improve individual visibility of Board members and give them and staff a better mutual understanding of their perspectives. This may also positively impact on the staff survey results for visibility of the management team.
3. Help staff understand more about the background, experience and knowledge that individual Board members have, this may help to encourage more interaction with Board members including testing of ideas with Board members to understand how they might land with key stakeholders.

Recommendation

4. The Board are invited to review and agree the proposed plan

Background

5. At the March Board meeting the suggestion was made that Board members should be more visible to staff, as most of the interactions currently are between the senior management team and individual Board members.
6. In developing these proposals, we have made two assumptions:
 - a. It is preferable not to create artificial opportunities to engage, but to build these into existing meetings.
 - b. Due to Board member calendars these opportunities should be spread throughout the year.

Proposal

7. The following actions are proposed:
 - a. Include a photo of each Board members and a short biography on the Intranet.
 - i. Action all Board members to provide a biog by 20th June
 - ii. Communications team to upload
 - b. Board members are invited to write a short internal blog for the Intranet - 2 different Board members per year talking about transferrable experiences from other sectors they get involved in.
 - c. Each Board member will be assigned a Directorate to get to know better – 2-3 Board members per Directorate. ED's will invite their assigned Board members to one team meeting per year. We could keep with this assignment for the full period of the Board member's appointment, or vary it each year to that after 4 years each Board member will have been to a team meeting for every Directorate.
 - d. We will dedicate two Espresso sessions each year for Board member presentations. Two Board members to attend the Espresso and present to the organisation on a topic of their choice up to 20 minutes each.
 - e. Following the Espressos, Board members will have the opportunity to discuss with the management teams for their assigned Directorates current issues/work they are involved in, risks to delivery.

- f. At least half of the Board members should attend the annual staff conference held in March.
- g. A staff visit to an institution that the Board members work for is suggested to provide opportunity for benchmarking.
- h. Before and after the Board meetings, Board members are invited to walk the floors and meet with staff, this will be communicated to staff beforehand so they are expecting them.
- i. We will extend the lunch break during Board meetings by 10 minutes and invite an individual team to join the Board for lunch providing an opportunity for informal discourse.

Finance and Resource

This section has been redacted, as its publication would be prejudicial to the effective conduct of public affairs.

Impact Assessments

Equality Analysis

9. Not applicable

Risk Assessment

10. Not applicable

Regulatory Impact Assessment

11. Not applicable

Timescale

12. To begin immediately post May Board.

Communications

13. Staff to be notified within each Directorate of their designated Board member