

MEETING OF THE CROYDON COLLEGE SEARCH AND GOVERNANCE COMMITTEE
Wednesday 29 June 2020
2.00pm
Virtual Meeting

MINUTES

Present: Tom Hesmondhalgh (Chair) (except item 14)
 Caireen Mitchell (Principal & CEO)
 Gordon Smith
 Jean Cook

Clerk: Clare Mitchell, Director of Governance

| No. | Item | Action |
|-----|---|------------|
| 1. | Apologies for Absence Apologies for absence were received from Catherine Boyd-Maunsell. | |
| 2. | Declaration of Interest TH declared an interest in item 14. TH would withdraw from the meeting for that agenda item. | |
| 3. | Minutes of the Meeting held on 5 February 2020 The minutes were agreed as an accurate record of the meeting. | |
| 4. | <p>Matters arising from the Minutes not on the Agenda</p> <p><u>Item 5: Update on the Governance Health Check Progress</u></p> <p>The DoG informed the Committee that the development of the new intranet site for Governors had been delayed because of Covid 19.</p> <p>The election of the new Student Governors for 2020/21 had been delayed because of Covid 19 and therefore it had not been possible to invite them to the July Board meeting.</p> <p><u>Item 6: Assessment of Compliance with the AoC Code of Good Governance</u></p> <p>A list of governance policies had been compiled and added to the central list of corporation policies, but had not yet been presented to the Audit Committee.</p> <p>It had not been possible to hold a Governor day in the Summer term because of the lockdown. Dates still needed to be set for the two Governor days in 2020/21.</p> <p>ACTION: DoG to set dates for Governor days in 2020/21</p> | DoG |

| | | |
|----|---|-----|
| | <p><u>Item 7: Governance Review and Board Development Plan</u></p> <p>The virtual task and finish group had been established and work would be taken forward in the Autumn term.</p> <p>A report on the use of the SCIF funding would be presented to the November S&G Committee meeting.</p> <p>ACTION: DoG to present a report on the use of the SCIF funding to be presented to the November S&G Committee meeting</p> <p><u>Item 10: Needs for Future Governors and Co-optees</u></p> <p>The Chair reported that Andrew Gilchrist had recently chaired his first meeting of the Audit Committee and that his previous experience as an Audit Committee Chair had been very useful.</p> | DoG |
| 5. | <p>Update on Compliance with the Code of Good Governance (the Code)</p> <p>The Committee noted an update on progress against the areas where further work was required to ensure compliance with the Code. A number of actions had been delayed because of the impact of Covid 19 on both access to the College and workload. Verbal updates were given as follows:</p> <p><u>Strategy and Leadership – Point 1.6</u> Compiling new KPIs had been delayed but the P&CEO hoped to complete this work shortly.</p> <p><u>Policies and the Student Voice – Point 3.6</u></p> <p>The introduction of student representatives at the Coulsdon Campus had been delayed because of Covid 19 but would be relaunched in the Autumn term. Expressions of interest had been received for Student Union positions for 2020/21. The Committee noted that there had been concerns about the learner experience at the Coulsdon Campus in 2020/21 in some subjects. The response rate from the most recent student survey had been low and the feedback needed to be addressed.</p> <p>Interviews for the new Principal of Coulsdon Sixth Form College were due to take place shortly. The new Principal would need to prioritise engaging with students and working with staff.</p> | |
| 6. | <p>Board and Committee Effectiveness Review Process</p> <p>The DoG presented this report which set out proposals for Board and Committee effectiveness review for 2020/21 and going forward. The Committee asked that Question 3 of the Committee Effectiveness Questionnaire be amended to read:</p> | |

| | | |
|----|--|----------------|
| | <p><i>"Does the Committee have the right capacity and skills"</i></p> <p>It was agreed that a brief assessment of how the Board had functioned during lockdown would be included in the Board effectiveness review process for 2020/21.</p> <p>ACTION: DoG to amend the Committee Effectiveness Questionnaire and include an assessment of how the Board had functioned during lockdown</p> <p>The Committee <u>recommended</u> the Board and Committee Effectiveness Review Process to the Board for approval</p> | DoG |
| 7. | <p>Governance Policies and Procedures</p> <p>i) Schedule of Board and Committee Business 2020/21</p> <p>The Committee <u>recommended</u> the Schedule of Board and Committee Business for 2020/21 to the Board for approval.</p> <p>ii) Updated Scheme of Delegation</p> <p>The Committee <u>recommended</u> the updated Scheme of Delegation to the Board for approval.</p> <p>iii) Updated Conflicts of Interests Policy</p> <p>The Committee <u>approved</u> the updated Conflicts of Interests Policy</p> | |
| 8. | <p>Online Training Requirements for Governors</p> <p>The Committee <u>noted</u> the current position in relation to completion of online training by Governors.</p> <p>ACTION: DoG to ensure all Governors completed their online training</p> <p>The DoG was asked to work with the Head of HR to find an online equality and diversity training module that was suitable for Governors and to review whether Governors should be asked to complete an annual update on safeguarding and prevent.</p> <p>ACTION: DoG to work with the Head of HR to find an online equality and diversity training module that was suitable for Governors and review whether Governors should be asked to complete an annual update on safeguarding and prevent</p> <p>The Committee <u>approved</u> the proposal that new Governors should be expected to complete all of the current online training modules within three months of appointment and that Governors should be asked to repeat this training on reappointment.</p> | DoG DoG |

| | | |
|-------------------|---|---------------------------|
| <p>9.</p> | <p>Governor Vacancy</p> <p>The Committee noted that there was one further external Governor vacancy on the Board. It was agreed that recruiting a member from a BAME background was a priority, potentially from a community group. Increasing the expertise on the Board in the areas of HE and commercial property would also be useful. The DoG expressed concern that appointing a Governor from an HE institution with which the College was either in partnership or in direct competition could present a significant conflict of interest in relation to HE issues. The Committee noted that one option might be to co-opt a member with an HE background to the Croydon LQC.</p> <p>It was agreed that the DoG would bring proposals on recruitment of Governors to the November 2020 meeting and there then would be a further discussion on filling the vacancy. By this time the new Chair of the Board would have been appointed and the skills requirements on the Board could be reassessed.</p> <p>ACTION: DoG to bring proposals on recruitment of Governors to the November 2020 meeting</p> | <p>DoG</p> |
| <p>10.</p> | <p>Areas for Discussion</p> <p>i) Student Governor Representation</p> <p>The Committee expressed the view that the student voice did not come through clearly enough to the Board. Student Governors were only in post for one academic year and it took time for Student Governors to become comfortable with their role.</p> <p>The Committee discussed Governors could engage with students more informally. The P&CEO suggested that focus groups could be held with students to discuss themes coming out of the student surveys that took place twice a year. Governors would be invited to take part in these focus groups and would report back to the relevant LQC. It was agreed that this would be discussed further and a formal proposal would come back to the next meeting.</p> <p>ACTION: P&CEO/DoG to bring proposals for greater engagement between Governors and students to the next meeting</p> <p>The DoG explained that the Student Governor role at the Croydon Campus rotated each year between the FE Student Association President and the HE Student Executive Officer. In 2020/21 the student governor for the Croydon Campus would be an HE student. The DoG confirmed that the FE Student Association President would be co-opted onto the Croydon LQC.</p> <p>ii) Establishment of Link Governors</p> | <p>P&CEO/ DoG</p> |

| | | |
|-----|--|-----------|
| | <p>The Committee discussed whether a system of link governors should be established and the pros and cons of this type of arrangement. Governors could be linked to College activities in a variety of different way e.g. to a specific Strategic Objective, student group or school/campus.</p> <p>The Committee noted that there was already a Lead Governor in place for Safeguarding and Health and Safety and that the Chairs of Committees had close links with particular areas of the College’s work. Concern was expressed that a link Governor could be become an advocate for a particular part of the College and that was not necessarily appropriate, that Governors already mde a significant commitment to the College in terms of time and that establishing link Governors could add another level of bureaucracy.</p> <p>If a system to link governors was established, it should build on individual Governor’s existing interests and skills.</p> <p>An alternative might be to prioritise development of other methods of engaging Governors e.g. Governor Days and engaging Governors in events already taking place within the existing quality cycle.</p> <p>ACTION: Jean Cook to consider potential models for establishing link Governors/engaging Governors more effectively in the work of the College and bring a proposal to the next meeting.</p> <p>iii) Dates and timings of S&G meetings in 2020/21</p> <p>The Committee agreed the two additional meeting dates proposed for 7 October 2020 and 17 February 2021 and agreed that from September 2020 meetings of the Search and Governance Committee (and the associated Remuneration Committee meetings) would take place in the evening. This would require a change to the June 2021 meeting date.</p> <p>iv) Virtual Governance Meetings in 2020/21</p> <p>The Committee noted that Board and Committee meetings in the Autumn term would continue to be held by Zoom.</p> | Jean Cook |
| 11. | <p>Committee Terms of Reference</p> <p>i) Review of Committee Terms of Reference</p> <p>The Committee recommended the proposed changes to the terms of reference to the Board for approval subject to the removal of the sentence <i>“to develop and maintain a database of individuals with a view to filling current and forthcoming vacancies.”</i></p> | |
| 12. | <p>Dates of Future Meetings</p> <p>Wednesday 7 October 2020 Wednesday 4 November 2020 Wednesday 17 February 2021</p> | |

| | | |
|------------|--|--|
| | Wednesday 30 June 2021 – amended date | |
| 13. | Other Business There were no items of other business. | |
| 14. | Selection of a new Chairman of the Board See separate confidential minute. | |

Signed Chair

Date: