

LEEDS COLLEGE OF BUILDING

SEARCH & GOVERNANCE COMMITTEE

Minutes of the meeting held on Tuesday 11 October 2022 at 1.30pm, Meeting Room 1, South Bank 1.

PRESENT:

Peter Norris (PN) (Chair)
Nikki Davis (ND)
Derek Packer (DPa)
Wasim Feroze (WF) (*attended via Microsoft Teams*)

IN ATTENDANCE:

Karen Rolinson (KR) (Director of Governance)
Nancy Fearnside (PA to Strategic Leadership Team)

ACTION
BY AND
TARGET DATE

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Clare Harrigan and Katherine Naisbitt. KR noted that due to Clare's absence we needed a Chair for the meeting; PN agreed to chair the meeting.

PN welcomed everyone to the meeting and noted that this was WF's first meeting.

2. DETERMINATION OF ATTENDEES / OBSERVERS

Members agreed attendees at the meeting as per the attendance list above.

3. DECLARATION OF INTEREST

There were no declarations of interest.

4. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 7 June 2022 were accepted as a true record.

5. MATTERS ARISING

5.1 Ref Min 5.6

Actioned – contact made via LLA, and Governor vacancy advertised. An update would be given under Item 7.

5.2 Ref Min 7

Actioned – Item 8 on agenda.

5.3 Ref Min 7

Actioned – plan updated in June 2022.

5.4 Ref Min 8

Actioned – date re-arranged in October 2022.

5.5 Ref Min 10

Carried forward.

5. MATTERS ARISING (continued)

5.6 Ref Min 11

Actioned – presented to Board in July 2022.

The second part of this action would be carried forward to November 2022 Board meeting.

5.7 Ref Min 12

Actioned – updated and recirculated.

5.8 Ref Min 12

Actioned – Item 10 on Agenda.

5.9 Ref Min 12

Actioned – Item 12 on Agenda.

5.10 Ref Min 12

Actioned – ToR updated.

5.11 Ref Min 12

Actioned – in line with Standing Orders, the Chair & Vice Chair's term of office is one year.

5.12 Ref Min 12

Actioned – approved by Board 22 July 2022.

6. APPOINTMENT OF A VICE CHAIR OF THE S&G COMMITTEE

KR stated that the appointment of a Vice Chair for S&G had been discussed previously. CH is a co-opted member and her appointment was approved for a further year. KR noted that we do need to look at succession planning but in the absence of CH it was agreed that this would be deferred to the next meeting.

7. MEMBERSHIP & RECRUITMENT REPORT

KR presented Item 7 (report on membership & recruitment) and gave a brief overview.

Membership

KR noted that Caroline Meehan and Sarah Wilson will complete their first term of office on 21 January 2023. Both have confirmed that they would be willing to serve a further 4-year term as a Governor.

Sub Committees

KR stated that Debbie Forsythe-Conroy has stepped down from the Audit Committee but remains a Governor. There is therefore a vacancy on Audit Committee.

KR reported that the Performance & Remuneration Committee have agreed to add a further member to its membership. PN explained the type of issues discussed by the P&R Committee, which normally meets twice a year (December and July) prior to the Audit & Board meetings.

KR stated that the Search & Governance Committee was currently at full capacity.

7. **MEMBERSHIP & RECRUITMENT REPORT** (continued)

Recruitment

KR stated that nominations had been sought during summer for a Staff Governor. Three nominations were received and following a vote by non-academic staff, Michael Norton (IT & Learning Resource Manager) was elected as Staff Governor, this would be confirmed at today's Corporation meeting.

KR reported that a Student Governor was yet to be recruited. ND noted that four students had attended the recent HE Strategic Employer Forum and two of these could be potential Governors; she would be speaking to them shortly.

DPa emphasised that any potential Student Governor needed to know what's expected of them and given guidance and encouragement. KR noted that external support was also available to Student Governors. They would also be supported by herself and ND. DPa stated that it was quite a daunting experience, and such support would be essential. PN noted that a Governor buddy would be allocated, and ND confirmed that APs would also support informally.

KR stated that an application was received from James Dunford who is Senior Assistant Principal at Carr Manor School in relation to the independent governor vacancy. He has a broad range of experience and connections with the Leeds Learning Alliance. An interview took place on 3 October 2022 with a panel of S&G members (PN & ND) and KR. The panel recommend James to the S&G Committee as a suitable Governor appointment.

DPa noted that there were a few gaps in JD's application form and queried these. KR apologised and stated that the application form had been filled in correctly, but this had not shown on the papers sent out. DPa noted that there is a push to get the College into schools and asked if JD would be able to help with this. ND felt that he could help the College to understand schools and he has access to networks that the College could tap into.

ND stated that an SLT member has been assigned to every school in Leeds and JD could help inform on this. She felt his knowledge and experience would be invaluable.

PN noted that DPa had raised some concern that JD had been brought on board very quickly. PN stated that as S&G and Board meetings had fallen on the same day it had seemed sensible to get JD to join the Board as soon as possible. However, he noted DPa had a valid point.

WF asked if we were assured that the appointment met standards around independence. KR stated that it did; this was not a staff appointment but an independent Governor appointment and she felt he would add to the Board, and he would need to state any conflicts of interest if there were any.

WF noted the E&D impact assessment on the paper and was concerned regarding the diversity of the Board generally. The College has a diverse cohort of students and needs to be more mindful of diversity.

7. **MEMBERSHIP & RECRUITMENT REPORT** (continued)

Recruitment (continued)

WF stated that the College needs to continue to push the EDI agenda. PN noted that the point was well made. ND stated that the four students who attended the HE Strategic Employer Forum were male. She would work with them to ensure they felt able to contribute.

PN emphasised that we do need to match the skills sets required. WF queried why we hadn't managed to reach more diverse candidates. He felt that the College needs to be more ambitious and he would be happy to support.

DPa felt that Board members should help with finding appropriate Governors and asked what more could be done. WF stated that this was not just a College issue but was city-wide. He acknowledged that ND has been more visible outside the organisation, with various interviews / press releases etc. Opportunities through the LLA could be possible and JD may be able to help through his Pathways work. WF was happy to engage with the College where he could. He emphasised that we needed to add value to the Board and not just replace.

DPa asked what the S&G Committee needed to do to progress better searches for Governors. ND stated that linking with community groups would be helpful and build more relationships.

KR noted that Trainee / Apprentice Governors have been discussed through her network. There could be opportunities for co-opted members, which may lead to full membership.

DPa felt that we needed to review our search techniques. ND and KR would look at this with APs and take advice from WF as appropriate.

ND/KR
March 2023

WF stated that this month is Black History month and perhaps the College could promote through social media and present the College as more inclusive. ND stated that Rob Holmes and Kyle Immanuel are pulling together an inclusion calendar which would feed into communications / social media.

- **The Committee noted the position on current membership and approved the reappointment of Caroline Meehan and Sarah Wilson for a second term of office until January 2027.**
- **The Committee noted the sub-committee membership and recommended that a further member was sought for the Performance & Remuneration Committee but not for Audit Committee at this present time.**
- **The Committee noted the election of Michael Norton as Staff Governor and the position relating to the Student Governor vacancy.**
- **The Committee recommended to the Board the appointment of James Dunford as an independent Governor.**

8. UPDATE ON DRAFT GOVERNANCE SELF-ASSESSMENT ANNUAL REPORT 2021/22 & GOVERNOR ACTION PLAN 2022/23

KR stated that she was still pulling together the draft Governance Self-Assessment Annual Report for 2021/22. She needed to include the results of the Governors' Self-Assessment Questionnaire, 1-to-1 reviews, attendance etc. in the report and pull together the action plan. She would then ask Debbie Forsythe-Conroy to look at this prior to the draft being sent out to the S&G Committee for consideration / feedback. The final report would be approved at the Corporation meeting on 22 November 2022.

KR
Nov. 2022

9. APPOINTMENT, RE-APPOINTMENT & REMOVAL OF GOVERNORS PROCEDURE

KR presented Item 9 (Appointment, Re-Appointment and Removal of Governors Procedure) and gave a brief overview. KR stated that the S&G Committee have delegated authority (under its Terms of Reference) to review and approve this procedure. This is a new procedure and if approved will mean that other separate procedures will no longer be necessary (Appointment Procedure & Re-Appointment Procedure).

DPa acknowledged that the procedure was very thorough.

The Committee approved the Appointment, Re-Appointment & Removal of Governors Procedure.

10. SCHEME OF DELEGATION

KR presented Item 10 (Scheme of Delegation) and gave a brief overview. This is a new document that KR has pulled together following discussion and recommendation at the last S&G Committee on 7 June 2022.

ND noted that a policy spreadsheet is in place and managed by Quality, with R Holmes having overall management. Reminders are sent where necessary for policies to be reviewed for approval. ND confirmed that every policy has an owner.

WF queried the Equality, Inclusion & British Values Policy. KR confirmed that this would be brought to the Board in November.

PN felt that one of the key responsibilities of the sub committees was to "highlight concerns to the Corporation at the earliest opportunity" and suggested that this should be added to the Scheme. KR agreed that she would do this.

KR
Oct 2022

The Committee approved the Scheme of Delegation.

11. REVIEW OF ROLE DESCRIPTIONS & PERSON SPECIFICATIONS

KR presented Item 11 (Review of Role Descriptions and Person Specifications) and gave a brief overview.

KR noted that some of the role descriptions and person specifications were in existence and just needed reviewing; others were new ones, including the Safeguarding Lead Governor.

11. REVIEW OF ROLE DESCRIPTIONS & PERSON SPECIFICATIONS
(continued)

It was agreed that the Safeguarding Lead Governor, the Committee Vice Chair and the Governor role descriptions / person specifications would be sent to Caroline Meehan, Matthew Shields and James Dunford respectively and anyone new to their role in the future. The remainder would be added to the Governors' Portal and Governors would be informed of this.

KR
Oct. 2022

WF noted that the Student Governor role description was shorter. KR stated that both the Student Governor and Governor role descriptions were applicable to Student Governors, as stated in the purpose of the role.

WF felt that students could feel overwhelmed and suggested making it more accessible to a student audience, eg videos / communication materials. ND felt that this could be fed in much earlier during the student application process.

KR stated that "Unloc" support Student Governors and their resources could be shared with prospective Student Governors, and she would look at this for next year.

KR
June 2023

WF suggested that some of the leadership skills could be emphasised for future employment opportunities.

DPa suggested that the Board papers could be looked at to make them more dynamic.

The Committee approved the new / revised role descriptions / person specifications.

12. ANNUAL S&G COMMITTEE REPORT FOR 2021/22

KR presented Item 12 (Annual S&G Committee Report for 2021/22). This is a new report and whilst it is not a statutory requirement the Committee felt it was appropriate to produce an annual report for the Board in line with the other sub-committees of the Corporation.

The report outlined what had been considered by the S&G Committee during 2021/22. It included details of attendance and KR noted that overall attendance for LCB was 82%, compared to the benchmark average of 82.35%.

Details of development participation by Governors was detailed in the report and KR would be happy to see more participation taking place. DPa asked if attendance at staff development events affected funding; KR stated that it did not but we could do better.

PN suggested that visits to outstanding colleges could be arranged to share best practice etc. Ofsted would want to see what Governors have done.

The Committee approved the Annual S&G Committee Report for 2021/22 and recommended this to the Board.

13. ANY OTHER BUSINESS

DPa stated that we need to understand more fully our link with industry. ND agreed that the process was being reviewed, taking into account how we could prepare for the downturn in Apprenticeships. Caroline Meehan had reported recently that some employers are walking away from Apprenticeships.

ND noted that the College does not have a CRM system, but we do need to understand the business development process first.

DPa stated that he had eventually received a list of employers which he felt was very long and meaningless. It was not clear what we were doing with these employers.

ND confirmed that this was work in progress and would be presented to the Board in due course.

**ND
March 2023**

14. DATE OF NEXT MEETING

The next meeting is scheduled for Tuesday 21 March 2023 at 4.00pm in Meeting Room 1 at South Bank 1.