

EALING, HAMMERSMITH AND WEST LONDON COLLEGE FE CORPORATION

Meeting	SEARCH AND GOVERNANCE COMMITTEE		
Date	30 September 2019	Time	6.00pm
Venue	Hammersmith and Fulham College, Room E351, Gliddon Road, London W14 9BL		
Chair	Ian Comfort		

Present: Ian Comfort; Phillip Kerle; Karen Redhead (CEO); Cllr Yvonne Johnson.
In attendance: David Round (Clerk to the Corporation / Director of Governance)

Attendance at meeting = 100%

No.	ITEM
1.	Apologies for Absence None.
2.	Declarations of interest Cllr Yvonne Johnson is a Councillor for the Borough of Ealing.
3.	Minutes The minutes of the meeting held on 22 May 2019 were approved as a correct record.
4.	Matters Arising The matters arising report from the previous minutes and other items carried forward was received and noted.
5.	<p>New Governor Applications Mr Shawez Mir joined the meeting at this point.</p> <p>Mr Mir was an applicant to join the governing body having previously met the CEO and Clerk informally. The Committee received skills audit information and it was noted that HR and IT remained gaps in the current membership of the Corporation.</p> <p>Members of the Committee were able to access Mr Mir's CV and letter of application and discussed with him his interest in the position, his skills and other relevant matters. It was noted that Mr Mir had a strong background in the implementation of major IT projects in large and complex human resources environments. Mr Mir was a former student of the College from the mid-2000s and he was committed to giving something back to the College where he had studied.</p>

Mr Mir left the meeting at this point.

Following further consideration it was **RESOLVED** that the Search and Governance Committee wished to recommended to the Corporation that Mr Shawez Mir be appointed to the governing body for an initial term of two years and, further, that he be invited to join the Audit Committee.

The next new governor candidate for interview did not attend.

The next new governor candidate, Ms Porsha Nunes-Brown, joined the meeting at a later point (7.05pm).

Ms Nunes-Brown was an applicant to join the governing body having previously met the CEO informally. The Committee received skills audit information and it was noted that marketing/communication was a gap in the current membership of the Corporation.

Members of the Committee were able to access Ms Nunes-Brown's CV and letter of application and discussed with Ms Nunes-Brown's interest in the position, her skills and other relevant matters. It was noted that she worked in a press liaison/communications role for the DFE. She was also a governor at a primary school.

Ms Porsha Nunes-Brown left the meeting at this point.

After careful consideration the Committee agreed that it did not feel able to recommend Ms Nunes-Brown's application to join the governing body.

6. Skills and Membership Review

The Committee noted that there were four vacancies for independent (external) governors currently following the resignations of Mr Hilditch, Ms Clements-Elliott, Cllr Rai and Ms Sangha.

The skills audit showed that there were currently gaps in the following areas:-

1. Financial skills – including the recruitment of qualified accountants
2. Audit skills and risk management
3. Property management and development skills
4. Information technology
5. Management information
6. Marketing / PR
7. Human Resources
8. Higher Education / Further Education / Education

Mr Mir's appointment, if confirmed by the Board and the applicant, would fill gaps in IT and MIS.

There were vacancies on Corporation committees as follows: -

Audit Committee – 1 vacancy

F&GP Committee – 1 vacancy

Curriculum, Performance & Quality Committee – 1 vacancy

Search & Governance Committee – 2 vacancies

Remuneration Committee – 1 vacancy

Subject to the approval of the Board it was **AGREED** that the following appointments to Corporation committees be made:

Roslyn O'Garro - be appointed to the Search and Governance Committee

Cllr Yvonne Johnson – be appointed as a member of the Remuneration Committee

Shawez Mir – be appointed to the Audit Committee (pending appointment to the Board)

7. Board Effectiveness

The Committee received a report arising from the review of board effectiveness. This included a self-evaluation questionnaire issued to all governors, including staff and student governors. The response rate was 66% including retiring governors and student governors; the actual response rate of current governors was therefore likely to be higher.

The strengths of the board were highlighted:

- There is strong agreement that the strategic role of Governors is effective (88% Strongly agree/Agree)
- Governors are well informed about the College and understand what it is doing and why (88% Strongly agree/Agree)
- The Board's way of working is well understood and works well (88% Strongly agree/Agree)
- There is clarity and transparency in decision-making at the Board (88% Strongly agree/Agree)
- Governors understand their role and the Corporation undertakes its role diligently (88% Strongly agree/Agree)
- The Board understands and has taken into account the risk issues facing the College (88% Strongly agree/Agree)
- The Chair leads the Board in a professional and proactive manner (100% Strongly agree/Agree)
- Governors feel able to contribute to discussions at the Board and individuals' inputs are respected (88% Strongly agree/Agree)
- The Board is effective in challenging College management (88% Strongly agree/Agree)
- The Board has confidence in the Principal (100% Strongly agree/Agree)
- The Board has confidence in the Executive Director, Finance and Resources (100% Strongly agree/Agree)

- The Clerking service is effective (100% Strongly agree/Agree)
- Governors believe the financial and non-financial KPIs are sufficiently robust to monitor the performance of the College (88% Strongly agree/Agree)

The areas for development were:

- The Board should spend more time 'horizon scanning' to identify and scenario plan issues that could affect the College in the future
- In order to maintain its diversity following recent resignations, the Governing Body should seek to ensure that the board continued to be diverse and representative of the local community when making new appointments.
- The engagement of students in the work of the Board should be strengthened—**RED FLAGGED**
- The Corporation should consider how it ensures that the College is responsive to the needs of employers

The Board has also adopted the practice of including a standing item on all Board meetings to evaluate critically the effectiveness of the meeting and that of its own performance. Feedback is formally minuted. To date, the feedback is positive but it was recommended that the mechanisms is trialled for a further 12 months.

The attendance record of all governors for 2019/20 for all Corporation meetings (Board and committees) was **76.2%**. This compared to a sector average computed for 79 responding colleges of **81.7%** in 2018/19 (source: FE Clerks' Network).

Committee members discussed the narrative responses to the survey and noted the comments about the need to ensure a balance between financial matters, which unexpectedly were very prominent in discussions given the College's current position and the student experience and outcomes. There was also comment about the role of professional advice received in relation to estates matters.

The Committee endorsed the report's recommendations to: -

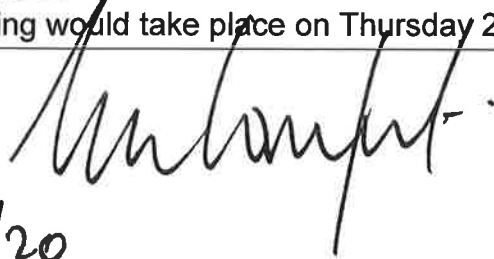
1. Strengthen the engagement of student governors in the work of the Board. It was **AGREED** that the Clerk, Chief Executive and Chair should work together to achieve this objective including consideration of more effective induction and training of student governors, the possible inclusion of standing items on student matters at Board meetings and other possible engagement strategies.
2. That a standing self-evaluation agenda item at Board meetings be continued in 2019/20.

8. Corporation Conference

There was discussion about the draft programme for the Corporation conference on 17 October. The Committee was delighted to learn that David Hughes, CEO of the Association of

	Colleges, had agreed to lead a discussion on the FE policy landscape and its implications for governors, picking up one of the areas for governor development identified in a previous board review.
9.	Any other Business There was no further business and the meeting ended at 19.22
10.	Date of Next meeting The next meeting would take place on Thursday 28 November 2019 at 18.30.

Chair's signature:



Date:

9/3/20

Date	03 October 2019
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