

Governance, Performance and Reputation Committee MINUTES

Date	30 th October 2023	Time	15:00-17:00
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Venue	Virtual Meeting – MS Teams
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Chair	Priscilla Kendall
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<p>Membership: Priscilla Kendall (Committee Chair), Catherine Manning (Committee Vice Chair), Ian Mehrtens, Becky Cooke</p> <p>Attendance: Rebecca Conroy (CEO & Principal), Belle Howard (Director of Governance – <i>minutes</i>), Lauren Crawley (Director of People)</p>
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Quorum: The meeting was quorate throughout.
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Apologies: Becky Cooke

#	Item	Action
1)	<p>WELCOME & APOLOGIES 15:00</p> <p>1.1 The Governance, Performance & Reputation (GP&R) Committee Chair opened the meeting at 15:00 with a warm welcome to colleagues.</p> <p>1.2 Apologies were received and accepted from Becky Cooke.</p>	
2)	<p>DECLARATIONS OF INTEREST 15:01</p> <p>2.1 The CEO & Principal and Director of Governance declared an interest in items 12.1 and 12.2 respectively, and as such would temporarily leave the meeting for these items as appropriate.</p>	
3)	<p>MINUTES OF LAST MEETINGS 15:02</p> <p>3.1 Approval</p> <ul style="list-style-type: none"> • Governors considered the minutes from the following meetings: <ul style="list-style-type: none"> ○ 25th May 2023 ○ 9th October 2023 – <i>extraordinary meeting</i> • Governors agreed that the minutes were a true and accurate record of what was discussed. 	

3.2 Matters Arising

Item	Owner	Action	Due Date
4.1.1	IM	Draft and issue a communication to the Board regarding the recent Governor resignations (Mark Fisher and Penny Coppins).	Complete
4.1.2	BH	Develop a procedure and associated guidance for managing poor attendance levels for governance meetings, with a view for this to include specific trigger points at which action should be taken.	Complete – per Item 5.5.
4.1.3	BH	Promote the Independent Governor vacancies on the Rother Voluntary Action Group website.	Complete
4.1.4	BH	Schedule informal interviews led by a panel of Governors from the SP&R Committee membership and Director of Governance, with both of the candidates from which applications had recently been received.	Complete
4.2.1	IM	Meet with Becky Cooke to explore feasibility of her performing the RC&I Committee Vice Chair role.	Complete
5.1.1	BH/RC	Explore the feasibility of arranging bitesize, in-house Governor training sessions on key areas of interest.	Complete – training under development.
5.1.2	BH	Conduct a brief EDI survey for Student and Staff Governors.	Complete – survey has been completed and records updated.
5.1.3	BH	Cascade individual Skills Audit results direct to each Independent Governor.	Complete
5.3.1	BH	Issue a communication to Governors reminding them of the meeting format approach for 2023-24, as well as promote the availability of onsite quiet meeting rooms for use before/after governance meetings.	Complete
5.4.1	BH	Amend the Governance Improvement Plan to report an Amber RAG status for 'Governor Succession Planning, with appropriate commentary.	Complete
5.4.2	BH	Update 'Appendix B: Governance Improvement Plan Progress Update' to include an 'Actions' column.	Complete
5.5.1	BH	Include a status update on all management actions related to the Governance Audit for the next meeting.	Complete
6.2.1	BH/RC	Explore potential alternatives for the term 'brand' in the SP&R Committee Terms of Reference.	Complete
6.2.2	BH	Update the Curriculum & Standards Terms of Reference to include 'Adult Education' in the Curriculum Section.	Complete
6.4.1	BH	Reschedule either the Autumn Term 2 ARaC Committee meeting or the December 2023 Board meeting to ensure a two-week contingency period between meetings.	Complete

Board & Committee Membership/Succession Planning

4) **MEMBERSHIP & SUCCESSION PLANNING** **15:03**

4.1 Current Terms of Office & Succession Planning

- The Director of Governance shared the following update:
 - **Membership:**
 - Newly appointed Staff Governors (Jack Woodgate and Kirsty Reid) had both been appointed to the Curriculum, Skills & Quality Committee, with Jack also appointed to the Capital Development Board. There was now Staff Governor representation at all three campuses.
 - First terms of office were due to expire in June 2024 for Catherine Manning and Graham Cook.
 - A priority membership resourcing gap for the ARaC Committee was noted.
 - **Committee Membership (2023-24)** – noted as follows:

Committee Membership 2023-24

ROLE	RESOURCES, CULTURE & IMPACT COMMITTEE	CURRICULUM, SKILLS & QUALITY COMMITTEE	GOVERNANCE, PERFORMANCE & REPUTATION COMMITTEE	AUDIT, RISK & COMPLIANCE COMMITTEE	CAPITAL DEVELOPMENT BOARD
Committee Chair	Andy Davy	Catherine Manning	Priscilla Kendall	Angela Smith	Graham Cook
Committee Vice Chair	Becky Cooke	Aly Colman	Catherine Manning	Charles Dudley	Charles Dudley
Other Independent Governors	Graham Cook	Andy Davy	Becky Cooke		Andy Davy
	Ian Mehrkens	Priscilla Kendall	Ian Mehrkens	Nicola Taylor	Ian Mehrkens
CEO & Principal	Rebecca Conroy	Rebecca Conroy	Rebecca Conroy*	Rebecca Conroy*	Rebecca Conroy
Staff Governors	Ashley Heminway	Kirsty Reid Jack Woodgate			Jack Woodgate
Student Governors	Alexandra Cheeseman	Trista Jin Emel Yerlikaya			
Other Attendees	Hannah Caldwell, COO	TBC, D(CEO&P)	Lauren Crawley (DoP) - occasional attendee.	Ian Mehrkens, Chair of the Board*	Hannah Caldwell, COO
	TBC, D(CEO&P)	Kym O'Mara, VP-SE		Hannah Caldwell, COO	Nathan Haffenden, DoCD&A
	Sam Brasier, EDoF	Donna Harfield, VP-BD		Clive Makombera, RSM - Internal Audit	
	Lauren Crawley, DoP	Mark Allen, DoI		Thomas Parker, RSM - Internal Audit	

* Not a member of this committee, but an attendee, on invitation

Skills Gaps	Resources	N/A	Marketing & Communications	Risk Management	N/A
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- The following discussion then occurred:
 - Governors noted that there had been high levels of engagement at the recent Strategy Day event and Full Board meeting from both the Staff and Student Governors. Additionally, the Student Governor Report had been particularly insightful on the student experience at each campus.
 - The Chair of the Board suggested that it may be helpful for Governors to share questions related to the Student Governor Report in advance of meetings, to support Student Governor participation and engagement. This would be particularly helpful in instances of English not being the first language, and thereby provide additional time to reflect and respond.
 - The Chair of the Board also reflected on the need to ensure role clarity for Staff and Student Governors, so that reports and updates to the Board were focussed upon strategic insights related to the staff or student experience, rather than operational matters. **Governors agreed.**
 - **Action 4.1.1** – Correct the 'Board Membership & Terms of Office' paper to reflect that the Chair of the Board was in their second term as an Independent Governor.

BH

4.2 Governor Recruitment

- The Director of Governance shared the following update:
 - **Independent Governors:**
 - There were currently 5 Independent Governor vacancies on the Board.
 - The recruitment campaign was currently live, leveraging social media, various jobs boards, local authority channels and voluntary action groups.
 - A quote had been received from recruitment specialists, Peridot Partners, which ranged from £6K-£12.6K depending on the number of vacancies filled.
 - A response was awaited from the DfE Recruitment Service (also led by Peridot Partners) re subsidised funding.
 - An Independent Governor role overview had also been scheduled with a prospective candidate.

- The following discussion then occurred:
 - **The GP&R Committee Vice Chair asked – when was a response expected from the DfE Recruitment Service?** The Director of Governance advised that a response was due by the end of the month.
 - **The CEO & Principal asked – was there an opportunity to negotiate with Peridot Partners on the quoted cost?** The Director of Governors advised that this would be explored.
 - Governors reflected on the need to expedite the recruitment process and considered the need to engage Peridot Partners to conduct a search, regardless of whether subsidised funding could be secured.
 - **RESOLUTION – The GP&R Committee agreed that the Director of Governance should proceed with appointing Peridot Partners to facilitate a recruitment process to identify 4 Independent Governor candidates, irrespective of subsidised funding being available.**
 - The Chair of the Board advised that there had been indications that an existing Independent Governor may be considering standing down from the Board. This would be explored in depth during the forthcoming round of Governor 1:1s. As such, the need to appoint additional Independents Governors remained a top priority.

4.3 Link Governor Roles

- The CEO & Principal initiated a discussion on the following prospective Link Governor roles:
 - Further to recent Ofsted inspection planning activity, it had been identified that there was a need to ensure dedicated Governor oversight of Careers & Skills and Special Educational Needs & Disability (SEND).
 - A dedicated Careers & Skills Link Governor could align on the local agenda in collaboration with Careers & Skills Governors across FE Sussex, manage the relationship with the College’s Careers & Skills nominee and meet with Ofsted as required. It was suggested that the CS&Q Committee Chair could perform this role.

	<ul style="list-style-type: none"> ○ Similarly, appointing a specific SEND Governor would further supplement existing oversight of the College’s SEND provision. It was therefore proposed that the existing Safeguarding Link Governor’s role be extended to include both Safeguarding & SEND, as per the previous incumbent. ○ The CEO & Principal noted that existing Special Interest Governor roles were currently in place for the Board, though a single point of contact for these key roles had not been identified. ● The following discussion then occurred: <ul style="list-style-type: none"> ○ The Chair of the Board reflected that by assigning oversight of Careers & Skills to the CS&Q Committee Chair, the Board would be able to evidence that this area was directly under the purview of the committee’s responsibilities. Governors agreed. ○ The Chair of the Board suggested the title of ‘Ambassadors’ rather than ‘Link Governors’, as this was a more meaningful term. Governors agreed. ○ Governors reflected that a combined Safeguarding and SEND role was a logical approach. <ul style="list-style-type: none"> ▪ Action 4.3.1 – Contact the existing Safeguarding Link Governor (Aly Colman) to explore whether she would be willing to perform a Safeguarding & SEND Ambassador role instead. ● RESOLUTION – Subject to their individual agreement, the GP&R Committee agreed to recommend that the Board appoint Catherine Manning as Careers & Skills Ambassador and Aly Colman as Safeguarding & SEND Ambassador. 	RC
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Board Effectiveness		
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5)	<p>GOVERNANCE REVIEW & IMPROVEMENT 15:21</p> <p><i>5.1 External Review of Governance – Priority Recommendations</i></p> <ul style="list-style-type: none"> ● The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ 26 recommendations had been identified by the reviewers as output of the recent External Review of Governance. ○ It was proposed that actions related to the following areas be prioritised in 2023-24: <ul style="list-style-type: none"> ▪ Strategic Focus ▪ Staff & Student Voice ▪ Role of the Vice Chairs ▪ Governor Recruitment ▪ Skills & Expertise ▪ Senior Post Holders ▪ Chairs Group ▪ Governor Training & Development 	
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- The following discussion then occurred:
 - The Chair of the Board suggested that the following items should not be prioritised, given that they were either already being addressed as part of usual governance business or because they had not resonated as a significant issue:
 - **Role of the Vice Chairs** – further clarity on roles and responsibilities had been outlined and explored as part of the Strategy Day and as such, there was limited additional action required.
 - **Senior Post Holders** – oversight of performance, pay and conditions was already being managed through existing processes.
 - **ARaC Committee Membership** – recruitment to address this priority skills gap was already underway and had been incorporated into the existing Governance Improvement Plan as part of the broader recruitment agenda.
 - **Governors agreed to remove the above items from the governance improvement priorities for 2023-24.**
 - The GP&R Committee Chair also noted that several of the priority areas were linked and could therefore be grouped together to consolidate the list of priorities. **Governors agreed.**

5.2 Strategy Output & Next Steps

- The Director of Governance proposed the following key next steps, further to the offsite Board Strategy Day that was held on 13th October 2023:
 - The newly developed Board Risk Appetite Matrix to be recommended to the Board for approval.
 - Executive Team to assess the feasibility of the growth and partnership opportunities that had been identified as output of the Strategy Day.
 - The draft Governance Improvement Plan (2023-24) to be considered by the GP&R Committee and recommended to the Board for approval.
 - A further Strategy Day to be held in the Spring Term (at the Marine Workshops in Newhaven), with a view to progress the Strategic Plan for 2024-29.
- The following discussion then occurred:
 - The GP&R Committee Chair reflected that moving forward, the Risk Appetite Matrix would be a key reference point for the Board, though it was important that this be frequently reviewed and revisited. **Governors agreed.**
 - The CEO & Principal suggested that the Executive Team should routinely reference the Board’s Risk Appetite when drafting governance meeting papers, via the cover sheet. **Governors agreed.**
 - **The GP&R Committee Vice Chair asked – moving forward, how frequently would the Board Risk Appetite Matrix be refreshed?** The Chair of the Board suggested that this should occur on an annual basis at the Strategy Day. **Governors agreed.**

	<ul style="list-style-type: none"> ○ The CEO & Principal reflected on the nature of the confidential information that had been considered as part of the growth and partnership opportunities and requested that the names of other educational institutions that had been referenced in associated Strategy Day documentation should be anonymised. Governors agreed. <ul style="list-style-type: none"> ▪ Action 5.2.1 – Anonymise any references to other educational institutions that had been referenced in the Strategy Day meeting notes and associated papers, related to growth and partnership opportunities. ● RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Board Risk Appetite paper. <p>5.3 Draft Governance Improvement Plan (2023-24)</p> <ul style="list-style-type: none"> ● The Director of Governance invited feedback from the GP&R Committee on the draft Governance Improvement Plan. ● The following discussion occurred: <ul style="list-style-type: none"> ○ The Chair of the Board noted the amended list of priorities arising from the External Review of Governance should be reflected in the draft Governance Improvement Plan, i.e. to remove items related to the following areas: <ul style="list-style-type: none"> ▪ Role of the Vice Chairs ▪ Senior Post Holders ▪ ARaC Committee Membership ○ Action 5.3.1 – Update the Governance Improvement Plan to ensure this is aligned to the agreed priorities arising from the External Review of Governance. ● RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Governance Improvement Plan (2023-24), subject to the agreed amendments. <p>5.4 Governance Audit – Management Actions Tracker</p> <ul style="list-style-type: none"> ● The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ The tracker had been updated to reflect the current status for all actions. ○ Three management actions now had revised implementation dates, pending development of the college’s Environmental Sustainability Strategy. ○ Good progress was being made overall. ● Governors noted the Governance Audit Management Actions Tracker. There were no questions. <p>5.5 Managing Governor Attendance</p> <ul style="list-style-type: none"> ● The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ An action was taken at the last meeting to develop a procedure for managing Governor attendance. This had been detailed in the associated paper and incorporated into the Standing Orders. 	<p>BH</p> <p>BH</p>
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- Governors were expected to attend at least 75% of Board and Committee meetings, as a minimum.
- An outline of time commitments was communicated to both prospective Governors at the point of application and again to all successfully appointed Governors, as part of the induction process.
- The following discussion then occurred:
 - Governors reflected on the need for the thresholds for managing Governor absence to more explicitly indicate the number of Governor absences, in addition to an overall percentage.
 - **Action 5.5.1 – Amend the Managing Governor Absence Procedure to indicate the number (or range) of absences for each threshold that triggered further action was required.**
- **RESOLUTION – The Governance, Performance & Reputation Committee agreed to approve the proposed procedure for Managing Governor Attendance, subject to the agreed amendment, with a view for Board approval to be recommended, per the updated Standing Orders.**

BH

5.6 Live Meeting Assessment Questions

- The Director of Governance shared the following update:
 - Following a shift in governance priorities and the ongoing maturity of the Board, the live meeting assessment questions were now due a refresh to ensure that they remained fit for purpose.
 - The following new questions were proposed (and had been tested since the start of the academic year):

#	LIVE MEETING ASSESSMENT QUESTION
1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?
2.	Were the papers succinct, with clarity in the information being communicated and the action required by Governors?
3.	Did you have all the information you needed to fully participate in discussion and decisions?
4.	Was there sufficient time to debate priority items in depth?
5.	Were you satisfied that decisions were arrived at in a proper manner?
6.	Was the student experience at the heart of decision making?
7.	Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?
8.	Were opportunities created to invite input from Student and Staff Governors?
9.	Any comments or suggestions?

	<ul style="list-style-type: none"> ○ With the exception of question 9, it was proposed that the following survey response options be adopted: <ul style="list-style-type: none"> ▪ Yes ▪ Partially ▪ No ▪ N/A – option to be used exclusively for questions 7 and 8. ● Governors considered the proposed Live Meeting Assessment questions and agreed that these would meet the needs of the Board moving forward. ● No amendments were requested. ● RESOLUTION – The Governance, Performance & Reputation Committee agreed to approve the Live Meeting Assessment Questions for 2023-24. <p>5.7 AoC Beacon Award Submission – Governance</p> <ul style="list-style-type: none"> ● The Director of Governance advised that an application had been submitted for an AoC Beacon Award in the ‘Excellence in Governance’ category. A response was currently awaited. ● Governors noted the submission. There were no questions. 	
6)	<p>GOVERNOR LEARNING & DEVELOPMENT 15:51</p> <p>6.1 Governor Training & Development Programme</p> <ul style="list-style-type: none"> ● The Director of Governance directed participants to the associated paper and invited feedback. ● The Director of Governance noted that the Board Briefing topics for the Spring and Summer terms had still yet to be agreed. ● The GP&R Committee Vice Chair advised that the ETF had recently launched a new learning management system for delivery of its modular Governor Development Programme. <ul style="list-style-type: none"> ○ Action 6.1.1 – Update the Governor Training & Development Programme to include details and a link to the new ETF Learning Management System. ● RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Governor Training & Development Programme (2023-24), subject to the agreed amendment. <p>6.2 Example Individual Governor Training & Development Plans</p> <ul style="list-style-type: none"> ● The Director of Governance directed participants to the associated paper and explained that once the draft template format had been agreed, individual Governor 1:1s would be scheduled, with a view to finalise plans for each Governor. 	BH

	<ul style="list-style-type: none"> • Governors requested the following amendments, with a view to ensure each Governor Training & Development Plan was concise and targeted: <ul style="list-style-type: none"> ○ To remove conference events from individual Governor plans, with a view for this supplementary information to be shared in the broader catalogue of training and development events. ○ To present key skills and priority training need summary information just once, rather than this repeating in the header on subsequent pages. ○ Where possible, to reduce each plan to just one page. • Governors noted the need for the Director of Governance to ensure that the cost of individual Governor training activity was affordable and value for money. • RESOLUTION – The Governance, Performance & Reputation Committee agreed to approve the template for Individual Governor Development Plans for 2023-24, subject to the agreed amendments. <ul style="list-style-type: none"> ○ Action 6.2.1 – Schedule Individual Governor 1:1 Training Plan conversations, with a view to finalise the training plan for each Governor. 	BH
7)	<p>BOARD & COMMITTEE STRUCTURE 16:03</p> <p><i>7.1 Draft Special Committee Terms of Reference</i></p> <ul style="list-style-type: none"> • The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ Following the recent redesign of the terms of reference for all other Committees, the Special Committee Terms of Reference had been overdue for a refresh. ○ The structure had therefore been aligned to the agreed terms of reference format for all other committees. ○ A query was raised about the handling of appeals from staff and students, given the existing staff grievance and complaints procedures at the College. • The following discussion then occurred: <ul style="list-style-type: none"> ○ The Chair of the Board reflected that there may be rare instances where the CEO & Principal may not be able to hear an appeal from a staff member or student, having needed to lead earlier investigations or chair the original hearing. As such, it remained appropriate for this facility to remain in place. Governors agreed. • RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Special Committee Terms of Reference. <p>Lauren Crawley joined the meeting at 16:08.</p>	

Annual Reports		
8)	ANNUAL STATUTORY RETURNS FOR REVIEW 8.1 Declarations of Interest (2023-24) <ul style="list-style-type: none"> • The Director of Governance shared the following update: <ul style="list-style-type: none"> ○ The Board had a statutory obligation to publish a register of Governor declarations of interest. ○ Three Governors remained outstanding in submitting their returns, for which follow up was ongoing. • RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Annual Declarations of Interest Register (2023-34), subject to any outstanding responses being received from the remaining Governors. 	16:08
9)	ANNUAL COMPLIANCE WITH THE SENIOR POST HOLDER REMUNERATION CODE 9.1 The Director of People shared the following update: <ul style="list-style-type: none"> • The key updates since the 2021-22 report had been to incorporate amendments following the recent reclassification of the FE sector. These amendments included limiting some of the College’s autonomy regarding senior post holder pay, particularly with regards to new contracts with salaries over £140K, and the handling of settlement agreements. • The new AoC Code of Good Governance would incorporate the remuneration code moving forward, and as such an amended approach for assessing compliance for 2023-24 would be applied once the new code was adopted by the Board. 9.2 The following discussion then occurred: <ul style="list-style-type: none"> • The Director of Governance advised that the Governance specific section at the end of the report had also been reviewed and updated. • There were no questions from Governors. • RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend Board approval of the Annual Compliance with the Senior Post Holder Remuneration Code. 	16:10
10)	ANNUAL REPORT OF THE GOVERNANCE, PERFORMANCE & REPUTATION COMMITTEE A confidential discussion then occurred.	16:14
Performance & Remuneration		
11)	SENIOR POST HOLDERS A confidential discussion then occurred.	16:37

Strategic Items		
12)	<p>REPUTATION & BRAND UPDATE</p> <p>12.1 The CEO & Principal shared the following update:</p> <ul style="list-style-type: none"> • In the Summer term, the college commissioned ‘Chalkstream’, who were an FE sector specialist in market and reputation research in education and public relations. • This collaboration had enabled the college to streamline its marketing and communications activity. • Oversight of the Marketing & Communications function was currently being transitioned to the Vice Principal – Business Development who would be prioritising the further upskilling, training and development of the team. • A potential opportunity for appointing a further consultant resource to supplement the work of the Marketing & Communications Team was also being explored. • The College’s brand and reputation continued to evolve, which had been evidenced through the recent success achieved in 16-18/adult student recruitment and student survey feedback for the current academic year. <p>12.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> • The GP&R Committee Chair asked – can you share an update on the Stakeholder Engagement Forums that were due to launch this term? The CEO & Principal advised that these had been renamed as ‘Employer Exchange Strategic Boards’ and were due to launch from early December 2023, led by the Vice Principal – Business Development. These would primarily focus on the local skills agenda and how the College may meet that need. • The GP&R Committee Chair asked – would Governors be invited to attend Employer Exchange Strategic Board meetings? The CEO & Principal advised that it had been agreed that Governors would not initially attend these meetings in 2023-24, to enable time for these new forums to become established. However, meeting minutes would be shared with the Curriculum, Skills & Quality Committee. • The GP&R Committee Chair asked – would a calendar of College Events for 2023-24 shortly be shared with Governors? The Director of Governance committed to follow up with the Vice Principal – Student Experience, who was currently consolidating this information. <ul style="list-style-type: none"> ○ Action 12.2.1 – Source a Calendar of College Events from the Vice Principal – Student Experience, with a view to distribute this to Governors. • The Chair of the Board asked – can you share an update on the development of the College’s Brand Positioning Statement? The CEO & Principal advised that this remained under development and an update would follow at a subsequent meeting. • The Chair of the Board considered the branding example slides that were included in the papers and reflected that the work to rebrand the College’s Higher Education provision and the ‘<i>why study anywhere else</i>’ tagline were both impactful. Governors agreed. 	16:53
		BH

	<ul style="list-style-type: none"> • The CEO & Principal advised that the Senior Executive Assistant was now taking a leading role in the College’s internal communications, following the launch of a new Staff Intranet site, which had been positively received by staff. • The Chair of the Board asked – was it possible for Independent Governors to obtain access to the College’s Staff Intranet? The Director of Governance reflected that this may be possible and committed to explore the feasibility of this with the Chief Operating Officer. <ul style="list-style-type: none"> ○ Action 12.2.2 – In collaboration with the Chief Operating Officer, determine whether it may be feasible to provide Independent Governors with access to the Staff Intranet. 	BH/RC
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Policies & Key Documents

13)	<p>POLICIES 17:04</p> <p>13.1 The Director of Governance shared the following update:</p> <ul style="list-style-type: none"> • The Policy Summary Sheet outlined the key changes that had been made to those policies due for review and approval. • The earlier discussion on the Managing Governor Attendance procedure (which had been incorporated into the updated Standing Orders), had been noted and would be amended per the agreed changes. • Additionally, a supporting paper had been produced by way of a comparative analysis of the AoC Code of Good Governance against the Charity Governance Code and the UK Corporate Governance Code. As the AoC Code of Good Governance was directly tailored to meet the needs of the FE sector, it was therefore recommended for use by the ESCG Corporation. • RESOLUTION – The Governance, Performance & Reputation Committee agreed to recommend the following policies to the Board for approval or adoption, subject to the agreed amendments: <ul style="list-style-type: none"> ○ Instrument & Articles of Government ○ Standing Orders ○ AoC Code of Good Governance (to be adopted) 	
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Close

14)	<p>ANY OTHER BUSINESS 17:09</p> <p>14.1 Deputy Principal Recruitment</p> <ul style="list-style-type: none"> • The CEO & Principal shared the following update: <ul style="list-style-type: none"> ○ Following the recent unsuccessful round of recruitment for a new Deputy Principal, interim arrangements were agreed by the Board at its last meeting in October 2023. ○ CVs were currently being sourced from a wide range of recruitment agencies, with a particular focus on candidates with appropriate Ofsted nominee experience. 	
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	<ul style="list-style-type: none"> ○ Three potential candidates had been identified and initial conversations were currently underway. Similarly, opportunities to develop an internal member of staff longer term was also being explored. ○ Whilst any interim appointment would not be for a senior post holder role, it was preferable to include Independent Governor representation on the interview panel. ● The GP&R Committee Chair and the Chair of the Board agreed to participate as members of the interview panel as required. 																															
15)	DATE OF NEXT MEETING 15.1 Governors noted that the next meeting was scheduled for 29th January 2024, 15:00-17:00.	17:14																														
16)	LIVE COMMITTEE SELF-ASSESSMENT 16.1 Two survey responses were received from Governors, via a Google Form: <table border="1" data-bbox="159 981 1364 1547"> <thead> <tr> <th>#</th> <th>ASSESSMENT QUESTION</th> <th>RESULT</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Was the agenda sufficiently balanced between core governance business and strategic priorities?</td> <td>100%</td> </tr> <tr> <td>2.</td> <td>Were the papers succinct, with clarity in the information being communicated and the action required by Governors?</td> <td>50% Yes 50% Partial</td> </tr> <tr> <td>3.</td> <td>Did you have all the information you needed to fully participate in discussion and decisions?</td> <td>100%</td> </tr> <tr> <td>4.</td> <td>Was there sufficient time to debate priority items in depth?</td> <td>100%</td> </tr> <tr> <td>5.</td> <td>Were you satisfied that decisions were arrived at in a proper manner?</td> <td>100%</td> </tr> <tr> <td>6.</td> <td>Was the student experience at the heart of decision making?</td> <td>100%</td> </tr> <tr> <td>7.</td> <td>Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?</td> <td>100%</td> </tr> <tr> <td>8.</td> <td>Were opportunities created to invite input from Student and Staff Governors?</td> <td>N/A</td> </tr> <tr> <td>9.</td> <td>Any comments or suggestions?</td> <td>None</td> </tr> </tbody> </table>	#	ASSESSMENT QUESTION	RESULT	1.	Was the agenda sufficiently balanced between core governance business and strategic priorities?	100%	2.	Were the papers succinct, with clarity in the information being communicated and the action required by Governors?	50% Yes 50% Partial	3.	Did you have all the information you needed to fully participate in discussion and decisions?	100%	4.	Was there sufficient time to debate priority items in depth?	100%	5.	Were you satisfied that decisions were arrived at in a proper manner?	100%	6.	Was the student experience at the heart of decision making?	100%	7.	Did the Chair facilitate the meeting effectively, enabling adequate focus on strategic priorities and creating an environment where a range of perspectives were considered?	100%	8.	Were opportunities created to invite input from Student and Staff Governors?	N/A	9.	Any comments or suggestions?	None	17:15
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17)	CLOSE 17.1 The meeting closed at 17:16.	17:16																														

Actions Summary

Item	Owner	Action	Due Date
4.1.1	BH	Correct the 'Board Membership & Terms of Office' paper to reflect that the Chair of the Board was in their second term as an Independent Governor.	Complete
4.3.1	RC	Contact the existing Safeguarding Link Governor (Aly Colman) to explore whether she would be willing to perform a Safeguarding & SEND Ambassador role instead.	Complete
5.2.1	BH	Anonymise any references to other educational institutions that had been referenced in the Strategy Day meeting notes and associated papers, related to growth and partnership opportunities.	Complete
5.3.1	BH	Update the Governance Improvement Plan to ensure this is aligned to the agreed priorities arising from the External Review of Governance.	Complete
5.5.1	BH	Amend the Managing Governor Absence Procedure to indicate the number (or range) of absences for each threshold that triggered further action was required.	Complete
6.1.1	BH	Update the Governor Training & Development Programme to include details and a link to the new ETF Learning Management System.	Complete
6.2.1	BH	Schedule Individual Governor 1:1 Training Plan conversations, with a view to finalise the training plan for each Governor.	Complete
12.2.1	BH	Source a Calendar of College Events from the Vice Principal – Student Experience, with a view to distribute this to Governors.	Complete
12.2.2	BH/RC	In collaboration with the Chief Operating Officer, determine whether it may be feasible to provide Independent Governors with access to the Staff Intranet.	Complete