

**MEETING OF THE SEARCH COMMITTEE OF THE CORPORATION
OF FAREHAM COLLEGE**

Wednesday 2 March 2022

THIS MEETING WAS HELD VIRTUALLY VIA TEAMS

M I N U T E S

Present: Kevin Briscoe
Emma Champion
Mark Hoban (Chair and Vice Chair of Corporation)
Andy Wannell

In Attendance : Andrew Kaye (Principal)
Georgina Flood (Head of Governance)

01/22 Item 1 Declaration of Interests

Members were reminded of the need to declare any personal or financial interest in any items of business to be considered during the meeting. There were no interests declared.

02/22 Item 2 Apologies for absence

No apologies for absence were received.

03/22 Item 3i Minutes of the meeting held on the 9 November 2021

The minutes of the meeting held on the 9 November 2021 were approved as an accurate record.

04/22 Item 3ii Governance QIP

The HG informed members that a Governance QIP had been created from the accumulation of actions from previous Self-Assessment Reviews (SAR), best practice suggestions and the recent external Board Review. Governors were provided with a verbal overview of actions completed since the previous meeting.

The Committee agreed that many of the 'ongoing' actions would remain ongoing (as they are changes in practice) - to this end these items should be marked as complete. Actions 43,44, 48,49 and 52 were agreed to be updated to complete.

Members discussed several the other items and agreed the following actions:

ACTION: Action 55 members requested an additional pre-meet of students to be added to a future Corporation meeting. This would be an informal 30 mins in advance of the meeting (not a deep dive session) where Governors will have the opportunity to meet with students 121.

ACTION: Action 56 and 53 members discussed methods to increase social and SLT interaction outside of meetings and suggested the option to meet for short breakfast or lunch sessions which could be combined with SLT tours of new campus areas.

ACTION: Actions 28,29 and 35 to be taken to the Strategic Planning session with Shirley Collier

ACTION: Action 41 it was agreed a quick 121 or call between the Committee Chair and 'sponsor' SLT member (after the drafting of the report by HG) would help formalise this reporting. HG to put this in place for the next available round of Committees.

ACTION: Action 41 Chair suggested a report from the Search Committee should be added to the Corporation agenda on the 29 March 2022.

The Committee noted the paper

05/22 Item 4 Current Membership position including membership of Corporation committees

The HG introduced this item noting that successful recruitment via Peridot had resulted in 5 new members. Members were informed that on-boarding was largely completed for all. Members were shown a simplified succession planning report which provided detail of the next Governors due to potentially renew their membership/come to the end of their maximum terms of office. Members discussed the suggested plans to move current associate members into formal 3-year roles. HG reminded members of the changes to the S/O and I&A which enabled 'pipe-line' members to join Committee's as co-opted members until formal positions become available.

The Chair queried what approach was taken to those members whose term was due for renewal in the forthcoming academic year. HG confirmed that intentions were usually sought in plenty of time to consider recruitment options should this be necessary. It was agreed the membership of several members would be due for discussion at the next Search meeting in June 2022.

ACTION: HG to approach members with terms of office due for renewal in early 2023 for their intentions for discussion at the June Search meeting.

The Chair went on to note that it would be important to re-review skill mix of the Corporation in advance of any changes to Governors and or recruitment noting that the only two Governors with PR and Marketing based skills would both leaving in 2023. HG agreed that a review of the skill mix was timely. HG suggested that a review of both skills mix we currently have, as well as skill mix, we aspire to have (which will be best completed after the Strategic Planning session on 4 May) is reviewed at the next SEARCH meeting. All agreed.

ACTION: Review of Corporation skill mix current and aspirational to be considered at the next SEARCH meeting.

The Committee noted the report

06/22 Item 5 Corporation Chair recruitment campaign with Peridot

The HG introduced a report (circulated in advance) providing detail of the suggested timeline for the recruitment of the Corporation Chair. Committee view was sought on the size and remaining members of the selection panel, as well as the suggested content of the interview day itself.

It was noted that the working relationship between a potential Chair and the Principal/CEO is key but that any involvement in selection would need to remain appropriate and not decision based. After discussion, the Committee agreed that the Principal's involvement should be restricted to the briefing conversation with Peridot, and a 121 chat (feedback from which would be provided to the selection panel)

Members went on to the involvement of wider SLT members and the HG as key stakeholders as well as the

suggested time with students. After discussion, it was agreed to remove the student session of the interview day in exchange for a 121 with the Principal, retaining the tour/catch up with wider SLT members/HG and the formal interview.

Discussion moved to the set-up of the selection panel. The HG informed members as Vice Chair of the Corporation, Mark Hoban will act as Chair of the Selection Panel with Sarah Szulczewski from Peridot Partners, acting in an advisory capacity. The Committee were asked for the number and make up of remaining panel members.

The Chair suggested an additional 2 Governors using the SEARCH Committee as the 'de-facto' selection Panel. AW agreed to take part. Members agreed with EC leaving the Corporation shortly it would be best to choose an alternative female Governor (for gender balance). Members discussed the fact new Governor Frances Butler has a senior HR background and suggested she is approached for her involvement.

ACTION: HG to approach Frances for her availability to join the Corporation Chair selection panel

Members reviewed and discussed the key dates in the campaign. The Chair requested sufficient time is built into the schedule to enable the selection panel to have sight and sign off the campaign material before it goes live. All agreed.

ACTION: HG to liaise with Peridot to build in a selection panel 'sign off' period for campaign material before it is issues.

The Committee agreed the following:

- **A selection panel of MH, AW and FB (or another female Governor) and SS (Peridot)**
- **The involvement of the Principal/CEO in initial briefings and 121 sessions only**
- **The suggested schedule of the interview day - subject to the removal of a student panel for Principal 121**
- **Sufficient time to be built into the schedule to enable the selection panel to sign off campaign material before issue**

07/22 Item 6 Governance Self-Assessment Review (SAR) for 2022

HG provided an overview of the report circulated in advance, reminding members that the FE Governance Guide stipulates that Corporations are required to undertake a self-assessment review (SAR) of their performance on an annual basis, with an external review taking place every 3 years.

In previous years, the SAR has been fully focused on performance against the Code of Good Governance for English Colleges. This year, considering elements of the external Board review (April 2021) wider elements of Governance will be considered to move beyond a 'tick box' approach and gain a more 'holistic' assessment of effective governance. Governors were asked for their views on the proposed content and timing of the Governance Self-Assessment Review (SAR) and subject to approval, to recommend its adoption for 2022 to the Corporation.

The Committee endorsed the approach to move beyond a tick box mentality and agreed the value of any self-assessment is in the 'conversation' and resulting change in either behaviours or practice. The Chair suggested he felt the 'maturity matrix' was a valuable tool to help the Corporation take a view on its position in relation to where it is, and what it might need to do, to progress and presented a logical means in which to frame the discussion. HG confirmed she felt this was a useful framework tool noting it was currently out of public circulation due to some re-working and alignment with wider Board competencies. The finalised version is expected to be released around Easter.

A member queried how other Colleges deliver the SAR requirement. HG confirmed that current SAR is not very prescriptive and as a result there are numerous different practices taking place. Of note the majority of Governance Professionals struggle to effectively move the discussion out of 'tick box' and into something more meaningful. HG noted that the development of assessment tool and competencies such as the maturity matrix especially considering the recommendations around governance as part of the White Paper, provide more opportunities for the development of governance SAR going forward.

After discussion, the Committee agreed that they would like to use the maturity matrix as the basis for the Governance self-assessment for 2022. It was agreed an 'in the room' session would work best, as an additional date to those meetings/training sessions already established for 2022. The Principal suggested this work could be combined with one of the breakfast/lunch sessions discussed earlier in the agenda. All agreed.

The Chair suggested that he meet with the Principal, Chair of Corporation and HG to discuss a plan for delivering this as a means of self-assessment for 2022.

ACTION: MH/KB/AK and GF to meet to discuss SAR for 2022.

The Committee noted the report.

08/22 Item 8 Any other Business

There were no additional items of business.

Members noted the next meeting of the Search Committee as the 8 June 2022.

The meeting closed at 18.30.