

**MINUTES OF THE MEETING OF THE SEARCH & GOVERNANCE COMMITTEE  
HELD: on Thursday 16 January 2025 at 17:00 in 4F07 DHB**

<b>Present</b>	<b>In Attendance</b>
John Williams (Chair)	Alina Khan (VPED&I) (Items 1-7)
Paul Birtles	Allison Booth (GD)
Chris Webb (CEO)	Rachel Henry (DGD)
Billy Khokhar	
Sharon West	
Bulbul Barrett (via MS Teams)	

The quorum was three committee members

*L/J Denotes the time any individual left/ re-joined the meeting.*

<b>Item</b>		<b>Action / Report Item</b>
<b>1.</b>	<b><u>Introductions, Apologies for Absence and Disclosures of Interest</u></b>	
1.1	The Chair welcomed everyone to the meeting.	
1.2	There were no apologies for absence.	
1.3	There were no disclosures of interest.	
<b>2.</b>	<b><u>Chair's action</u></b>	
2.1	There had been no use of Chair's actions since the last meeting.	
<b>3.</b>	<b><u>Minutes of the meeting held on 26 September 2024</u></b>	
3.1	<b>RESOLVED:</b> The Minutes of the meetings held on 26 September 2024 including the confidential annex, were approved as an accurate record and would be signed by the Chair.	
<b>4.</b>	<b><u>Matters Arising</u></b>	
4.1	It was noted that all Matters Arising were complete.	
<b>Effective Governance</b>		
<b>5.</b>	<b><u>Update on strategic objective – To become a truly inclusive College (verbal update)</u></b>	
5.1	The VPED&I provided an overview on the updated strategic objective – To become a truly inclusive College.	
5.2	<u>Ensure learners feel safe at College</u>	

<p>5.3</p> <p>5.4</p>	<p>It was noted that this was at target at 95% for Q1.</p> <p><u>Ensure learners feel safe travelling to College</u> The target for this indicator had been exceeded at 93%.</p> <p><u>Students know how and where to report concerns and/or hate crimes</u> 95% of students stated that they knew who to contact if they didn't feel safe at College.</p> <p><u>All female candidates who meet essential criteria to be automatically shortlisted for roles in IT</u> No female candidates had met the essential criteria and therefore none had been shortlisted.</p> <p><u>All candidates aged 20-30 years old who meet essential criteria to be automatically shortlisted for roles in Adult &amp; Community, Early Years, Education &amp; Social Care, and HR</u> This target was met at 100%, with 2 Adult Skills candidates and 1 Early Years candidate being shortlisted as they had met the essential criteria.</p> <p><u>At least 4 EDI student led initiatives delivered by the Students' Union</u> This target had been met with a raft of student led initiatives being delivered. These included trips to the International Slavery Museum, Minus Violence, Stop Transphobia and activity linked to Black History Month and Hate Crime Awareness week.</p> <p><u>All staff complete staff induction within first 8 weeks of employment</u> The College had changed delivery of the staff induction, which was now rolled out on a modular basis across the first six months of employment.</p> <p><b>Q. Have we relaxed the Induction process if roll-out has been extended from two to six months?</b> A. Statutory training is still delivered within the first few days of employment. However, more time is now given to complete the non-mandatory elements, to avoid overwhelming new employees with high volumes of information. Mandatory training and induction completion is rigorously monitored.</p> <p>The Committee acknowledged that due to a rehaul of the induction process last summer and the consequent change in delivery, the target would not be met this academic year. Amendment of wording would be considered on review of the targets for 2025-26 at the Strategic Planning Event, however, it was agreed that no change would be made in-year. Rather, commentary would be added to the</p>	
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	<p>Dashboard on progress made, including data on the completion of mandatory training within the first 8 weeks of employment.</p> <p><u>Increase recruitment of women into STEM subjects</u> The target percentage of 5% had not been reached, with the current figure for Q1 sitting at 3.2%. The VPED&amp;I was working with the Apprenticeships HoD to look further at the STEM offer, outreach work was being done with female-only secondary schools and efforts made to raise the profile of STEM pre-recruitment.</p>	
5.5	To further promote its STEM offer, the College was engaging with careers events at local secondary schools and attending Bradford Primary Headteacher Briefing's, to raise its profile. Reaching Primary Schools was seen as key to raise students' interest in STEM from a young age and this was being prioritised.	
5.6	The Committee requested further information on the endeavours that were being made to increase recruitment of female students into STEM subjects, including information related to finance, quality and recruitment. It was acknowledged that the VPED&I would need to procure much of the data from various departments, to ensure the report featured the required aspects.	
5.7	<b>ACTION:</b> The VPED&I to present a paper on STEM at the next Search & Governance meeting in May.	<b>VPED&amp;I</b>
5.8	<p><u>Students agree that their programme of study is culturally responsive and is inclusive</u> 95% of FE Induction survey respondents agreed with the statement 'The College is an inclusive and positive environment'.</p>	
5.9	Members discussed what the various RAG ratings represented to them individually and agreed that due to differing opinions, the ratings needed to be better defined to ensure there was joint understanding on measures/ targets and that this needed to be consistent across all of the Committee Dashboards.	
5.10	<b>ACTION:</b> The CEO and SLT to review the measures/ratings on the Committee Dashboards.	<b>CEO</b>
5.11	<b>ACTION:</b> The VPED&I to circulate a revised SO1 Dashboard with the agreed changes.	<b>VPED&amp;I</b>
<b>6.</b>	<b><u>Annual Equality Diversity &amp; Inclusion Report</u></b>	
6.1	The Committee reviewed the Draft Annual ED&I Report.	

<p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p>	<p>Two areas of concern were highlighted to the Committee:</p> <ul style="list-style-type: none"> <li>• The impact of multiple disadvantage factors on HE achievement was evident. An action would be added to SO3 to address the achievement gaps in this area through quality improvement plans.</li> <li>• Members discussed the need to address gender and ethnicity pay gap disparities and agreed that this would be monitored through SO4. Benchmarking data demonstrated that the College was in line with other public sector organisations with regards to this area. The CEO advised that pay gap reporting would be provided in the People Strategy Update that is presented to the F&amp;GP Committee.</li> </ul> <p><b>Q. Who is the ED&amp;I Report shared with?</b> A. It is shared with our external partners and any interested stakeholders.</p> <p>The Chair suggested that the Annual ED&amp;I report also be shared with the West Yorkshire Combined Authority and the Education and Skills Funding Agency.</p> <p>Due to various suggested changes, a final version of the ED&amp;I Report would be presented to the Corporation in March for information and subsequently published on the College website.</p>	
<p>7.</p> <p>7.1</p> <p>7.2</p>	<p><b><u>Equality Diversity &amp; Inclusion Policy</u></b></p> <p>The VPED&amp;I advised that no changes had been made to the ED&amp;I Policy as part of its annual review.</p> <p><b>RECOMMENDATION:</b> That the ED&amp;I Policy be recommended to the Corporation for approval.</p> <p><i>L/AK</i></p>	
<p>8.</p> <p>8.1</p>	<p><b><u>External Board Review- Action Tracker</u></b></p> <p>The GD advised that the External Board Review Report &amp; Action Tracker have been published on the College website, along with an overview (as per DfE guidance).</p> <p>It had been previously agreed that the S&amp;G Committee would monitor progress on the actions. Members requested that the following actions be removed from the tracker as they were now complete:</p> <ul style="list-style-type: none"> <li>• 1. Develop a Governor succession and recruitment strategy.</li> </ul>	

<p>8.2</p> <p>8.3</p>	<ul style="list-style-type: none"> <li>• 2. Update the Skills and EDI audits to meet the Board’s needs and use them to review the Board’s mix as part of the succession and recruitment strategy.</li> <li>• 7. Develop a Governance training and development plan, including a more comprehensive induction programme.</li> <li>• 10. Governor engagement to be developed - Develop Governor visits, triangulation and support which take place outside the governance meetings.</li> <li>• 14. Raise the profile and further develop the Governance Director role into a Head/Director of Governance role.</li> </ul> <p>Members also requested that timescales were amended from ‘ongoing’ to a fixed date.</p> <p><b>ACTION:</b> The GD to make the suggested changes to the EBR Action Tracker.</p>	<p><b>GD</b></p>
<p>9.</p> <p>9.1</p>	<p><b><u>Governor Attendance</u></b></p> <p>The Committee reviewed Committee/Corporation/individual attendance against the agreed target for attendance in 2024-25 of 75%. Average attendance was currently 84% and would continue to be monitored.</p> <p>Members discussed including the previous January’s figures in the attendance reporting, as a comparator. The Chair advised that providing an attendance report in January was solely to highlight any concerns on attendance after the first term.</p> <p>The GD advised that attendance would continue to be closely monitored and that any concerns would be raised with the S&amp;G Committee.</p>	
<p>10.</p> <p>10.1</p>	<p><b><u>Governor 1:1s / Skills Audit Outcomes</u></b></p> <p>The Governor 1:1 meetings were successfully rolled out across the summer and completed in Autumn 2024. The feedback from the 1:1’s and the Skills Audit had been collated into one working document to allow for fuller analysis and a subsequent action plan to be put in place.</p> <p>Members reviewed the 1:1 action plan and Governor Training Record and noted all Governor activity was now monitored, including:</p> <ul style="list-style-type: none"> <li>• Training courses</li> <li>• Link Governor Visits</li> <li>• Attendance at College events</li> </ul>	

	<ul style="list-style-type: none"> <li>• Any actions taken from the plan</li> </ul> <p>The GD advised that there was potential for members to access further training through the College’s ‘My Learning’ platform which currently provided a wide range of learning and training opportunities to staff. Providing members with relevant access to the platform was currently being explored by the GD with support from the Learning &amp; Development Manager.</p> <p>The GD highlighted that there had been a significant increase in Governor attendance at College events and improved engagement with training and personal development.</p> <p>Members were pleased to see the improvements that had been made as a result of the monitoring procedures that were now in place.</p>	
<p><b>11.</b></p> <p>11.1</p> <p>11.2</p> <p>11.3</p> <p>11.4</p> <p>11.5</p>	<p><b><u>Corporation - Draft Agenda</u></b></p> <p>The draft Corporation agenda for the meeting of 20 March 2025 was reviewed.</p> <p>The Chair proposed that the Strategic Discussion at Corporation meetings be extended to an hour and that external speakers would be invited to speak to Strategic Topics of the Corporation’s choosing.</p> <p>Members had an in-depth discussion on the topics they would like to see covered in future Corporation Strategic discussions.</p> <p><b>ACTION:</b> The GD to pick up any key contacts for the various Strategic Discussion topics with the CEO.</p> <p>It was suggested that the CEO for the Association of Colleges (AoC) could be invited to speak on the AoC’s ‘Mission accepted: the role of colleges across the government’s five missions’ report. This would inform a discussion on the impact of the Governments five missions on the College and the direction and character of its skills agenda.</p> <p><b>ACTION:</b> The GD to extend an invite to David Hughes (AoC CEO) to speak at the March Corporation meeting.</p> <p>Members were asked to consider item 3 on the External Board Review Action Tracker: <i>Review the board agenda and reporting from Committees—to reduce duplication to allow more focus on the strategic issues.</i></p> <p>Members agreed that the Corporation agenda should be split out in to into items ‘for decision’ and those ‘for information only’, to avoid</p>	<p><b>GD</b></p> <p><b>GD</b></p>

11.6	<p>duplication in reporting from Committees and to reduce the volume of the meeting papers.</p> <p><b>ACTION:</b> The GD to split the Corporation agenda and review the presentation of the Corporation pack.</p>	GD
<p><b>12.</b></p> <p>12.1</p> <p>12.2</p> <p>12.3</p> <p>12.4</p> <p>12.5</p> <p>12.6</p>	<p><b><u>Governance Quality Improvement Plan Update</u></b></p> <p>The Committee reviewed an updated version of the 2024-25 Governance Quality Improvement Plan and noted the positive progress that had been made across the majority of areas.</p> <p>Members agreed that the following indicators should now be marked as complete:</p> <ul style="list-style-type: none"> <li>• Item 2. Environmental Sustainability</li> <li>• Item 3. Responsiveness to local need</li> <li>• Item 5. External Board Review</li> <li>• Item 6. New AoC Code of Good Governance</li> <li>• Item 8. Governor Engagement – links and visits with structured feedback</li> </ul> <p>The GD highlighted that there had been no updates to the Governance Stakeholder Engagement Strategy. The CEO advised that he would act as Lead and ensure actions were delegated in to the Strategic Objectives SO6 and SO2. ‘Strategy’ would be changed to ‘Plan’.</p> <p><b>ACTION:</b> The CEO to lead on the Governance Stakeholder Engagement Plan.</p> <p>Members requested that timescales were amended from ‘ongoing’ to a fixed date within the academic year to aid measurability. Also, that a single Lead was allocated to each indicator to ensure any actions were delegated to just one owner.</p> <p><b>ACTION:</b> The GD to make the suggested changes to the QIP.</p> <p>The CEO requested that a review of the Link Governor meetings and subject areas be carried out later in the year.</p> <p><b>ACTION:</b> The GD to discuss a Link Governor review with the CEO towards the end of the academic year.</p>	<p>CEO</p> <p>GD</p> <p>GD/ CEO</p>
13.	<b><u>Code of Good Governance (verbal update)</u></b>	

13.1	Members reviewed the progress within the AoC Code Template and acknowledged that the College was demonstrating good compliance with the new code.	
<b>14.</b>	<b><u>Succession Planning</u></b>	
14.1	<p>The Committee reviewed the Succession Plan noting that there were a number of considerations to be made.</p> <p>The GD advised that recruitment was currently underway for a new Staff Governor from the teaching cohort.</p> <p>Members discussed appointing Vice Chairs for the F&amp;GP and the Audit Committees. It was agreed that this process would be managed by the individual Chairs of the Committees.</p> <p>The Committee agreed to recommend the following to the Corporation for approval:</p> <ul style="list-style-type: none"> <li>• That Fiona Thompson’s term of office be renewed for a further 4-year term to end in March 2029.</li> <li>• That John Williams’ term of office be renewed for a further 4-year term to end in August 2029.</li> </ul>	
<b>15.</b>	<b><u>Items for report to the Corporation</u></b>	
15.1	<ul style="list-style-type: none"> <li>• Minutes of the meeting of 16 January 2025</li> <li>• Annual ED&amp;I Report 2023-24</li> <li>• The ED&amp;I Policy</li> <li>• Succession Planning</li> </ul>	
<b>16.</b>	<b><u>Any other business</u></b>	
16.1	There was no other business.	
16.2	The Chair closed the meeting at 19:04	
<b>17.</b>	<b><u>Meeting Evaluation</u></b>	
17.1	To be circulated by the Deputy Governance Director.	<b>DGD</b>

Approved by the Committee:

.....**J. Williams**.....  
Signed by the Chair

.....**01.05.25**.....  
Date

**Agreed actions**

<b>No</b>	<b>Minute</b>	<b>Action</b>	<b>Who?</b>
1	5.7	The VPED&I to present a paper on STEM at the next Search & Governance meeting in May.	VPED&I
2	5.10	The CEO and SLT to review the measures/ratings on the Committee Dashboards.	CEO and SLT
3	5.11	The VPED&I to circulate a revised SO1 Dashboard with the agreed changes.	VPED&I
4	8.3	The GD to make the suggested changes to the EBR Action Tracker.	GD
5	11.2	The GD to pick up any key contacts for the various Strategic Discussion topics with the CEO.	GD
6	11.3	The GD to extend an invite to David Hughes (AoC CEO) to speak at the March Corporation meeting.	GD
7	11.6	The GD to split the Corporation agenda and review the presentation of the Corporation pack.	GD
8	12.2	The CEO to lead on the Governance Stakeholder Engagement Plan.	CEO
9	12.4	The GD to make the suggested changes to the QIP	GD
10	12.6	The GD to discuss a Link Governor review with the CEO towards the end of the academic year.	GD
11	17.1	Meeting Evaluation to be circulated by the Deputy Governance Director.	DGD