

THE TRAFFORD COLLEGE GROUP

**Minutes of the Search Committee  
held at 2.00 pm on Wednesday 14 September 2022 via MS Teams**

<b>Present:</b>	Graham Luccock James Scott Louise Richardson Graham Briscoe Glad Capewell	(Chairperson) (Principal and CEO)  (External Co-opted Member) (External Co-opted Member)
<b>In attendance:</b>	Barry Watson Alison Duncalf	Corporation Secretary Deputy Corporation Secretary

**Minute No**

**SEA/11/22 Apologies for Absence**

The Corporation Secretary (CS) reported that apologies for absence had been received from Gill Jones (External Co-opted Member).

A welcome was extended to Glad Capewell (GC) who was attending the meeting in her capacity as a recently appointed External Co-opted Member.

**SEA/12/22 Election of Chairperson for the Academic Years 2022-2024**

The CS sought nominations for the position of Chairperson of the Committee for the Academic Years 2022/2024.

**Graham Luccock (GL) was the sole nomination and it unanimously resolved that he be elected as Chairperson for the Committee for the period outlined.**

**Action: Corporation Secretary**

**SEA/13/22 Declarations of Direct or Indirect Interest in any of the meetings business matter**

The Chairperson of the Committee (GL) declared an interest in agenda item 9 (Appointment of Independent Members to the Board of the Corporation) and it was resolved that he would withdraw from the meeting during the consideration of his application for an extension to his period of office.

**Action: Chairperson**

**SEA/14/22 Election of Vice Chairperson for the Academic Years 2022-2024**

The Chairperson sought nominations for the position of Vice Chairperson of the Committee for the Academic Years 2022/2024.

**Louise Richardson was the sole nomination and it unanimously resolved that she be elected as Vice Chairperson of the Committee for the period outlined.**

**Action: Corporation Secretary**

**Minute No****SEA/15/22 Minutes of the Search Committee Meeting held on 2 March 2022**

The minutes of the meeting were received and noted and there was agreement that the resolution in relation to SEA/08/22 should read:

“There were no further comments **or questions** .....

The CS undertook to amend the minute accordingly.

**Action: Corporation Secretary**

**The minutes of the meeting, incorporating the above revision, were subsequently approved and accepted as a correct account of the meetings proceedings.**

**SEA/16/22 Matters Arising from the Minutes**

- (i) SEA/04/21 – Appointment of Independent Members to the Board of the Corporation – Alumni

The CS presented an overview of the background to this item stating that it was the view of the Board of the Corporation that interest for Board membership from ex-students should be encouraged.

The CS reported that work had been taking place with the Marketing Team however this had temporarily been held in abeyance pending appointment to the newly vacant position in the Team.

The CS undertook to update the Committee on progress once the staffing arrangements in the Marketing team had been resolved.

**Action: Corporation Secretary**

A governor shared an example from a university he was involved with which had also been seeking to recruit ex-students. It was stated that a very positive response had been received following an editorial feature in a local newspaper.

The CS undertook to share this suggestion with the Marketing Team when he next met with them.

**Action: Corporation Secretary**

- (ii) SEA/05/22 Appointment of Independent Members to the Board of the Corporation – Spring Term 2022

There was confirmation that the recommendation of the Committee that JG be appointed to a further four-year term of office as an Independent Member had been approved by the Board of the Corporation.

It was further noted that following a meeting of the Governors' Appointment Panel their recommendation in relation to the appointment of OB as an Independent Member, for a four-year term of office, had also been approved by the Board of the Corporation.

**Minute No****(iii) SEA/06/22 – Appointment of Co-opted Member of the Audit Committee**

There was confirmation that the recommendation of the Committee that ID be appointed to a further one-year term of office in the position of Co-opted member of the Audit Committee had been duly approved by the Board of the Corporation.

**(iv) SEA/07/22 – Appointment of Co-opted Member of the Search Committee**

There was confirmation that the recommendation of the Committee that GC be appointed to the position of Co-opted Member of the Search Committee, for the period 1 April 2022 until 31 March 2026, had been duly approved by the Board of the Corporation.

There were no further matters raised by members arising from the minutes.

**SEA/17/22****Appointment of Student Governors 2022**

The CS presented a verbal update on the process followed in respect of the appointment of Student Governors for the 2022/2023 academic year.

The CS confirmed that there was a change to the student governor membership of the Board of the Corporation following the completion, by the two previous Student Governors of their respective study programmes.

The CS reported that to ensure continuity in membership the two Deputy Student Governors, US and MAJ, had been appointed to the two vacant substantive positions of Student Governor.

The CS further advised that a new Deputy Student Governor (DSG), ROB (studying BTEC Level 3 Applied Science at the Cheadle Campus) had accepted the offer of the position and that work was taking place with the Student Engagement and Learner Voice Lead (SELVL) to recruit to the other DSG.

**Action: Corporation Secretary/ Student Engagement and Learner Voice Lead**

It was noted that the completion of the process would ensure student representation from all the Group's Campuses apart from Stretford Campus.

It was further noted that the CS and the Chairperson of the FE Curriculum & Quality Committee (FECQC) were scheduled to meet with the SELVL and the new appointees shortly with a view to an introduction to the roles and commencement of their formal induction.

Questions from members were invited:

- A question was asked by a member in relation to whether the Group had a Student Union.  
The CS responded that the Group had not had a Student Union for several years and that other established routes for student representation were in place across the Group.

**Minute No**

- A member commented on the progress attained in making the new appointments and referenced the benefit of continuity from the progression of the DSG to the positions of Student Governors. The member further commented on the excellent contribution of the outgoing Student Governors and DSG during the previous academic year.
- A question was asked as to the position in relation to Higher Education (HE) student representation.

The CS responded that there was a HE student representative on the HE Curriculum and Quality Committee and confirmed that he was working with the Head of HE and Higher Skills to secure a new appointment for the 2022/2023 academic year.

**Action: Corporation Secretary**

The Chairperson of the Committee reported that UD, in her capacity as Student Governor, was also a member of the Governor's Ofsted Ready team adding that he and the Chairperson of the FECQC would be supporting her in this role.

The Chairperson reminded members that it was little over a year ago that the Board of the Corporation had been celebrating a Student Governor who had been awarded the prestigious attainment of the Association of Colleges (AoC) Student of the Year.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that:**

- (a) **the appointment of US and MAJ to the positions of Student Governor be noted.**
- (b) **the appointment of ROB to the position of Deputy Student Governor be noted; and**
- (c) **the arrangements to facilitate the appointment of a further Deputy Student Governor be supported.**

**Action: Corporation Secretary/Student Engagement and Learner Voice Lead****SEA/18/22****Board Membership Profile – September 2022**

The CS referred members to the previously circulated papers and information on the profile of the Board membership as of September 2022.

It was confirmed that this information was provided to the Committee to inform its decision making and recommendation process in respect of Independent and Co-opted Member appointments to the Board of the Corporation.

The CS stated that membership of the Board of the Corporation had undergone a significant period of change in terms of the number of new members appointed since April 2021 (9) with a further three appointments to be considered going forward. There was recognition that a priority was to support the newly appointed governors to build their confidence and governance knowledge.

## Minute No

The CS took members through the supporting data and highlighted the following:

- **Outcomes of the Skills Audit 2021/2022**

There was confirmation that the Board did not appear to have any areas where there were major skill gaps and that the current membership of the Board appeared to give the appropriate balance of skills and experience to carry out its statutory obligations effectively.

The CS stated that in areas where it was considered that additional specialist support was required Committees were supported by external co-opted specialists as evidenced within the HE, Remuneration Curriculum & Quality, Audit and Search Committees.

With respect to identification of training needs the CS reported that the highest identified needs related to the following areas: -

- the relationship between Group strategies, national and regional initiatives and national funding (score of 8);
- Employer Engagement and Apprenticeships (score of 8); and
- A diverse range of subject areas scoring 7.

There was confirmation that these training priorities would be considered as part of the Governor Training and Development Plan 2022/2023 and the training events organised during the course of the year. It was further confirmed that individual training needs as identified through the process would be addressed via individual action plans.

### **Action: Corporation Secretary**

- **Ethnicity, Gender and Disability Profile**

The CS reported that there had been a significant change in the profile with members of the Board from an ethnic heritage increasing to 35% from a previously lower profile.

It was further reported that the gender balance had also changed with an increased number of female members (70%).

It was noted that there were currently no declared disabled persons within the membership of the Board of the Corporation.

- **Skills Knowledge and Experience Register**

There was confirmation that the skills knowledge and experience register related to the profile of Board members and confirmed that the membership included industrial and commercial experience, educational background and qualifications, key skills and work within the local community.

## Minute No

- **Terms of Office**

The CS indicated that the information in relation to terms of office provided information to support future succession planning and the timely management of member vacancies. It was noted that the two terms of office due to expire later in the year would be addressed under the next agenda item.

- **Committee Membership arrangements**

It was confirmed that the information on Committee Membership arrangements was consistent with the knowledge and skills of the membership.

Questions and comments from members were invited.

- A member referenced the positive way in which succession planning was managed. The member further commented on the skills audit and the prominence given to strategic planning, local needs and apprenticeships. It was recognised that a lot of training had been provided and offered on these aspects and that they would also be addressed within the Governor Ofsted Ready Groups.

In respect of meeting the identified training needs the Principal and CEO (PCEO) advised that there was a separate Governor Ofsted Ready Group pertaining to local needs and furthermore a report, in relation to how the Group meets local needs, was scheduled to be made to the 19 October 2022 meeting of the Board of the Corporation.

In relation to Apprenticeships the PCEO stated that the Group's Self-Assessment Report (SAR) 2021/2022 would comprise a comprehensive review of Apprenticeships. It was further noted that there was also an Apprenticeship Link Governor who reported back into the Board of the Corporation. The Chairperson reported that following a recent meeting of the Ofsted Ready Group the Apprenticeship Link Governor was progressing further meetings accordingly.

The CS added that in relation to a national and regional context the North West AoC Regional Director, annually, provided an update and overview of key issues and the priorities for the sector. In addition, it was noted that AoC reports, and bulletins were routinely issued to all governors. The joint initiatives across Greater Manchester Colleges involving both the PCEO and the Chairperson were also highlighted.

Discussion took place in relation to the access to AoC briefings and events.

The CS further highlighted the Sixth Form College Association (SFCA) series of Governance Webinars and Education Training Foundation (ETF) training offer.

**There were no further questions or issues raised by members and following due consideration and deliberation it was resolved that the report and its findings be utilised by the Committee when making recommendations to the Board of the Corporation regarding membership appointments.**

**Action: Search Committee**

**Minute No****SEA/19/22      Appointment of Independent Members to the Board of the Corporation**

The CS referred members to the previously circulated report and information in relation to the appointment of Independent Members of the Board of the Corporation.

The CS confirmed that the report provided background information in relation to the membership arrangements of the Board of the Corporation. It was noted that there were currently 3 independent member vacancies and further that there were 2 current members whose terms of office were due to expire in 2023.

In respect of the 3 independent member vacancies, it was confirmed that applications had been received from 3 individuals, one who was a HE specialist; one with a FE background; and a final application from a locally based senior manager and strategist from the National Health Service.

The CS reported that he had held initial meetings with each of the 3 applicants. Members noted that an initial meeting had been held with a fourth candidate but no formal application had subsequently been progressed at this time.

With respect to the other 2 vacancies the CS reported that the term of office of the governors were due to expire later in the academic year.

It was noted that the governors currently held the positions of Chairperson and Vice-Chairperson of the Board of the Corporation and that they also held other roles within the governance structure. Members noted that both of the governors had indicated that they wished to extend their tenure.

The CS confirmed that should members resolve to hold an Appointments Panel to interview any external shortlisted candidates a tentative date of 21 September 2022 had been reserved.

Members were referred to the supporting candidate information and summary of applications and consideration followed in respect of each individual.

**In relation to candidate 1:**

- A question was asked by a member in relation to logistical issues.

The CS confirmed that he had explored, with the candidate, their ability to attend meetings and effectively undertake a link governor role. He stated that he had been assured that they would be in a position to attend either in person and/or remotely, adding they were very keen to be involved.

There was recognition that recruitment of an independent member with a HE specialism had previously proved challenging.

Members undertook to explore further with the candidate their experience in relation to the Office for Students regulatory requirements as well as their understanding of the Greater Manchester HE provision and issues.

It was agreed that the candidate should be shortlisted and be invited to explore their application further with the Appointments Panel.

**Action: Appointments Panel**

**Minute No****In relation to candidate 2:**

The CS advised that the current membership of the Board of the Corporation included a limited number of governors with direct FE experience.

The PCEO highlighted the experience of the candidate in relation to progression and the curriculum and foundation learning. There was recognition that the number of SEND students were increasing year on year and that the candidate appeared to have significant skills and knowledge in this area.

It was agreed that the candidate should be shortlisted and be invited to explore their application further with the Appointments Panel.

**Action: Appointments Panel****In relation to candidate 3**

- A member commented on the current role of the candidate and the challenges of becoming a non-executive member and a member commented that the candidate had experience of a range of high level operational and strategic roles that would equip him well for the role of a governor.

It was agreed that the candidate should be shortlisted and be invited to explore their application further with the Appointments Panel.

**Action: Appointments Panel**

Members also considered to the 2 applications made for an extension to the period of office of current independent members of the Board of the Corporation.

The CS went through the presented applications outlining the details of the candidates in respect of the match with the current skills requirements and in the case of the re-applying applicant details of their performance, contribution and roles held as members of the Board of the Corporation.

The Committee considered and discussed the two applicants in detail considering the current needs of the Board and the applicants' profiles, knowledge and experience in relation to the requirements of the Board of the Corporation.

Reference was made to the extensive experience of both candidates together with their highly committed, outstanding and significant contribution as members of the Board of the Corporation.

- A member raised an issue in relation to the number of terms of office governors were permitted to complete.

The CS advised the Committee of the Board's Policy in this respect and added that that following the merger with Stockport College the Group was a new entity with governor appointments starting from the merger date.

The CS added that exclusive of this aspect all applications for extensions to period of office were considered on merit.

**Minute No**

Members recorded their full support that a recommendation be made to the Board of the Corporation in relation to the re-appointment of both members for a further term of office.

**There were no further questions or comments from members and following due consideration and deliberation it was resolved that:**

- (a) the three external applicants be invited to meet with the Governors' Appointments Panel with a view to the Panel making an appropriate recommendation concerning the candidate's appointment to the Board of the Corporation: and
- (b) the applications for an extension to a further four-year term of office, until 2027, from the current Board members (SD and GL) be recommended to the Board of the Corporation for approval.

**Action: Governors' Appointments Panel/Board of the Corporation**

**SEA/20/22      Appointment of Co-opted Members of the HE Curriculum and Quality and the Audit Committees**

The CS advised of the up-to-date position in respect of the vacancy for a co-opted member of the HECQ Committee and that opportunities would continue to be explored to recruit to the vacant position.

**Action: Corporation Secretary**

The CS further advised that a co-opted member of the Audit Committees term of office was due to expire (BB) and that consideration was being sought to extend his term of office to 31 December 2023.

The CS provided the Committee with an overview of the extensive skills and experience that the applicant had in terms of Audit, Governance and understanding of the local community issues.

A member echoed the comments made by the CS adding that BB was Chair of the Audit Committee at Stockport College and brought significant knowledge and a focus on detail.

**There were no further questions or comments raised by members and following due consideration and deliberation it was resolved that the extension of the term of office until 31 December 2023, be recommended to the Board of the Corporation for approval.**

**Action: Board of the Corporation**

**SEA/21/22      Annual Governance and Governance Professionals Training and Development Report 2021/2022**

The CS referred members to the previously circulated report and information in relation to the training and development undertaken by members of the Board of the Corporation and Governance Professionals during the 2021/2022 academic year.

**Minute No**

The CS reported that the Department for Education (DfE) had placed new requirements for Boards to include a statement in their Annual Report on the in-year training and development of both Governors and Governance Professionals.

It was further reported that the requirement states that there must be reference to the Board's learning and development policy and a brief explanation of the learning activities undertaken in the year indicating how they had benefited or were likely to benefit governance performance.

Members were referred to the overview of governor training undertaken and the appended detailed information which included an assessment of the impact of the training.

The CS added that the report also included information in relation to the current position appertaining to the Governance Professionals in terms of experience and specialist governance qualifications as well as the training engaged in over the course of the 2021/2022 academic year.

Questions and comments were invited.

- A member commented that the appointment of the Deputy Corporation Secretary had been a positive addition adding that the Group's governance arrangements compared well to the sector.
- The comment was made by another member that the report was one of the most comprehensive documents he had read stating that it demonstrated the commitment to supporting and developing governors.
- A member highlighted the omission of any reference to the mentoring and buddy arrangements in place to support new governors.

The CS undertook to review the report and amend as appropriate.

**Action: Corporation Secretary**

- A question was asked by a member in relation to the training and development priorities for 2022/2023 and their determination.

The CS responded that the training and development plans for 2022/2023 was under development and would reflect the analysis of governor training needs and also include insights from the Non-Executive Governor Review one-to-one meetings (held by the Chairperson of the Board of the Corporation over the summer with each member).

There was confirmation that training would be addressed either as a group or on an individual basis as appropriate and it was confirmed that the offer also provided training around emerging and current events.

- A member asked whether, as part of the review, any potential training gaps were emerging.

**Minute No**

The CS responded that there was a plethora of information gathered from the Individual Non-Executive Governor Reviews and that a meeting had been scheduled with the Chairperson to consider the outcomes with a view to the including the identified priorities/gaps into the Governor training activities for 2022/2023.

- A member observed that the presentation made by Stockport Metropolitan Borough Council (SMBC) during the summer term had been very informative and well received by governors. It was asked whether a similar event would be held in conjunction with Trafford Metropolitan Borough Council (TMBC).

The CS concurred with the proposal adding that the suggestion would offer a balanced approach and that he would liaise with the PCEO concerning the matter.

**Action: Corporation Secretary**

The CS advised that it had also been proposed that the Board would be considering the branding of the Group, and this was scheduled to take place in February 2023 as part of the Governor's Development Day event.

It was also noted that IR, Senior Policy Officer, Greater Manchester College's Group, was scheduled to make a presentation at the next Governor Training Event on 2 November 2022, following on from a similar presentation he had made to the Greater Manchester Chair's Group in respect of regional developments.

- It was suggested by a member that a further potential area for consideration as part of the Governor Training and Development Plan related to SEND and preparation for adulthood.

The CS agreed to investigate the suggestion within this year's training and development programme

**Action: Corporation Secretary.**

**There were no further questions or comments raised by members and following due consideration it was resolved that the Annual Governance and Governance Professionals Training and Development Report 2021/2022 be received and noted.**

**SEA/22/22****Review of Governance Documentation 2022-2024**

The CS presented a report which enabled the Committee to review the following Governance documents for the above named period:

- The Key Tasks and Role of the Chairperson of the Corporation
- The Role and Person Specification of Members of the Board of the Corporation
- Governor Expenses Policy
- Governor Training, Induction and Mentoring Policy
- Governor Ready Programme.

The CS took governors through each of the documents and outlined the proposed changes since the Committee's last review.

**Minute No**

It was noted that the documents had been updated to reflect latest developments, new publications and good practice, all of which had been discussed with the Chairperson of the Board of the Corporation.

The main areas of change were highlighted as follows:

- The Key Tasks and Role of the Chairperson of the Corporation which now referenced an updated time commitment; the inclusion of the annual Governor Non-Executive reviews; and improved recording of activity.
- The Role and Person Specification of Members of the Board of the Corporation which had been extensively re-written to present an updated document consistent with latest guidance from the AoC and the Charity Commission.
- Governor Expenses Policy for which no changes were proposed.
- Governor Training, Induction and Mentoring Policy which had been updated to reflect more accurately current practice and arrangements.
- Governor Ready Programme which had been updated to reflect current practice.

Questions and comments from members were invited.

- A question was asked by a member in relation to the leadership performance reviews as undertaken by the Chairperson of the Board of the Corporation and how they were conducted.

The Chairperson of the Committee responded that the reviews were conducted by himself for the PCEO and CS and that the recommendations arising were subsequently presented to the Remuneration Committee for consideration and performance review.

It was confirmed that the reviews were undertaken on behalf of the Remuneration Committee and the Board of the Corporation and that they included the setting of KPIs.

There was agreement that the narrative, in the Key Tasks and the Role of the Chairperson document, be amended to reflect more accurately the process undertaken.

**Action: Corporation Secretary**

**There were no further issues or questions raised by members arising from the report and following due discussion and consideration it was resolved that the documentation, as presented in the report and subject to the agreed amendment, be recommended to the Board of the Corporation for approval.**

**Action: Corporation Secretary/Board of the Corporation**

**SEA/23/22**

**Any Other Business**

There were no matters raised by members under any other business.

**SEA/24/22**

**Date of the Next Meeting**

It was agreed that the next meeting should be held at 2.00pm on Wednesday 5 July 2022 via Microsoft Teams.

**Minute No**

It was noted that should a meeting be required before that an additional meeting would be convened accordingly.

**Action: Corporation Secretary**

The meeting closed at 3.36pm.