

**Minutes of the Meeting of the Search and Governance Committee
held on Monday 27 November 2017**

Present: - Mr Tim Newsholme (Chair)
Ms Abigail Appleton (Principal)
Professor Robin Baker
Mr Mervyn Jones
Mrs Alison McLean
Ms Katie Seekings

In attendance: - Mrs Linda Watkins (Clerk to the Governors)

The meeting was quorate as six Members were present.

1. Apologies for Absence

2. Declaration of Interests

Tim Newsholme: Item 5 re-appointment.

3.I Minutes of the Last Meetings

The minutes of the meeting held on 26 June 2017 were agreed and signed by the Chair as a true record.

3.II Matters arising from the Minutes of the Last Meeting

All actions had been completed with the exception of the review of College policies which was being actioned by SLT.

The Committee agreed: -

- To approve the minutes of the last meeting

4. Governors' Data

I. Skills Audit October 2017

This showed 62% of Governors have excellent or good skills and expertise and breadth of skills. Law was a major deficiency with discussion to decide if a Governor with this expertise should be recruited concluding that, if legal advice was required, this would be purchased. FE expertise would be targeted.

II. Attendance 2016/17

Overall attendance to the Board and Committees was 78%. Individual attendance was discussed, specifically where attendance was low. Several of these were new appointments who had existing commitments in their diaries at appointment. Informal conversations would be held with Governors who had poor attendance last year to ascertain if this was likely to improve.

ACTION: CLERK TO THE GOVERNORS

III. Equality and Diversity Profile October 2017

This showed that there was gender balance and the age of Governors had been marginally reduced; however, disability and ethnicity were

unbalanced. A comparison with Herefordshire ethnicity data was requested.

ACTION: CLERK TO THE GOVERNORS

In addition to the equality and diversity profile, different behaviours and outlooks are also important areas to represent on Boards. Governors concluded that attracting someone from a different background would bring a different perspective.

The Committee agreed: -

- To note reports agreeing to seek data about ethnicity in Herefordshire
- Informal conversations would be held with Governors with poor attendance

5. Vacancies on the Board and Committees 2017/18

I. Board vacancies

There was a vacancy for an Independent Governor. Interviews had taken place for an FE Student Governor with the panel proposing Jordan Knight a second year Art and Design student should be appointed at the Board meeting.

The Clerk drew Governors' attention to the current terms in office for Tim Newsholme who left the meeting whilst his re-appointment was discussed. Tim Newsholme had only completed one term in office and Governors were asked to consider re-appointing him for a further 4-year term based on his contribution to the Board and College. Governors agreed to recommend re-appointment acknowledging his enthusiasm for the College.

As part of succession planning Governors were mindful of Governors whose second terms in office would end next year. This would expose FE experience further and mean that the Board will not have qualified accountant.

The option to consider appointing two Staff Governors from both academic staff for HE and FE had been suggested in the Governors' self assessment. Currently two Staff Governors are appointed from academic and non-teaching staff. The Clerk confirmed that this would be possible based on the Instrument of Government which permitted up to three Staff Governors. Appointments could be made from FE and HE academic staff and professional services. Changes would be discussed with the current Staff Governors before the Board meeting.

ACTION: PRINCIPAL

II. Committee Membership

No changes proposed, Alison McLean had agreed to join the AQ&S (HE) Committee following the new format dividing the Committee into FE and HE divisions. The Clerk encouraged feedback from members of the AQ&S Committee as to whether the new arrangement was considered effective. Kay Sandford-Beal had agreed to be the Health and Safety Designated Governor.

The Committee agreed: -

- To recommend that the Board appoint Jordan Knight as Student Governor (FE) until 31 August 2018
- To recommend the Board re-appoint Tim Newsholme for a further 4-year term in office
- To target an Independent Governor from the FE sector, potentially an

accountant as part of succession planning

- To recommend that the Board approve an increase to Staff Governors to three as outlined

6. **Governors' Feedback and Self-Assessment 2016/17**

These exercises had taken place at the end of the last academic year giving each Governor the opportunity to provide feedback on the effectiveness of governance arrangements and offer suggestions for improvement.

I. **Benchmarked Self-Assessment Exercise**

The questionnaire was based on the Ofsted Common Inspection Framework (CIF). The Clerk had prepared a RAG rated action plan containing questions that Governors had disagreed with and proposed actions to common themes. In addition to these areas, the potential impact from OfS would need to be addressed by the Board or relevant Committees. An example was learning gain which linked to graduate destinations. Baseline data is being collected for FE students; the Principal understood that it was not possible to obtain school performance data.

II. **Governors' one to one appraisals**

Common themes from appraisals had been identified and presented to the Board which had been discussed during the meeting with the exception of Governors interaction with staff. Discussion progressed to the Link Governor scheme which had mixed opinion. Alternatives were suggested which would be presented to the Board for consideration.

ACTION: PRINCIPAL/CLERK TO THE GOVERNORS

The Board oversees implementation of the strategic plan. Once the new strategic plan has been agreed, an implementation plan will be required. It is envisaged that this will be presented at the strategy meeting in February 2018.

Generally feedback was positive on the Clerk and quality of information and operation of the Board.

The Committee agreed: -

- To send the self assessment feedback to Governors for information
- To present a paper to the Board proposing alternative staff engagement to the Link Governor scheme

7. **Topics for future training or development 2018**

The Committee agreed: -

- Governors' training and development would be provided during the year as appropriate

8. **Fellows for consideration in 2018**

Staff and Governors would be asked to contribute ideas for Fellows in January. HE final year students could also be invited to make suggestions via their tutors. Fellows are an important vehicle to raise the College's profile, bring something to the College and act as an ambassador. Alumni are considered if they meet the criteria.

ACTION: PRINCIPAL

Details of current Fellows and their artistic range would be sent to Governors along with a long list of suggestions for consideration inviting comments from Governors.

ACTION: PRINCIPAL

The Committee agreed: -

- Potential Fellows would be sought in January and shared with the Committee for comment

9. Strategy Review 2017/18: Extending the Vision

The Principal presented the paper asking for comments on what a leading Arts School would look like from the Committee's perspective.

- I. Company selling merchandise with HCA branded mugs, umbrellas etc. with profits to benefit students
- II. Option to increase Student Governors from two to three to increase the student input
- III. Flexible governance – potential to invite some students to meet with Governors
- IV. Arrange Fellows engagement with the student experience e.g. mentoring, placements, master classes and lectures
- V. Make HE more distinctive e.g. different levels of contact between staff and students, small tutorial groups; self tutorial groups between courses, offer different experiences on students' learning journey. 'Teaching is out learning is in'
- VI. Governors work with staff and students on how to make transitions happen e.g. Take the current staff exhibition to a city venue
- VII. Build in combined blue skies thinking sessions for Governors and staff
- VIII. Develop extra-curricular activities for FE and HE (potential to involve Fellows and Governors).
- IX. College conferences and events with wider community engagement. Create distinct events, partnerships and an innovative seminar programme. This would require some investment (small fee to guests and pay travel expense)
- X. Consider an SU graduate President instead of a third year student

10. Any other business

No items

11. Date and Time of Next Meeting

The next meeting was arranged for Monday 12 March 2018 commencing at 2.30 pm, subject to the length of the agenda, the meeting might be deferred to commence at 3.00 pm