

SANDWELL COLLEGE

Minutes of a Meeting of the Search Committee  
held on Monday 27th June 2016,  
in room 6F/39 at the Central Campus,  
commencing at 3.45 p.m.

Present:- Mr. J. Tew (Independent) (in the Chair)  
Mrs. C. Parker (Independent)  
Mr. G. Pennington (Principal)

Also in Attendance:-

Miss J. Berry Corporation Secretary

S16.11 Declarations of Interest S16.11

There were no declarations of interest.

S16.12 Apologies S16.12

Apologies were received from Mr. Britton. In the absence of Mr. Britton the Vice-Chairman took the chair.

S16.13 Minutes of the Meeting of the Search Committee held on Monday 29th February 2016 S16.13

The minutes of the meeting of the Search Committee held Monday 29th February 2016 were approved and signed by the Chairman

RESOLVED: that the minutes be approved.

S16.14 Matters Arising S16.14

i) Matters Arising  
Framework for the Assessment of Performance  
of Members of the Board of Governors (Vide Minute S16.04 (vi))

The Chairman reminded members of the process he had introduced for the assessment of performance of members of the Board of Governors. The Chairman had met with three members of the Board to assess their performance and considered that the meetings had been very useful to all parties.

The Chairman informed members that at the end of the process he might produce an overall report of the assessments; it was not his intention to produce individual reports.

ii) Board of Governors – Vacancies/Forthcoming Vacancies/  
Committee Vacancies (Vide Minute U16.05 (a))

The Corporation Secretary informed members that the Board of Governors had approved the Committee's recommendations regarding the appointment of Mr. Johal as an Independent Member.

iii) Succession Planning (Vide Minute U16.06)

The Corporation Secretary informed members that the Board of Governors had been reminded that it was the Chairman's intention to step down as a member of the Board when his current term of office ceased in July 2017.

The Chairman presented a report detailing, vacancies, forthcoming vacancies and committee vacancies.

Mrs. Parker explained that due to increased business commitments she had found it necessary to resign from the Board of Governors, however, she would welcome a way of maintaining contact with the College. Following a discussion the Search Committee agreed to recommend to the Board that Mrs. Parker should be appointed to serve as an External Co-Opted Member of the Search Committee for a one-year term of office commencing 1st August 2016.

A discussion took place regarding the vacancies on the Board of Governors and the skills gaps that the Committee would aim to address when recruiting new members.

The Chairman outlined discussions he had had with Mr. Uddin regarding his membership of the Board of Governors. Following a discussion, the Search Committee agreed to recommend to the Board that Mr. Uddin should be appointed as an Independent Member on the Board of Governors for a term of office of three years, commencing 1st August 2016 and ceasing on 31st July 2019.

The Committee also agreed to recommend to the Board that Mr. Uddin be appointed to serve as a member of the Audit Committee with effect from 1st August 2016.

The Chairman informed members of an exchange of emails he had had with Mr. Scott, Chairman of the Audit Committee. Members agreed with Mr. Scott's view that the Search Committee should aim to appoint a professional accountant to the Board of Governors, bearing in mind that Mr. Scott's current term of office would cease on 31st December 2016. Members agreed to consider Mr. Scott's membership of the Board of Governors at the Committee's next meeting on Monday 3rd October 2016.

A further discussion took place regarding skills gaps and members agreed that they should aim to appoint a senior police officer from Sandwell, a member from the West Midlands Combined Authority and someone from Birmingham City Council bearing in mind the College's intake of learners from West Birmingham. Mrs. Parker agreed to make contact with a number of people that might be able to assist the Committee with these appointments. It was further agreed that the Committee should aim to appoint a member with a quality background to serve on the Learners, Quality and Curriculum Committee, possibly as an External Co-Opted Member.

A discussion took place regarding the composition of the Learners, Quality and Curriculum Committee and it was agreed to recommend to the Board of Governors that the composition should be reduced from 8 to 7 members with immediate effect.

The Chairman agreed to contact Mr. Britton regarding his membership of the Board as his term of office was due to cease on 31st October 2016. Mr. Britton had made a very positive contribution to the work of the Board.

RESOLVED:

- a) that the Search Committee note the resignation of Mrs. Parker from the Board of Governors with effect from 31st July 2016.
- b) that the Search Committee recommend to the Board of Governors:-**
  - i) that Mrs. Claire Parker be appointed to serve as an External Co-Opted Member of the Search Committee, for a one-year term of office, commencing 1st August 2016 and ceasing on 31st July 2017.**

- ii) **that Mr. Jalal Uddin be appointed to serve as an Independent Member on the Board of Governors for a three-year term of office commencing 1st August 2016 and ceasing on 31st July 2019.**
- iii) **that Mr. Uddin be appointed to serve as a member of the Audit Committee with effect from 1st August 2016.**
- iv) **that the composition of the Learners, Quality and Curriculum Committee be reduced from 8 to 7 members with immediate effect.**
- c) that the Search Committee consider Mr. Scott's appointment on the Board of Governors at its next meeting on Monday 3rd October 2016.
- d) that Mrs. Parker make contact with a number of people who might be able to assist the Committee with the appointment of new members from organisations identified during the meeting.
- e) that the Committee aim to appoint a member with a quality background to serve on the Learners, Quality and Curriculum Committee, possibly as an External Co-Opted Member.
- f) that the Chairman of the Board of Governors discuss with Mr. Britton his membership of the Board of Governors.
- g) that the report be received.

S16.16 Succession Planning  
Appointment of Chairman of the Board of Governors

S16.16

The Search Committee was aware that the Chairman of the Board of Governors intended to step down when his current term of office ceased on 31st July 2017. A discussion took place regarding succession planning and recruitment options. The Chairman emphasised the importance of an effective hand-over period.

A discussion took place regarding the skills required of a Chairman and whether or not the Board of Governors should consider applying for this to be a remunerated post.

Members were unanimous in their view that the Board of Governors needed to consider its options regarding the appointment of a new Chairman in the very near future. The Chairman agreed that, in the first instance, he would liaise with the Independent Members to ascertain the level of interest in being appointed as either Chairman or Vice-Chairman of the Board moving forward. Members agreed that the appointment of two Vice-Chairmen would assist in succession planning and the sharing of responsibilities.

RESOLVED:

- a) that the Chairman of the Board of Governors liaise with the Independent Members to ascertain the level of interest in being appointed as either Chairman or Vice-Chairman of the Board moving forward.
- b) that the verbal report be received.

S16.17 Policies and Procedures:

S16.17

i) Code of Conduct for Corporation Members

The Corporation Secretary presented a revised Code of Conduct for Corporation Members and outlined the amendments that had been made.

RESOLVED: **that the revised Code of Conduct for Corporation Members be recommended to the Board of Governors for approval.**

ii) Procedure for the Appointment of Members to the Board of Governors

The Corporation Secretary presented a revised Procedure for the Appointment of Members to the Board of Governors and outlined the minor amendments that had been made.

RESOLVED: that the revised Procedure for the Appointment of Members to the Board of Governors be approved.

iii) Procedure on Independent Professional Advice for Corporation Members

Members considered the Procedure on Independent Professional Advice for Corporation Members, which had been reviewed by the Corporation Secretary. No amendments were recommended.

RESOLVED: that the Procedure on Independent Professional Advice for Corporation Members be approved.

iv) Procedure for Resolving Difficulties for use by the Corporation Secretary

Members considered the Procedure for Resolving Difficulties for use by the Corporation Secretary. The Corporation Secretary had reviewed the Procedure and no amendments were recommended.

RESOLVED: that the Procedure for Resolving Difficulties for use by the Corporation Secretary be approved.

S16.18 Governance Self-Assessment Report Action Plan – Monitoring Report

S16.18

The Chairman presented the Governance Self-Assessment Report Monitoring Action Plan 2015/16.

A brief discussion took place regarding the skills mix of members, the appointment of External Co-Opted Members to serve on committees, and the gender and ethnic balance of the Board's membership.

The Chairman outlined the actions he took with regard to monitoring members' attendance levels. An attendance report for the first nine months of 2015/16 was tabled. It was suggested that the monitoring of attendance of Board meetings should be split between planned meetings and special meetings.

A discussion took place regarding the use of Board meetings or the time prior to Board meetings for training sessions or curriculum visits, which might prove more manageable for members. The development of reporting by exception at Board meetings was also discussed.

The Principal confirmed that an Events Calendar of student related events was currently being prepared for members for 2016/17.

The Chairman informed members that during 2016/17 he and the Corporation Secretary would be undertaking a review of the ways in which members, Board and committee performance was monitored and evaluated with a view to consolidating processes and improving effectiveness.

The Principal suggested that it might be beneficial for an external organisation to undertake a review of the College's governance arrangements in order to gain an independent perspective. Members agreed to the principle of such a review.

RESOLVED: **that the Board of Governors note that the Search Committee had undertaken a review of progress in implementing the Governance Self-Assessment Report Action Plan and was satisfied with the progress that had been made.**

S16.19 Search Committee -  
Review of Effectiveness and Terms of Reference

S16.19

The Committee considered a report reminding members that the Board of Governors had agreed that each of its committees should undertake an annual review of its own performance and terms of reference.

The Committee considered and completed a self-assessment checklist. A discussion took place regarding the work of the Committee during 2015/16. Upon completion of the checklist, the Committee agreed that on a scale of 1-4 where 1 was 'outstanding' and 4 was 'inadequate' the Committee should be graded 2 'good with outstanding features'.

No changes to the terms of reference were recommended to the Board of Governors.

With regard to the composition of the Committee members were reminded that the Standing Orders stated that "A person shall be ineligible for appointment as a Committee member if he/she has served for more than eight years on the Committee". Members noted that the Chairman of the Board of Governors had now served over eight years on the Search Committee, however, they confirmed that they would wish him to continue to serve as a member until his term of office ceased in July 2017.

RESOLVED:

- a) that the Search Committee, having completed a self-assessment checklist of its own performance, considered that the Committee should be graded 2 'good with outstanding features'.
- b) that no changes to the Committee's terms of reference be recommended.
- c) that the Search Committee confirm that the Chairman of the Board of Governors should continue to serve as a member of the Search Committee until his term of office ceased in July 2017.
- d) that the report be received.

S16.20 Any Other Business

S16.20

There were no items of other business.

S16.21 Determination of Confidential Items

S16.21

The Search Committee agreed that none of its discussions should be minuted confidentially.

RESOLVED: that none of the Committee's discussions be minuted confidentially.

S16.22 Date of Next Meeting

S16.22

The next meeting of the Search Committee was scheduled to take place on Monday 3rd October 2016, commencing at 3.30 p.m, at Central Campus.

The meeting terminated at 5.30 p.m.