



PEOPLE & GOVERNANCE COMMITTEE

Minutes of the meeting of the People & Governance Committee held on Wednesday 18 November 2020 via video conference

Present:	Shirley Collier (Chair of Governors) Jack Commandeur (Chair of Finance & General Purposes Committee) Helen Crews (Chair of Audit Committee) Alex Hughes (Vice Chair & Chair of Remuneration Committee) Lee Probert (Chief Executive and Principal) Fiona Thompson (Chair of Q&C)	
In Attendance:	Louise Doswell – Deputy CEO/Deputy Principal: Partnerships and Development David Hawkins - Vice Principal for Finance and Professional Services Ian Looker – Chair Designate Elizabeth McClure Director of Governance Graeme Murdoch -Deputy CEO/Deputy Principal: Quality and Student Experience	
	Chair's opening remarks and discussion <i>It was noted that Jack Commandeur had not yet joined the meeting but was due to attend.</i> In opening the meeting, the Chair welcomed the new Director of Governance, Elizabeth McClure. It was noted that Ian Looker, Chair Designate, was in attendance to observe and would become a formal member of the Committee in the New Year. The Chair asked if any member wished to discuss any Part 2 agenda items; the members confirmed that the items had been noted but no discussion was required.	
		Action
	Item 1. Apologies for Absence / Declarations of Interest	
	The DoG confirmed that no apologies had been received. There were no declarations of interest.	
	Item 2: Minutes of Previous Meeting	
	Members considered the minutes of the meeting held on 1 July 2020. The Chair confirmed that some minor textual amendments were required, and these would be emailed to the DoG. There were no further comments. <i>Subject to the amendment, the Committee resolved to approve the minutes of the previous meeting.</i>	DoG
	Item 3: Matters Arising	
	3.1: Action Summary Sheet	

	<p>The Committee reviewed the actions summary and noted that all actions were either complete or on the agenda.</p> <p>It was noted that Governor-staff interaction may have been impacted by remote working as a result of Covid-19. It was agreed that all Link Governors should be reminded to contact the SLT to arrange meetings with their staff links.</p> <p><i>The Committee resolved to note the actions and progress made.</i></p>	<p>DoG</p> <p>Chief Executive and Principal/ DoG</p>
	<p>3.2: Any Other Matters Arising</p> <p>None</p> <p><i>Jack Commandeur joined the meeting.</i></p>	
	Item 4. Strategic Planning	
	<p>4.1 Strategy Plan Implementation – Pillar 3</p> <p>The Principal presented Pillar 3 of the Strategic Plan. It was noted that the outline of the six pillars was agreed but that the details could be influenced by Committee input. The Chair confirmed that each committee of the Governing Body would review the section of the plan relevant to them and that the People & Governance Committee had been tasked by the Board to consider Pillar 3, particularly in the context of succession planning.</p> <p>The Committee questioned how governor oversight of the plan operated where there were overlapping factors, for example, investing in people would fit into both the 'People' and 'Investment' pillars. The Principal confirmed that the read-across would be signalled in the 'Investment' pillar which would cover how overlapping objectives had been achieved in other pillars. It was further noted that the 'Partnerships' pillar was reported into the F&GP, as was data on absence rates. It was agreed that it was the remit of the Chairs of those committees to report to the People & Governance Committee when necessary and relevant.</p> <p><i>Graeme Murdoch joined the meeting.</i></p> <p>The Chair questioned how outcomes were measured in each area. It was noted that specific targets could be helpful but that the strategic plan must be a hybrid of tangible and less tangible factors. The Vice Principal for Finance and Professional Services confirmed that there had previously been a lengthy KPI document which had been reduced as it had become unwieldy. The Committee agreed with this rationale but noted that it was necessary to ensure that less tangible objectives did not escape attention. It was agreed that a small list of indicators for those objectives that were less easy to measure should be compiled. This could include link governor meetings and the staff survey. The indicators should be reviewed on a planned basis and the Committee should be expected to look at particular areas of the strategic plan in detail across the annual meeting schedule.</p>	<p>All</p> <p>Principal, DoG, SLT</p> <p>DoG</p>

	<p>results may have been impacted by the recent restructuring. The Deputy CEO/Deputy Principal: Quality and Student Experience confirmed that he had had recent positive discussions about the College's staff communication and general handling of the Covid-19 pandemic.</p> <p>The Chair noted that it would be beneficial to show the trend data across a three-year period to demonstrate the improvement more clearly. It was agreed that in future the actions needed to be more clearly articulated to allow the governors to more easily monitor progress.</p> <p>The Deputy CEO/Deputy Principal: Quality and Student Experience confirmed that results were communicated back to staff in a special edition of the Staff News, which included all headline results and benchmarking data.</p> <p><i>The Committee resolved the report and progress made.</i></p>	GAM
	<p>5.2 Staff Training and Development</p> <p>The Deputy CEO/Deputy Principal: Quality and Student Experience presented a paper on Staff Training and Development. The Committee felt that the paper was very comprehensive and showed excellent results. The Committee requested that the Head of Continuing Development be thanked for the clear progress which has been made.</p> <p>The Committee discussed the move from Performance Reviews to Professional Development Review and from data to a focus on behaviours and values, thus creating more meaningful reviews. The Committee asked whether viewing samples of PDRs would be possible; The Deputy CEO/Deputy Principal: Quality and Student Experience confirmed that he would seek guidance on this.</p> <p><i>The Committee resolved to note the actions and progress made.</i></p>	GAM

Item 6: Corporate Governance and Assurance	
<p>6.1 Review of Governance Self-Assessment</p> <p>The Chair presented a paper providing an overview of the Governance Self-Assessment and Chair's Appraisal for the prior year. It was noted that governance in the college remains strong and has particularly improved in relation to governor involvement in strategy.</p> <p>It was agreed that the DoG, alongside the new Chair, would carry out a full review of the Governance Self-Assessment process before next year's assessment. This would consider efficacy, timing, format and question focus, amongst other things.</p> <p>The Committee discussed the Chair's suggestions for factors to be incorporated into the 2020/21 Governance Quality Improvement Plan (QIP). It was agreed that the expectations around ambassadorial role of governors in college and the wider community should be added and should also be a focus of the forthcoming Strategy Day. Similarly, it was agreed that support for governors to feel connected to the College, particularly during the pandemic, was required.</p> <p>The Committee also agreed that it was vital to raise governors' awareness around excellence in teaching and learning provision. It was agreed that this should be incorporated into the standard induction process and ongoing governor training.</p> <p>The strengthening of committee reporting to the Board was noted as a vital part of the current governance model and should be an ongoing aim. The possibility of utilising the existing Governors' Portal more effectively, alongside Part 2 agendas, was discussed and it was agreed that the DoG would work with the Chair Designate to review this.</p> <p><i>The Committee resolved that all items noted about would be added to the 2020-21 Governance QIP.</i></p>	<p>DoG</p> <p>DoG</p> <p>DoG</p> <p>DoG</p>
<p>6.2 Governance QIP monitoring</p> <p>The Committee reviewed the Governance QIP for 2019-20 and noted the suggested updates. The DoG confirmed that the QIP would be updated following the meeting and referred for discussion at the SAR Meeting on 24 November 2020.</p> <p>It was agreed that significant and effective improvements had been made to the risk register over the prior year and it could now be removed from the QIP.</p> <p>It was agreed that Committee papers could still be reduced in scale, notably by the inclusion of more diagrammatic representations of data.</p> <p>It was agreed that the items discussed in 6.1 would be added to the QIP before it was referred to the SAR.</p> <p><i>Jack Commandeur left the meeting.</i></p>	<p>DoG</p> <p>DoG</p>

	<p>6.3 Succession Planning</p> <p>The Committee reviewed a paper outlining immediate succession planning needs. It was noted that the Chair and Vice-Chair would both step down in December 2020. The DoG confirmed that a maximum of two new governors could be appointed and a Vice-Chair should be appointed from the existing governors.</p> <p>The Chair Designate confirmed that the recent skills audit had identified three main skills gaps amongst the Board: expertise in FE; expertise in technology, particularly cyber security; and connection to the local community. It was noted that it had historically proved very difficult to appoint a Governor with FE expertise, but it was agreed that this was the main priority for recruitment. The Committee discussed methods of recruitment and agreed that a mixed strategy of targeted advertisements and utilising local contacts was optimal.</p> <p>It was noted that the ‘community connection’ skills gap was a very broad area and could be improved by regular governor liaison with local bodies, for example the CBI. It was further noted that the college had a broad catchment area and becoming too York-centric may not be advantageous.</p> <p>It was agreed that the Principal, Chair Designate and the DoG would develop a recruitment profile and strategy.</p> <p><i>The Committee resolved to recommend to the Board that:</i></p> <ul style="list-style-type: none"> • <i>Two new governors be appointed</i> • <i>That FE expertise, followed by technology expertise be targeted as key skills</i> 	<p>Principal/Chair Designate/DoG</p>
	<p>6.4 Vice Chair Role</p> <p>The Chair Designate presented an updated role description for the Vice Chair. It was noted that the role description was largely unchanged except for the addition of fulfilling the role of a senior independent governor. The current Vice-Chair confirmed that the description was an accurate overview of the role.</p> <p>It was also noted that the Vice-Chair was likely to be asked to Chair a Committee – Remuneration or People & Governance. It was agreed that volunteers for the role should be sought first and a decision about the Chairs made depending on the Vice-Chair’s preference/skill set. It was noted that Terms of Reference may need to be amended if committee composition changed as a result. The Chair noted the importance of board diversity in considering the new role; the departure of the Chair and Vice-Chair meant losing two female members of the Governing Body, both occupying the most senior positions. It was agreed that maintaining diversity and encouraging female governors to apply for the role should be prioritised.</p> <p>The DoG noted that this matter was time sensitive as the Vice-Chair role was required under the Instruments and Articles.</p>	<p>Chair Designate</p>

	<i>The Committee approved the updated role description and agreed that it should be circulated to all Governors to determine who was interested in taking up the position.</i>	
	6.5 Review of Governance Model The DoG presented a paper on the College's Governance Model, updating a paper previously considered by the Committee in October 2019. It was recommended that the College's current model of governance by committee should not be replaced by a model of 'Policy Governance' (the 'Carver' model). The Committee agreed that the current model of governance functioned effectively and particularly noted the point that when colleges using the Carver model become the subject of intervention by the FE Commissioner, it is common for the model to be recommended for removal in favour of a committee model. <i>The Committee resolved to recommend to the Board that the current governance model be retained.</i>	
	Summary matters	
	Item 7: Key Meeting Outcomes and/or Actions	
	7.1 Matters for report to the Governing Body (if any) <ul style="list-style-type: none"> • Succession Plans • The review of the Governance Model 	DoG
	Item 7.2 Matters for report to Audit Committee (if any) <ul style="list-style-type: none"> • None 	
	Item 8: Any Other Business	
	None.	
	Item 9: Confidential Matter	
	<i>All attendees left the meeting to allow the members of the Committee to discuss a confidential matter.</i>	
	Item 10: Date of Next Meeting	
	The meeting closed at: 19.10hrs	
Signed (Chair):	Date:	
Name:	Shirley Collier	