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Minutes

Search, Governance and Remuneration Committee Minutes

Meeting Time and Date	1500 on 23 June 2021
Meeting Location	Zoom Online
Members	Roger McClure (Chair) 💻
	Heather Barrett-Mold OBE
	Lady Milnes-Coates 💻
	Malcolm Goodwin (Principal) 💻
Observers	James Bryan (HR) 💻
Minute Taker	Joanne Coffey (Clerk) 💻
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			Action
1.	Welc		
	1.1.	No apologies were received.	
	1.2.	James Bryan was welcomed to the Committee.	
2.	Decla	aration of Interests	
	2.1.	None.	
3.	Minu	tes (Decision)	
	Reso	lved to	
	3.1.	Approve the minutes of the Search, Governance and Remuneration Committee meeting held on 9 March 2021 as a correct record and authorise the Chair to approve them.	
4.	Matte		
	4.1.	Former Governor, Paul Campbell, had agreed to approach a prospective Governor in the South of England. No feedback has been received yet.	
5.	Revie	ew of Terms of Reference Decision)	
	5.1.	The Terms of Reference were restructured to provide a clearer layout, an overview showing the key areas of activity and the following Search, Governance and Remuneration Committee purpose:	
		'To do all within our powers to ensure that our governance is fully maintained at all times at the highest standards'.	
	5.2.	It was clarified that the Key Performance Indicators (KPIs), that the Committee monitored its outcomes against, were the overall College KPIs received in the Committee's Risk and KPI report.	

5.3.	Committees do not currently measure their own performance against a formal set of Committee KPIs, which may be something to consider in the future.	
Reso	lved to	A: Governing
5.4.	Accept the revised Terms of Reference, including from minute 6.30, and recommend them to the Governing Body for their adoption.	Body (Appendix I)
. Gove	rning Body Membership (Decision)	
Poter	ntial new Governors	
6.1.	At 14 July 2021, the Governing Body will have three vacancies for new Governors.	
<u>Cand</u>	idate PB	
6.2.	A potential new Governor applied for the position of Governor, via the website advertisement, on 3 May 2021.	
6.3.	This candidate has a finance background and is currently employed as a Maths Lead and Curriculum Manager in an independent SEND school. Prior to that she was employed as a Maths Teacher in a mainstream secondary school, and has a vast amount of teaching experience. The candidate lives close to the Crystal Palace Park campus.	
6.4.	A meeting was held by Zoom on 7 June 2021 with the Chair and Vice Chair of Governors, the Principal and Clerk. As a result of meeting the candidate, it was unanimously agreed to recommend her appointment.	
6.5.	The candidate could potentially join the Academic and Finance and Resources Committees.	
Reso	lved to	
6.6.	For the Committee to recommend to the Governing Body to appoint Candidate PB as a member of the Governing Body for a full term of office from summer 2021.	B: Governing Body (CV: Appendix II)
<u>Cand</u>	idate AL	
6.7.	Another potential new Governor applied for the position of Governor, via the website advertisement, on 17 May 2021.	
6.8.	This candidate is a qualified solicitor, having spent a number of years at a city law firm in their property team. He is now General Counsel of a renewable energy company. He lives close to the Mottingham Campus.	
6.9.	Given only two vacancies would be available if the above candidate is appointed, the Committee decided to arrange a meeting [later in the year] to ascertain his suitability, given that the Board now has legal skills coverage.	
Reso	lved to	
6.10.	For a meeting to be arranged with Candidate AL and the outcome reported at the autumn 2021 Committee meeting.	Clerk (Nov 2021)

6 11			
0.11.		Principal had not found any appropriate accountancy didates from the various contacts with the College.	
<u>Recru</u>	uitme	ent consultants	
6.12.	obje dive that	support the Committee in the recruitment process, to ensure ectivity and a skilled approach to addressing skills and ersity gaps, the Clerk had researched recruitment companies t had either chosen to make contact with the College and vernors, or had been recommended by fellow Clerks.	
6.13.		as decided to defer the decision to hire an external consultant I 2022 due to:	
	a)	only two vacancies being available until spring 2022	
	b)	the College's own website advertisement having been successful in attracting high quality and diverse candidates	
	c)	the College's current financial constraints given that the shortlist of consultants charged fees between £3-9k per two candidates.	
6.14.	inde	e Committee did, however, recognise the value of an ependent consultant in terms of diversity and extending the lege's social circles.	
6.15.	Res Ser	the Governing Body is seeking a candidate with Human sources skills, the Executive Director of HR and Central vices published an abridged version of the website ad with the idon Guild of HR Professionals.	
Reso	ved	to	Clark
	For	to the Committee to defer the decision to hire a recruitment isultant until spring 2022.	Clerk (Mar 2022)
6.16.	For cor	the Committee to defer the decision to hire a recruitment	
6.16. <u>Staff</u>	For cor <u>Gov</u> Sar	the Committee to defer the decision to hire a recruitment nsultant until spring 2022.	
6.16. <u>Staff</u> 6.17.	For cor <u>Gov</u> Sar and A n	the Committee to defer the decision to hire a recruitment is sultant until spring 2022. ernor 2021-23 ah Seery's first term of office was due to end on 14 July 2021	
 6.16. Staff 6.17. 6.18. 	For cor Sar and A n wee 23. Two stat	the Committee to defer the decision to hire a recruitment isultant until spring 2022. ernor 2021-23 ah Seery's first term of office was due to end on 14 July 2021 she was keen to apply to serve a second term. ominations process was opened on 28 April 2021 for three	
 6.16. Staff 6.17. 6.18. 6.19. 	For cor Gov Sar anc A n wee 23. Two stat ema Sar was	a the Committee to defer the decision to hire a recruitment a sultant until spring 2022. a h Seery's first term of office was due to end on 14 July 2021 a h Seery's first term of office was due to end on 14 July 2021 a h see was keen to apply to serve a second term. b ominations process was opened on 28 April 2021 for three b h set to request nominations for the Staff Governor from 2021- b o nominations were received for Sarah Seery and a second f member. Staff were invited to take part in an election via	
 6.16. Staff 6.17. 6.18. 6.19. 6.20. 	For cor Gov Sar anc A n wee 23. Two stat ema Sar was as s	 a the Committee to defer the decision to hire a recruitment isultant until spring 2022. a serve a second term. a second ter	
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Re	solved to	
7.4	could then be explored further, it was agreed to use more direct 'agree or not agree' questioning and ' <i>if not, what should we be doing differently</i> ?' to give both a score and immediate suggestions.	Clerk (Completed)
7.3	The Committee agreed the questions but discussed the usefulness of a Likert 1-5 scale to assess various aspects of Governance, where the rating, unless to the extreme of the scale, does not provide enough insight into what needs to be addressed.	(completed)
7.2		Clerk (Completed)
7.1	The new annual system of Governor Reviews was being introduced in autumn 2021 and would take the form of a survey.	
	nual Governor Review survey	
7. Re	oort of the Clerk (Decision)	
6.3	 To support Committees in their nominations process, it was agreed that the Search, Committee would make recommendations for Vice Chairs to the Committees. This was added to the Terms of Reference. 	Clerk (Completed)
6.2	 Vice Chairs were currently appointed by the individual Committees, without the level of succession planning data that was available to the Search, Governance and Remuneration Committee. 	
6.2	 The Chair requested that succession planning is considered in more detail at the next Committee meeting. 	Clerk (Nov 2021)
<u>Su</u>	ccession planning	
6.2	 The Committee also requested that apprentices are also encouraged to apply. 	(1107 2021)
6.2	 The Clerk to consider a revision to the role of the Reserve Student Governors and a potential change to how attendance is managed for all Student Governors. 	Clerk (Nov 2021)
6.2	5. As Student Governors are invited to the Academic and Estates Committees, Full Governing Body, Academic Board and Equality and Diversity meetings, attendance can be patchy if these meetings clash with study or work commitments.	
6.2	 The Committee discussed revising the role of the Reserve Student Governors. Currently they would be invited to step up if one of the Student Governors resigned from their term. 	
0.2	 An online nominations and appointment system will be set up during the autumn 2021 term and results will be reported back to Governor's at the autumn 2021 Full Governing Body meeting. 	

	7.5.	To approve the questions to be included in the Governor Review survey and recommend them to the Governing Body for adoption.	C: Governing Body (Appendix III)
	<u>Gove</u>	rnor Development Policy and Procedures (prev. Governor	
	Train	ing Policy)	
	7.6.	The Governor Training Policy had been renamed the Governor Development Policy and Procedures, reformatted to the new College style and fully re-written to include a procedure for: pre- appointment; induction and appraisals; training and; Governors' contribution to the Board and Colleges' development.	
	Reso	lved to	
	7.7.	To approve the Governor Development Policy and recommend it to the Governing Body for adoption.	D: Governing Body (Appendix IV)
	<u>Gove</u>	rnor profiles on website	
	7.8.	In response to Governors' suggestion to have a 'Meet a Governor' type interview published on the College's website, the Committee agreed instead to voluntarily invite Governors to expand on their current career biographies.	
	7.9.	Governors will be invited to choose around 5 short answer 'getting to know you' type questions from a list of 20 (or of their own choosing), in order to enhance and personify their profiles. This will be put in place in time for the review of biographies in spring 2022. The Committee will assess the example list of questions at the next Committee meeting.	Clerk (Nov 2021)
	AoC's	s Good Governance update	
	7.10.	The revised AoC Code of Good Governance remained under consultation and the final update will be presented at the autumn 2021 meeting and remapped onto the compliance checklist to highlight any new recommendations.	
	<u>Chair</u>	's Action	
	7.11.	Chair's Action was taken on 21 June 2021 to confirm the College's application to the Post-16 Capacity Fund for capital funds for a new build project at the Enfield campus.	
8.	Annu	al Review of Governance Policies (Decision)	
	<u>Instru</u>	ument and Articles	
	8.1.	No changes were proposed.	
	Reso	lved to	E: Governing
	8.2.	Accept and recommend the standing Instrument and Articles to the Governing Body for adoption.	Body (Appendix V)

	<u>Stanc</u>		
	8.3.	Minor changes were agreed to revise the title of the Executive Director of Estates and Facilities.	
	Reso	lved to	F: Governing
	8.4.	Accept and recommend the revised Standing Orders to the Governing Body for adoption.	Body (Appendix VI)
	<u>State</u>	ment of Governance	
	8.5.	No changes were proposed.	
	Reso	lved to	
	8.6.	Accept and recommend the standing Statement of Governance to the Governing Body for adoption.	G: Governing Body (Appendix VII)
	<u>Whis</u>	tleblowing Policy	
	8.7.	Minor changes were agreed to amend the name and website link of the external company 'Public Concern at Work' which is now called 'Protect' (Paragraph 36).	
		Agreed by email on 6 July, 2021	
	8.8.	The Whistleblowing Policy is currently overseen by the Search, Governance and Remuneration Committee. To ensure that the Audit Committee were in sight of this policy, it was agreed to present the latest approved report (clarifying any revisions) at the autumn Audit Committee meeting. The Audit Committee's Annual Report would subsequently provide an opinion on the Policy.	Clerk (Nov 2021)
	Reso	lved to	H: Governing
	42.4.	Accept and recommend the revised Whistleblowing Policy to the Governing Body for adoption.	Body (Appendix VIII)
9.	The F	Patron's Forum and Vice Presidents (Information)	
	<u>The F</u>	Patron's Forum	
	9.1.	The current Patron, Lady Salisbury, took over from the Duke of Devonshire on 1 January 2017. When installed, it was written that the initial focus of the Patron was to encourage sponsorship of the proposed Visitor Centre (now called The Gateway) and other projects across all centres (as identified by the Governing Body), prepare for the 50th Anniversary (of the formation of the College) celebrations in September 2018 and support the development of the Alumni.	
	9.2.	In December 2018 it was agreed that role of Patron would extend to a range of other activities including leading the Patron's Forum.	
	9.3.	Back in 2018, the Patron's Forum was conceived as a body of people helpful to realise the College's ambitions and complement the work of Governors and the Governing Body. It was imagined that potential members would be identified from people with an	

 interest in Capel who have accrued extensive related experience useful to Capel and / or with a network of contacts that would also help the College. Such people would be suggested to the Patron or by the Patron and then invited to join by the Patron. 9.4. A fuller description of The Patron's Forum had recently been developed by the College's Fundraiser and this had been seen and accepted by The Patron. This short description refers to eligibility to be invited and says: a) Members will be invited to join exclusively by the Patron, and should have the capacity to generate gifts (either own or through their network) of £10,000 upwards, or the ability to generate significant non-financial opportunities for the College. b) However, current Vice Presidents and Fellows of the College will be may be invited to become members of the Patron's Forum. 9.5. At present, formally, there were no members of The Patron's Forum. 9.6. Lady Salisbury is both Patron and President. "President" was conferred to the role at the inauguration of Lady Salisbury purely to make sense of the presidents and on what basis they may be appointed. 9.7. Given that Vice Presidents may be eligible to become members of The Patron's Forum, the Committee had a full discussion about the role of the Vice Presidents and on what basis they may be appointed. 9.8. The main points that came from the discussion were: a) The need for a clear concept of how a Vice President would represent Capel. b) To consider a limited term of office. c) That if it continued to be an honorary reward for exceptional service to the College. d) That its main purpose could be to represent Capel at its own events and any appropriate external functions. e) That long-standing staff were rewarded separately. 			
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give them a proper purpose.		d)	
f) That long-standing staff were rewarded separately.		e)	
		f)	That long-standing staff were rewarded separately.

10. Review of Risk Management and KPIs (Decision)				
The Principal Risks had been updated to include that the Board would respond to strategic threats.				
The Committee discussed the intent of Committee's receiving the Principal Risks report, and it was agreed that the Principal would review how this report is considered, which may include:	Principal (Completed)			
a) To continue to trigger conversations about risk.				
 b) To link Principal Risks to the current events including the World Economic Risk, and future horizon scanning to ensure it continues to evolve. 				
 Scenario testing, with real or unexpected 'Black Swan' risks which could be included at the Strategy Away Days. Governors noted that planning for risk makes you much better at dealing with it. 				
 To act as a second set of eyes for SLT who discuss risk at each of their meetings. 				
lved to				
Confirm that the revised principal risks represent the main internal and external risks and remain fit for purpose.				
11.1. Two Governors, who were not members of Committees, were unable to attend the next Full Governing Body meeting on 14 Jul 2021, due to work pressures. This would create an absence in excess of 6 months.				
11.2. As the College's Standing Orders requires permission from the Governing Body for a leave of absence beyond 6 months, it was agreed by the Committee to recommend a leave of absence to autumn 2021, when both Governors would become available again.				
The Committee noted that this was an exceptional situation that would not become commonplace.				
Resolved to				
Recommend to the Governing Body that David Domoney and Joanne Laban were granted a leave of absence from 14 July 2021 up to December 2021.	I: Governing Body			
	 The Committee discussed the intent of Committee's receiving the Principal Risks report, and it was agreed that the Principal would review how this report is considered, which may include: a) To continue to trigger conversations about risk. b) To link Principal Risks to the current events including the World Economic Risk, and future horizon scanning to ensure it continues to evolve. c) Scenario testing, with real or unexpected 'Black Swan' risks which could be included at the Strategy Away Days. Governors noted that planning for risk makes you much better at dealing with it. d) To act as a second set of eyes for SLT who discuss risk at each of their meetings. Ived to Confirm that the revised principal risks represent the main internal and external risks and remain fit for purpose. Two Governors, who were not members of Committees, were unable to attend the next Full Governing Body meeting on 14 July 2021, due to work pressures. This would create an absence in excess of 6 months. As the College's Standing Orders requires permission from the Governing Body for a leave of absence beyond 6 months, it was agreed by the Committee to recommend a leave of absence to autumn 2021, when both Governors would become available again. The Committee noted that this was an exceptional situation that would not become commonplace. Noved to Recommend to the Governing Body that David Domoney and Joanne Laban were granted a leave of absence from 14 July			

12. Date of next meeting

12.1. The next Search, Governance and Remuneration Committee meeting will take place on Wednesday 24 November, 2021 at 1500.

APPROVED MINUTES					
CHAIR:	CHAIR: Roger McClure DATE: 24 November 2021				
APPROVAL:	APPROVAL: Remote confirmation: CONFIRMED				
	Or signed:				