



SEARCH & GOVERNANCE COMMITTEE REPORT 2021-2022

The purpose of the Committee is to advise the Corporation on the appointment, re-appointment, and development of governors; and to consider all aspects of good corporate governance. The Committee's principle responsibility therefore, is to ensure that the Board comprises of individuals with the most appropriate balance of experience, skills and knowledge to help develop and support the College strategy. In order to achieve this, the Committee requires procedures to be in place that enable the nomination, selection and succession of the most capable governors and senior executives. The Committee is also responsible for undertaking a governance self-assessment and other governance matters as described below; in this sense the Search Committee undertakes a broader role than simply appointments.

Role and responsibilities of the Committee:

- To recommend candidates for re/approval by the Corporation in accordance with the current Instrument and Articles of Government and after following the approved procedure for the re/appointment of Governors.
- Monitor and evaluate the success of individual Member appointments and advising the Corporation on the suitability of Members for re-appointment, acknowledging the value of refreshing its membership.
- Determine or advise on such matters relating to membership and good governance as the Corporation may delegate to the Committee.
- Monitor the diversity profile of Corporation Members and, having due regard for the benefits of a diversity in membership, making recommendations regarding appointments to remedy any under-representation when appropriate. The Committee shall have regard to the College's obligations under all aspects of discrimination legislation.
- Advise the Corporation on the balance of skills, experience and knowledge appropriate to its strategic objectives, carrying out regular skills audit to identify any gaps in the profile adopted by the Corporation and developing strategies to address any deficiencies and for succession planning for the office of Chair and other offices held by governors
- To approve policies and procedures for the induction and continuing professional development of Members.

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- Reviewing the Standing Orders of the Corporation and its committee structure and make recommendations to the Corporation on any aspects of its corporate governance; and addressing issues relating to good governance and considering the approval of governance related policies and procedures.
- Undertaking any special/specific projects which the Corporation may delegate to the Committee and review the programme for the governor training and development.
- To review its terms of reference biennially.
- To produce an annual report describing the work of the committee, including the board's recruitment policy and practices, a description of its policy on equality and diversity and any measurable objectives that it has set together with progress in their implementation.

Committee Membership and Attendance:

Meetings were held at Poplar and via TEAMS

	07.10.21	22.02.22	28.06.22	29.06.21	Actual attendance	% attendance
Marilyn Hawkins	1	1	1	1	4/4	100%
Rob Hull	1	1	1	1	4/4	100%
Gerry McDonald	1	1	1	1	4/4	100%
Neil Yeomans	1	1	1	1	4/4	100%
Total Present	5	5	4	4		
Total Possible	5	5	4	4		
% Attendance	100%	100%	100%	100%		100%

How the Committee discharged its responsibilities in 2020/21

During in the year, the Committee undertook the following work:

Board composition

The Committee reviewed its skills, knowledge and experience profile to ensure that the Board was best placed to address upcoming risks and opportunities in order to meet its strategic goals. The Corporation had taken the decision to reduce its membership and to widen recruitment to encourage a more diverse group of governors who better reflected the communities which the college serve. Three new Board members were appointed beginning their term on 1 August 2021. Two co-optees were also invited to join committees as a result of the recruitment process. This was an opportunity to offer board level experience to applicants and to give them an opportunity to develop their skills to fill future board roles at NCC and elsewhere.

Two of the three new appointees left during the year. One was unable to take up the role and the other moved overseas. One of the co-optees was appointed to the Board and recruitment continued for a finance specialist.

Succession planning

The Board has a Succession Planning policy in place. The Committee has reviewed the size and diversity of the board and included a number of new areas in the Skills Audit to ensure that any future recruitment takes account of the demands of the sector and the skills and knowledge required to successfully deliver against these. Co-optees were appointed, to help with longer term succession planning.

Appointment of new governors

Two new student governors were appointed in year and as outlines above, one co-optee was appointed as a full member.

Conflicts of interest and independence

The Committee supported the Board in its annual consideration of the conflicts of interest register and considered the independence of governors prior to appointment/re-appointment.

Meetings and Workplan

The committee considered the meeting frequency and planned scheme of work for the committee and the Board at its July meeting. The meeting schedule was adjusted to allow additional time for the signing off of the annual report and accounts and for the formulation of the draft Budget before the July Corporation meeting.

Board Evaluation & Governance Development

The Committee reviewed of the Board's compliance with the College Code of Good Governance and progress against the action plan was monitored throughout the year. The Board was able to confirm its compliance with the statutory elements of the College Code of Good Governance, as well as a significant number of best practice matters.

On the recommendation of this Committee, the Board adopted a set of KPIs, which were monitored throughout the year. The committee also scrutinised the impact record of governance on performance, across all committees and the Board.

The Committee reviewed each committee's terms of reference and membership to ensure they were fit for purpose. The committee revised the terms of reference for the Havering Local Board to reflect its development.

The Chair met all independent members and the staff governor to discuss board effectiveness, accountability and improvement. There were a number of areas identified to help the Board become more effective. They included more work on the strategic and local context to ensure members were able to respond and develop a longer term view looking at a 5 and 10 year time frame; ensuring all members were in touch with the full range of the College's activities through visits and attending committees as an observer; and increased preparation for major decisions through more use of joint committees and

discussions at the strategy days. The improvements suggested will be built into Board activity moving forward and monitored by the committee.

Board members met inspectors as part of the Ofsted inspection in December 2021.

Training and Development

The annual strategic planning day took place at the Hackney Campus in March. Mary Vine Morris from the AOC updated the Board on sector developments and the London context. Paul Goddard from Scrutton Bland led a session on risk and good practice. There was an update on the curriculum review and priorities for 2022 including a progress report on the College's work with staff and students on Black Lives Matters.

A programme of training and development is available for each member of the Board which is updated to reflect new priorities and committee membership. All members completed mandatory training on safeguarding, GDPR and Equality and Diversity. There was good take up in 2021-22 and this will continue through the next academic year. Governors receive a weekly email which includes sector developments, key announcements and signposts training and development events.

In person visits to the campus were made to all the sites and Board members attended the annual Student Awards event held in person in October as well as the formal opening of the Rainham Campus in September.

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