

Kirklees College Corporation

PEOPLE, CULTURE & GOVERNANCE COMMITTEE

Held from 14.00-17.00 on 3 October 2022 in the Conference Suite, Huddersfield Centre

Present:	Mrs F Hussain-Butt	Member (Chair)
	Dr A Conn	Member
	Mrs C George	Member
	Mr G Hetherington	Member
	Mr C Robinson	Member
	Mr P Singh	Member
	Dr A Williams	Member
Attendance:	7/7 = 100%	KPI 80% Quorum: 3
In attendance:	Ms J Arechiga	Vice Principal Curriculum
	Mr P Doherty	Vice Principal Finance & Resource
	Ms J Green	Clerk to the Corporation
	Mr R Harwood	Head of Health & Safety

Item		Action/ Report Item
PRELIMINARY ITEMS		
1	WELCOME AND INTRODUCTIONS, APPOINTMENT OF CHAIR	
i	Mrs F Hussain-Butt was appointed as Committee Chair. She welcomed everyone to the meeting.	
2	NOTICE AND QUORUM	
i	The Clerk confirmed that due notice had been given and that the meeting was quorate.	
3	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST	
i	Apologies were received from the Executive Director HR and Organisational Development Mrs J Simpson (not a Committee Member). Committee Member Dr A Williams advised that he would need to leave early.	
ii	All confirmed that, except as previously disclosed, they had no direct or indirect interest in any way in the business to be transacted which should be disclosed.	
4	TERMS OF REFERENCE AND KEY OBJECTIVES	
i	The Committee reflected on its terms of reference and key objectives, noting that it was to keep these under review as the year progressed.	
5.1	APPROVAL OF SEARCH & GOVERNANCE COMMITTEE MINUTES	
i	<u>RESOLVED:</u> (i) To approve the minutes of 24 June 2022 as an accurate record, being satisfied that there are no inaccuracies or issues of language or tone. <u>Matters Arising Not on the Agenda</u>	
ii	There were no matters arising not on the Agenda.	

Item	Action/ Report Item
iii iv v vi vii viii ix x xi	<p><u>Update on Agreed Actions</u></p> <p><u>Update on plans for new Governor inductions and Clerk/Chair pre-meets:</u> The new Governor induction was scheduled for Friday 14 October. All new Governors would attend. Committee Chairs had been invited to arrange pre-meets with the Clerk and the Corporation Chair, Clerk and Principal were planning to trial a pre-meet on the day of the Corporation meeting with a line-by-line run-through of the agenda.</p> <p><u>Progress plans for a ‘Governor support and challenge’ discussion:</u> This was scheduled for Friday 18 November at 3pm.</p> <p><u>Governors to receive staff bulletins more regularly:</u> This had been actioned. Members agreed that it was useful to receive them.</p> <p><u>Compare the committee structure and business schedule/calendar with those of outstanding colleges:</u> This had been actioned.</p> <p><u>Check whether the reference to EU procurement legislation in the Scheme of Delegation should stand:</u> This was no longer required and would need to be removed.</p> <p><u>To further develop the compliance matrix:</u> This was delayed due to other priorities.</p> <p>Action (rolled over): Further develop the compliance matrix.</p> <p>To discuss with Ms F Hussain-Butt and Ms M Carabine any current intentions for the end of their terms: Neither Governor had been able to commit herself at this stage.</p> <p><u>To write up the Committee SWOT analysis:</u> This was on the Agenda.</p>
5.2 i ii iii iv v	<p>APPROVAL OF EXECUTIVE EMPLOYMENT COMMITTEE MINUTES</p> <p><u>RESOLVED:</u></p> <p>(i) To approve the minutes of 25 May 2022 and 27 June 2022 as an accurate record, being satisfied that there are no inaccuracies or issues of language or tone.</p> <p><u>Matters Arising Not on the Agenda</u></p> <p>There were no matters arising not on the Agenda.</p> <p><u>Update on Agreed Actions</u></p> <p><u>Share the Principal’s targets/objectives with the Committee:</u> This had been actioned.</p> <p><u>Obtain pay multiple benchmarking data for the West Yorkshire Colleges:</u> This was delayed due to other priorities.</p> <p>Action (rolled over): Obtain West Yorkshire Colleges pay multiple benchmarking data.</p>
GOVERNANCE	
6 i	<p>CODE OF GOOD GOVERNANCE COMPLIANCE REPORT</p> <p>Corporation report: The Committee considered the extent to which the Corporation was compliant with all mandatory (expressed in the Code as ‘musts’) and good practice (expressed in the Code as ‘shoulds’) elements of the Code of Good Governance for English Colleges. It advises as follows:</p> <ul style="list-style-type: none"> ➤ There is good evidence of compliance with all mandatory elements, with the exception of the need to have a student governor on the Corporation; and an
	Report Item 1

Item		Action/ Report Item
	<p>expectation regarding the student voice in 'partnership working'.</p> <ul style="list-style-type: none"> ➤ Due to issues with the recruitment and retention of student governors in 2021-2022, we cannot recommend that the Corporation mark this mandatory element as achieved and we will need to explain in the annual members' report that difficulties we experienced and how we are planning to address them. ➤ We were uncertain whether the requirement to receive assurance that the student voice is being heard through all partnership activities was met; we assume this refers to subcontracted provision. We have asked the Clerk to make further enquiries. ➤ Although there were some good practice elements of the Code that the Corporation did not fully implement during 2021-22, such as adoption of an annual operating plan, the Committee is unconcerned by these and is not recommending any action. 	
ii	<p>Action: Students' Union to refresh its Student Governor selection process.</p>	RS
iii	<p>Action: Explore further how the Corporation should interpret the mandatory requirement in the Code of Good Governance for English Colleges to gain assurance that the student voice is heard through all 'partnership activities' and if there is evidence that it does this.</p>	JG
iv	<p>Corporation report: A substantial change to the Code of Good Governance for English Colleges is the addition of a new section on Environmental Sustainability. This is entirely good practice advice with no mandatory elements but it is notable that the Corporation is not currently compliant with any of the elements and Governors may wish to reflect on whether to implement changes to bring it closer line with expectations by next August. It was noted that the Corporation does have a sustainability agenda in its sights and has made a commitment for 2022-23 to understanding the College baseline position in terms of its carbon footprint.</p>	Report Item 2
7	<p>Corporation Committee Year-End Reports</p>	
i	<p>There was discussion about the adequacy of the committees' approach to self-assessment. Each had compared the work it had completed with its business plan and had confirmed either that all items had been addressed on schedule, or that any deviation was for an appropriate reason. All committees had also reviewed their terms of reference and confirmed that they were happy with them and compliant, or had recommended changes.</p>	
ii	<p>The Clerk had introduced an online SWOT analysis tool instead of a questionnaire for most committees and this had been partially completed by committee members before and after the meetings and partially completed through discussion during the meetings. It was agreed that the approach was potentially a good one but training was needed on the use of SWOT analysis, to ensure its effectiveness, as some of the identified strengths, weaknesses, opportunities and threats had ended up in the wrong quadrant of the report.</p>	
iii	<p>Action: Discuss training for Governors on SWOT analysis.</p>	JG,
iv	<p>The Safeguarding Committee had identified two key areas of weakness: succession planning for the Safeguarding Link Governor role; and the adequacy of wider buy-in for the College safeguarding policy and practices, as evidenced by some Governors having to be repeatedly chased to complete training or read Keeping Children Safe in Education.</p>	A Conn
v	<p>The Finance Committee had lost a key skill (legal/property law) on the retirement of Governor Mr J Royle and hoped to replace him. It also identified an opportunity to explore its remit, alongside that of the Quality Performance & Standards Committee, with a view to improving the Corporation's line of sight into curriculum design and resourcing.</p>	
vi	<p>The Quality, Performance and Standards Committee had identified a need for more educationalists and had since got its wish with the appointments of Mr D Harding, Dr W</p>	

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	Bailey and new co-optee Ms R Blackburn (to be recommended for appointment at the Corporation meeting). A Member had raised a concern that the Committee was quite process driven, perhaps spending too much time on monitoring rather than discussing curriculum design and expected standards. The content and structure of reports was identified as an area to work on.	
vii	The Search and Governance Committee had identified a need for more meeting time and representation from all the other committees, to better leverage the strength of the committee. The potential to reduce the Corporation's workload was highlighted, as well as the risk of blurred lines of responsibility with the Executive Employment Committee. These concerns have since been addressed by the formation of the People, Culture and Governance Committee.	
viii	The Audit Committee had identified no particular concerns, other than the risks arising from Governor retention and turnover.	
ix	<p>Corporation report: The Committee advises as follows:</p> <ul style="list-style-type: none"> ➤ In terms of the approach the Clerk took to self-assessment, all committees did: <ul style="list-style-type: none"> ○ A line by line comparison of business schedules and completed agendas – which provided good assurance that the committees had either fully completed their worklists, or had deferred or removed items for an appropriate reason. ○ A review of their terms of reference, confirming that they were compliant with the requirements around membership, skills, quorum, attendees, etc. This produced some recommendations for changes and appears to have been effective. ○ A SWOT analysis (except for Audit Committee), which the Committee felt was moderately effective and which identified some strengths (in particular the quality of reporting and the culture of transparency) and weaknesses - that can be turned into action points. The Committee liked the approach in principle and recommends training for Governors in using SWOT if it is to be used again. ➤ The Audit Committee self-assessed using a survey based on the National Audit Committee Effectiveness tool for Audit and Risk Committees. This returned a number of 'excelling' (the highest score) ratings and no 'room for improvement' (the lowest score) ratings, which is highly reassuring. ➤ The Safeguarding Committee raised a concern about buy-in for the safeguarding agenda, saying the somewhat slow take-up of training and mandatory reading is a possible sign of a too-low regard for this key risk area. 	Report Item 3
8	MEMBERSHIP REPORT	
	<u>Governor terms of office and vacancies</u>	
i	<p>Corporation report: With three Governors approaching the end of their terms of office in March 2023, the Corporation may wish to advertise in case any vacancies open up. A nomination for Student Governor has been received from the Students' Union. According to the last skills survey, missing skills are digital, legal, ESG, and 'employer'.</p>	Report Item 4
	<u>Chair and Vice Chair Succession Planning</u>	
ii	<p>Corporation report: The Committee advises as follows:</p> <ul style="list-style-type: none"> ➤ The Corporation Chair's current term is due to expire shortly before the December 2023 Corporation meeting. The Vice Chair's first four-year term will end in July 2025. ➤ Although both could, and may wish to, be reappointed for a further term (in the Chair's case for up to two more years) it would be sensible to succession plan. The Committee suggests that the Corporation appoint a second Vice Chair, ideally someone open to the possibility of training to prepare to be a future Chair. 	Report Item 5

Item	Action/ Report Item	
iii	<p><u>Governor Attendance 2021-22 and 2022-23 Target</u></p> <p>Corporation report: Overall Governor attendance at Corporation and Committee meetings (total actual attendances divided by total possible attendances x 100) in 2021-22 was 92.09% - nearly 10% above the sector average (82.35%). For 2022-23, the Committee recommends a target of 80% overall and 80% for individual governors.</p>	Report Item 6
9	<p>GOVERNANCE DEVELOPMENT PLAN MONITORING</p> <p>i It was agreed that Item 9 would be taken at the end of the meeting in closed session.</p> <p>ii The Clerk updated the Committee on progress on the governance development plan. She said one of the planned actions: risk monitoring at committees, would likely be abandoned, as further exploration of the practicalities had found it was practically unworkable. The matter had been scheduled for discussion at Audit Committee.</p> <p>ii There was discussion about the consent agenda, the general consensus being that it was a useful innovation that was saving a lot of valuable meeting time.</p> <p>iii Corporation report: Although the governance development plan is progressing on schedule, there has been no significant movement as the meeting cycle has just begun.</p> <p>16.45 A 10 min break was taken. When the meeting resumed all re-joined the meeting and Head of Health & Safety Mr R Harwood joined the meeting.</p>	Report Item 7
ASSURANCE SOURCES		
12	<p>HEALTH AND SAFETY CULTURE – ANNUAL REPORT</p> <p>i The Head of Health and Safety Mr R Harwood’s (“RH”) annual report was taken ahead of time. The Committee agreed that there was a high level of assurance in terms of compliance, as evidenced by the Smartlog data which showed high levels of timely completion for actions, high levels of reporting of accidents and near misses, and positive feedback from the Health & Safety Executive. It was agreed that an increase in near miss reporting from 44 in 2020/21 to 209 in 2021/22 was a tremendous achievement.</p> <p>ii RH said the culture of ‘safety first’ was still quite patchy in places but his strategy to encourage a culture of accountability and leadership was having an impact and he was confident that the strategic risk exposure would reduce to target within 18 months.</p> <p>iii The College had raised its profile nationally. Its innovative uses of the Smartlog software had prompted the developer to involve the College in further development work, and it had been instrumental in establishing a network of sector health and safety professionals which now had support from the Association of Colleges and was creating opportunities for learning, including benchmarking and joined-up risk management.</p> <p>iv Preparations were underway for the introduction of the Protect Duty which would require organisations such as the College to implement a robust framework of controls to detect and minimise the threat of a terror related incident and to combat any attack. RH said, in readiness for this and in response to increasing levels of violent crime in Kirklees, the College had trained some staff in first responder and clinical governance, to enable them to provide high level trauma-focused first aid.</p> <p>v A Member asked what role the recognised trade unions played in health and safety and if College union safety representatives received paid time off for training. RH said he would ask the Executive Director of HR what the formal arrangements were.</p> <p>vi Action: To advise on the role of recognised trade unions in College health and safety.</p>	RH, JS

Item		Action/ Report Item
vii	A Member emphasised the need for adequate supervision and asked if there were target supervision levels.	
viii	Action: Report to Audit Committee on the adequacy of supervision arrangements.	RH
ix	Corporation report: As an employer and owner of premises, the Corporation must put in place arrangements to control health and safety risks in line with legal requirements, The Committee received the Health and Safety annual report, which provided a high level of assurance. The Corporation can have a high-level confidence that it is taking appropriate steps to ensure a safe and compliant working/learning environment.	Report Item 8
<i>17.00 Mr R Harwood left the meeting.</i>		
11	STAFF SURVEY OUTCOMES REPORT	
i	In the absence of the Executive Director of HR, the Principal Mr P Singh (“PS”) presented the outcomes of the March 2022 staff survey. He reminded the meeting that a key strategic goal (2022-2025) was “An excellent culture in which to work and learn” – and it was agreed that the survey provided important baseline data in this regard.	
ii	With the Chair’s consent, PS shared a handout to provide more background to the report. The survey response rate was 70% - lower than the last survey (undertaken in March 20).	
iii	<p>The Committee noted as follows:</p> <ul style="list-style-type: none"> ➤ The survey showed a decrease in overall staff satisfaction from 91% to 84%. ➤ 87% of staff were happy working at the College and 81% would recommend it as a good place to work – these scores compared well with the sector. ➤ There were areas for development in the ‘Senior Leadership’ section - with scores in the 50-60% band for: <ul style="list-style-type: none"> ○ “Senior Leaders communicate effectively when going through change” (58%); ○ “Senior Leaders act on staff feedback” (52%); and ○ “Senior Leaders create a culture where it is safe to challenge decisions” (55%). <p>Analysis had revealed some confusion among respondents about who the ‘Senior Leaders’ were; some had included Heads of Faculty in this section.</p> <ul style="list-style-type: none"> ➤ Satisfaction levels were higher within departments but had still fallen since 2020. ➤ Only 62% of respondents had agreed that “The College genuinely cares about the welfare of its staff” - down from 75% in 2020. ➤ Scores for Equality, Diversity and Inclusion, Safeguarding and Health and Safety were strong but scores in the “Staff wellbeing” section had fallen sharply. In particular, satisfaction with the benefits package offered by the College had fallen to 59% from 74% in 2020. 	
iv	“I am proud to work for Kirklees College” was agreed to be a key indicator. According to the benchmarking data provided by the survey company, the College’s score of 82% put it in Quartile A and +3% above comparator colleges, which was somewhat reassuring. Although satisfaction levels had fallen across the board, the College had held up well against the sector, with the majority of scores falling in Quartile B.	
v	The meeting discussed the management response to the survey feedback. Although communication was agreed to be key, but there was support for a Member’s challenge of the need for the Senior Leadership Team members to raise their profile; the Member pointed out that the staff feedback suggested the Team was perceived to be poor at responding, rather than at engaging or listening, i.e. staff did not see the impact. The Member said, if the College was responding but this was not being recognised, the communication strategy would need to target this disconnect.	

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vi	PS said he was putting a significant focus on culture as part of monthly performance monitoring meetings. He had changed the meeting structure, introducing College Leadership Team meetings to ensure operational decisions were taken at the appropriate level with input from the shop floor - and managers had been asked to develop local action plans for improvement. He saw local leads as the main agents of change.	
vii	PS said many of the individual comments provided in the survey centred around pay and the difficulties staff were facing with the cost of living crisis. It was agreed that this had likely contributed to dissatisfaction with pay levels and the benefits package. There had been a significant number of comments asking to be paid in line with inflation.	
viii	<p>Corporation report: The Committee discussed with the Principal the feedback from a staff survey undertaken in March 2022 and the College response. As the survey was externally hosted and supported, it allows colleges to benchmark against one another, and the Corporation can take comfort from the fact that the College held up well compared to the sector on most aspects despite scores falling pretty much across the board since we last undertook the survey in March 2020. In some areas, the scores fell dramatically. Particular areas of concern were in the 'Senior Leadership' section, with scores of:</p> <ul style="list-style-type: none"> ➤ 58% for "Senior Leaders communicate effectively when going through change"; ➤ 52% for "Senior Leaders act on staff feedback"; and ➤ 55% for "Senior Leaders create a culture where it is safe to challenge decisions". <p>The feedback is no doubt influenced to some extent by the cost of living crisis but it is nonetheless a wake-up call for Governors and the Senior Leadership Team and the Committee spent a lot of time in the meeting discussing the Principal's strategy to both respond, and to ensure that staff see the impact of actions taken.</p>	Report Item 9
13	DATA PROTECTION CULTURE - ANNUAL REPORT	
i	The annual report was received. The DPO (Data Protection Officer) Ms J Green shared data from the Information Commissioner's Office Accountability Tracker, which showed there was still a significant number of gaps in the College's compliance framework. The annual report provided details of work completed during the year to strengthen the controls and the areas for focus for the Information Oversight Group.	
ii	<p>Corporation report: The Corporation is responsible for all personal data processed by the College; it must ensure that a robust control framework is in place as per the General Data Protection Regulation (GDPR). The annual report on data protection signalled that the College is still some way from where it ought to be in terms of compliance. Governors will recall that an internal audit by the internal audit service yielded a 'Reasonable Assurance' opinion and described an improving position and there are certainly some indicators of an improving culture - but the Corporation should closely monitor the area as there is a risk of a substantial fine for a serious data breach.</p>	Report Item 10
STRATEGIC DISCUSSION		
14	REPORTING ON HEALTH AND SAFETY AND DATA PROTECTION	
i	Action: Reflect on whether oversight of Health and Safety and Data Protection should continue to be located within the Audit Committee remit.	Audit Comm
REFLECTIONS AND HOUSEKEEPING		
16	PUBLICATION OF AGENDA PAPERS	
i	<p><u>RESOLVED:</u></p> <p>(i) Items marked as confidential on the meeting agenda shall not be published.</p>	

Item	Action/ Report Item	
17 i	<p>DATE OF NEXT MEETING</p> <p>The next meeting to be held on Wednesday 30 November 2022 at 1pm.</p>	
18 i	<p>MEETING REFLECTIONS</p> <p>A reflective discussion produced the following learning points:</p> <ul style="list-style-type: none"> ➤ Agenda order was not optimum; priority to be given to more ‘difficult’ conversations. ➤ Although it is helpful to have reports from the Senior Leadership Team, having staff present throughout the meeting may not be the best use of staff time and is possibly a missed opportunity for candid conversations with the Principal. ➤ Having representation from all the committees appears to be beneficial. ➤ It was helpful to take annual compliance reports at committee level to save Corporation time and allow for a more in-depth discussion. Feedback from Governors would be needed to check that the arrangement provided adequate assurance. <p><i>17.30 Ms J Arechiga and Mr P Doherty left the meeting.</i></p>	
9 i ii	<p>LINK GOVERNOR APPOINTMENTS AND REVIEWS</p> <p>The Committee was supportive of the proposal to appoint Link Governors for each of the College strategic priorities and agreed that the draft role description was appropriate - but discussed a concern that some of the existing link relationships were not working entirely effectively, a common theme being low buy-in from senior managers. The Clerk was concerned that those who had volunteered to take on the new Link Roles were mostly inexperienced Governors and emphasised that they should not be put in the difficult position of struggling to make a one-sided link relationship work. PS said he would discuss with his team the benefits of Governor involvement and would emphasise the importance of facilitating meetings, etc.</p> <p>Corporation report: The Committee supports the proposal to introduce new Link Governor positions and recommends the draft role description for adoption. It sought and gained an assurance from the Principal that the management team would be strongly committed to the new relationships, so that Governors would have a meaningful impact.</p> <p><i>17.55 Ms J Green left the meeting.</i></p>	Report Item 11
EXECUTIVE EMPLOYMENT		
15 i	<p>UPDATE ON THE EXTERNAL REVIEW OF THE CLERKING FUNCTION</p> <p>The Corporation Chair updated the meeting on the work of the external governance consultant, who was advising the Corporation on how to maximise the governance function. He said a full report would be brought to the next meeting.</p>	

Items of Report for Corporation		
#	Details	Min
1.	<p>The Committee considered the extent to which the Corporation was compliant with all mandatory (expressed in the Code as 'musts') and good practice (expressed in the Code as 'shoulds') elements of the Code of Good Governance for English Colleges. It advises as follows:</p> <ul style="list-style-type: none"> ➤ There is good evidence of compliance with all mandatory elements, with the exception of the need to have a student governor on the Corporation; and an expectation regarding the student voice in 'partnership working'. ➤ Due to issues with the recruitment and retention of student governors in 2021-2022, we cannot recommend that the Corporation mark this mandatory element as achieved and we will need to explain in the annual members' report that difficulties we experienced and how we are planning to address them. ➤ We were uncertain whether the requirement to receive assurance that the student voice is being heard through all partnership activities was met; we assume this refers to subcontracted provision. We have asked the Clerk to make further enquiries. ➤ Although there were some good practice elements of the Code that the Corporation did not fully implement during 2021-22, such as adoption of an annual operating plan, the Committee is unconcerned by these and is not recommending any action. 	6i
2.	<p>A substantial change to the Code of Good Governance for English Colleges is the addition of a new section on Environmental Sustainability. This is entirely good practice advice with no mandatory elements but it is notable that the Corporation is not currently compliant with any of the elements and Governors may wish to reflect on whether to implement changes to bring it closer line with expectations by next August. It was noted that the Corporation does have a sustainability agenda in its sights and has made a commitment for 2022-23 to understanding the College baseline position in terms of its carbon footprint.</p>	6iv
3.	<p>The Committee advises as follows:</p> <ul style="list-style-type: none"> ➤ In terms of the approach the Clerk took to self-assessment, all committees did: <ul style="list-style-type: none"> ○ A line by line comparison of business schedules and completed agendas – which provided good assurance that the committees had either fully completed their worklists, or had deferred or removed items for an appropriate reason. ○ A review of their terms of reference, confirming that they were compliant with the requirements around membership, skills, quorum, attendees, etc. This produced some recommendations for changes and appears to have been effective. ○ A SWOT analysis (except for Audit Committee), which the Committee felt was moderately effective and which identified some strengths (in particular the quality of reporting and the culture of transparency) and weaknesses - that can be turned into action points. The Committee liked the approach in principle and recommends training for Governors in using SWOT if it is to be used again. ➤ The Audit Committee self-assessed using a survey based on the National Audit Committee Effectiveness tool for Audit and Risk Committees. This returned a number of 'excelling' (the highest score) ratings and no 'room for improvement' (the lowest score) ratings, which is highly reassuring. <p>The Safeguarding Committee raised a concern about buy-in for the safeguarding agenda, saying the somewhat slow take-up of training and mandatory reading is a possible sign of a too-low regard for this key risk area.</p>	7ix
4.	<p>With three Governors approaching the end of their terms of office in March 2023, the Corporation may wish to advertise in case any vacancies open up. A nomination for Student Governor has been received from the Students' Union. According to the last skills survey, missing skills are digital, legal, ESG, and 'employer'.</p>	8i
5.	<p>The Committee advises as follows:</p> <ul style="list-style-type: none"> ➤ The Corporation Chair's current term is due to expire shortly before the December 2023 	8ii

	<p>Corporation meeting. The Vice Chair's first four-year term will end in July 2025.</p> <ul style="list-style-type: none"> ➤ Although both could, and may wish to, be reappointed for a further term (in the Chair's case for up to two more years) it would be sensible to succession plan. The Committee suggests that the Corporation appoint a second Vice Chair, ideally someone open to the possibility of training to prepare to be a future Chair. 	
6.	Overall Governor attendance at Corporation and Committee meetings (total actual attendances divided by total possible attendances x 100) in 2021-22 was 92.09% - nearly 10% above the sector average (82.35%). For 2022-23, the Committee recommends a target of 80% overall and 80% for individual governors.	8iii
7	Although the governance development plan is progressing on schedule, there has been no significant movement as the meeting cycle has just begun.	9iii
8	As an employer and owner of premises, the Corporation must put in place arrangements to control health and safety risks in line with legal requirements, The Committee received the Health and Safety annual report, which provided a high level of assurance. The Corporation can have a high-level confidence that it is taking appropriate steps to ensure a safe and compliant working/learning environment.	10ix
9	<p>The Committee discussed with the Principal the feedback from a staff survey undertaken in March 2022 and the College response. As the survey was externally hosted and supported, it allows colleges to benchmark against one another, and the Corporation can take comfort from the fact that the College held up well compared to the sector on most aspects despite scores falling pretty much across the board since we last undertook the survey in March 2020. In some areas, the scores fell dramatically. Particular areas of concern were in the 'Senior Leadership' section, with scores of:</p> <ul style="list-style-type: none"> ➤ 58% for "Senior Leaders communicate effectively when going through change"; ➤ 52% for "Senior Leaders act on staff feedback"; and ➤ 55% for "Senior Leaders create a culture where it is safe to challenge decisions". <p>The feedback is no doubt influenced to some extent by the cost of living crisis but it is nonetheless a wake-up call for Governors and the Senior Leadership Team and the Committee spent a lot of time in the meeting discussing the Principal's strategy to both respond, and to ensure that staff see the impact of actions taken.</p>	11viii
10	The Corporation is responsible for all personal data processed by the College; it must ensure that a robust control framework is in place as per the General Data Protection Regulation (GDPR). The annual report on data protection signalled that the College is still some way from where it ought to be in terms of compliance. Governors will recall that an internal audit by the internal audit service yielded a 'Reasonable Assurance' opinion and described an improving position and there are certainly some indicators of an improving culture - but the Corporation should closely monitor the area as there is a risk of a substantial fine for a serious data breach.	13ii
11	The Committee supports the proposal to introduce new Link Governor positions and recommends the draft role description for adoption. It sought and gained an assurance from the Principal that the management team would be strongly committed to the new relationships, so that Governors would have a meaningful impact.	9ii