

BOARD OF GOVERNORS **STRATEGY, GOVERNANCE AND SEARCH COMMITTEE**

MINUTES OF A MEETING OF THE STRATEGY, GOVERNANCE & SEARCH COMMITTEE **HELD ON ZOOM ON WEDNESDAY 15 JUNE 2022**

| | | |
|----------|---|---|
| PRESENT: | Rob Lewis (Chair) | <u>Meeting Attendance</u> (4 out of 4) |
| | Gillian May (Group Principal & Chief Executive) | (4 out of 4) |
| | Angela Wellings | (4 out of 4) |
| | Tom Wainwright | (3 out of 4) |
| CLERK: | Lynn Payne | (4 out of 4) |

PART I

MINUTE **No**

ACTION

The meeting started at 5pm.

1. Apologies for Absence
Apologies were received from Tina Coates, Paul Britton and Stuart Taylor.
2. Declarations of Interest
No Member declared a conflict of interest with the agenda.
3. Minutes of the Previous Meeting held on 4 May 2022
The Minutes of the previous meeting held on 4 May 2022, having been previously circulated to members, were agreed as an accurate record and the Chair's electronic signature would be applied.
All Members were agreed.
4. Matters Arising from the Previous Meeting held on 4 May 2022
It was noted that all matters arising had been actioned.

GOVERNANCE & SEARCH

5. Membership of the Board and External Review of the Board
The Clerk advised members that the structured conversations with Berkshire College of Agriculture (BCA) members, applying to become members of TWFCG Board had taken place. Four members had been interviewed and all four members were recommended to the Board for a term of office, yet to be determined. The Chair of BCA was not interviewed as it had already been agreed that she would become a member of TWFCG Board and be one of the two Vice Chairs of TWFCG Board, from 1 August 2022, the date of the merger. In relation to the other four applicants from BCA, there was a query in relation to one member as he may potentially have a conflict of interest, but subject to that being satisfactorily resolved, he would be recommended to the Board.

Including the BCA Chair there were five recommendations for new members of TWFCG Board: -

Pippa Goodwin
Ian Thomson
Andrew Try
Jo Croft
Signe Sutherland

All Members were agreed.

**Refer to
Corporation**

MINUTE
No

ACTION

It was noted the Chair of TWFCG Board would look at the 'term of office' to be offered to each of the new members with recommendations being brought to the Board to agree in July.

Members agreed to delegate to the Group Principal and Chair of the Board authority to recommend terms of office of up to four years, to the Board in July.

All Members were agreed.

Refer to Corporation

The Clerk confirmed she had arranged a handover with the BCA Clerk at the end of June, as the BCA Clerk would become the Clerk of TWFCG on 1 August under the TUPE process in the merger.

In relation to the requirement for the Board to have an external review going forward, members noted the two presentations delivered at the AoC Governance Professionals Conference on 26 & 27 April and the Group Principal informed members she would look at this next term.

The report was noted.

The Group Principal advised members she had been reflecting on the benefits of hybrid meetings, being a combination of virtual platform meetings and face-to-face meetings, going forward. She was keen to hear how other Boards, nationally, were dealing with this and whether, if meetings were hybrid, it could attract a wider pool of participation. This would be considered in the next academic year.

6. 2021/22 Mid-Year Attendance

Members noted the overall mid-year attendance and member's individual attendance. Overall, attendance was on or above target for the Board as a whole. The Chair of the Board advised members she would reflect on the low attendance of some members in their appraisal sessions with her, scheduled for later in the year.

The report was noted.

STRATEGY

7. Update on Strategic Map 2021-24

This item was presented by the Group Principal. Members received an update on progress against the College's strategic map 2021-24. The Group Principal informed members that the RAG rated 'red' items were on the College risk register. The amber rated matters were also being closely monitored. The next stage would be to wait for enrolments in August and she anticipated the apprenticeship involvement would be at 80%. The Group Principal hoped to report on both enrolments and apprenticeships remaining on track.

The Group Principal informed members, there were contingency monies available on adult provision, as all the adult monies available had not been distributed. In September the committees and Boards would be presented with the updated adult strategy.

Priority 1 was growing the provision with particular focus on the number of 16–19-year-olds. It was hoped to maintain a contribution margin of no less than 35%.

Priority 2 was maintaining 'Good' financial health, there would be more detailed and systematic reporting of curriculum contribution levels aligned to latest structures by June 2022 and an increased capital investment to 3% of turnover by 2022/23.

Priority 3 was raising the academic standards to improve student outcomes; the plan was to grow HE provision to provide progression opportunities in 50% of all SSAs by July 2024. These were the main areas with RAG rated red targets.

With respect to safeguarding, the Group Principal informed members that BCA had a good and well-resourced team that would come into the newly merged college in August. Members discussed the concerns around the safeguarding strength at the College, particularly at Langley College, and how this was a priority area to strengthen at this time.

MINUTE

No

ACTION

Members asked about 16-19 learners and the challenges they were facing, and whether this was the case nationally?

The Group Principal advised members there was a much higher conversion rate from feeder schools, and more offers were now being accepted in schools, where good relationships between the college and schools had improved. She confirmed there was work to do in local market matters, but parents' evenings, taster days and welcome days, were all good for student recruitment.

It was noted the trade areas at Langley College showed improvement and the Group Principal was cautiously optimistic that things were improving. Members asked about the reputational impact in relation to the colleges and it was agreed that in the case of Windsor College, the reputational impact was strong and improving. The Group Principal commended the leaderships of Amanda Down and Karen Griffiths as inspirational.

The budget position was noted, in particular it was proposed that there would be a deficit of £1.7 million. This was acknowledged as not a great position. There would be £500,000 in the contingency fund for fuel and other necessary items.

Members discussed the related issues, and the report was noted.

8. Higher Education Strategic Plan

This item was presented by the HE Quality Manager. She reminded members that the mission at TWFCG was to inspire ambition and make a positive difference to lives through learning. She spoke about the vision of the three-year Strategic Plan 2021-24, focusing on the key priorities of growth, quality, inclusion, employer partnership and financial resilience. Members noted the HE strategy provided a summary of the current position with regard to student numbers and course offerings. It set out the objectives for the next three years, with a clear focus on sustainable growth, meeting the needs of local and national priorities, and offered appropriate and desired progression routes for all students and supported widening participation. The Group Principal thanked the HE Quality Manager for her hard work in this area. New areas of HE would be considered in Digital, Health, Sport, Foundation Degrees and Access work. The Group Principal informed members she wanted to re-look at the College validity partners, to work on building better relationships with them and potentially to consider a franchised model. Tom Wainwright spoke about the many different approaches to working with different partners and offered his help going forward, if relevant. He spoke about the need for facilities to be right and age appropriate in order to attract and keep HE students. It was also necessary to look at the pricing very keenly and be wise to hybrid learning as appropriate.

Members noted the report.

INFORMATION

9. AoC Governance Update

There were no updates to report since the last meeting.

10. Evaluation of Meeting

Members were happy that the length of the meeting was about right. The length of the agenda items was appropriate for Members to make recommendations and discuss items. The structure of the papers was felt easy to follow with the contents clear and sufficient to support decision making. Members added value in the discussion on the HE strategic plan in particular and made appropriate challenge on items of business.

11. Dates and times of Future Meetings

The next meeting was noted as being scheduled for Monday 19 September 2022

12. Any Urgent Business

The meeting ended at 6.10pm

Chair.....

Date.....