Agreed by the Committee, 13/10/2026

SEARCH AND GOVERNANCE COMMITTEE

Minutes of a meeting of the Search and Governance Committee held on Tuesday 9 June 2026 starting at 16.00 by teleconference (Microsoft Teams).

PRESENT

Philip Moore (Chair)
Kate Barclay
Toni Beck
Kit Davies (Chief Executive)
Geoff Lambert

IN ATTENDANCE

Robert Dale (Company Secretary)

ITEM 1A: APOLOGIES FOR ABSENCE

- None.

ITEM 1B: DECLARATIONS OF INTEREST

- None.

ITEM 1C: MINUTES OF THE PREVIOUS MEETING

- As this was the first meeting of the newly constituted committee, there were no Minutes of the previous meeting for approval.

ITEM 1D: MATTERS ARISING

- There were accordingly no actions or matters arising to review.

ITEM 2: ADOPTION OF TERMS OF REFERENCE

- The Board had approved terms of reference for the Committee in September 2025 which the Committee reviewed. Members suggested that clause 9.1 be amended to refer specifically to succession planning.
- Governors as considered whether the clause should also specify that consideration be given to Board diversity but agreed that this was implicit in the requirements to plan for Board appointments and to review the Board's effectiveness.
- The proposed amendment was as follows: "plan for and oversee the appointment of new members of the Board ("governors") and of the Boards of any subsidiary undertakings including consideration of succession planning";
- The amendment to Clause 9.1 would be reported to the Board at the next meeting.
- **Subject to this amendment, the Search and Governance Committee accepted** its Terms of Reference.

Action: Include the proposed amendment in the Committee's report to the Board.

ITEM 3: 2025/26 BOARD RECRUITMENT

- Two new appointments (Claire Cahoon and Graham Bateman) had been approved and were in the process of being completed, with the hope that they would be able to attend the next meeting on 6 July. In addition, a new student governor (Lore Hayward) had been elected for 2026/27 and a new staff governor had been nominated (Brett Clarke (Head of Creative Arts). If no further nominations were forthcoming, his appointment would be confirmed for 2026/27.

- Dates and times for further interviews with potential candidates were being sought. [redacted]

- Some fresh dates and times for potential interviews would be sought.

- **The Search and Governance Committee accepted** the report.

Action: Make appointments for further candidate interviews and find additional dates and times for possible conversations.

ITEM 4: 2026/27 BOARD AND COMMITTEE COMPOSITION

- The Committee reviewed the expected composition of the Board and its committees in 2026/27. Members agreed that Graham Bateman should be asked to join the Audit Committee to help strengthen the membership of this body and because of his specific skill set. Claire Cahoon's skills were suitable for both the Remuneration Committee and the Quality & Curriculum Committee, and the preference was to ask her to join the latter. This meant that the remaining gap which had to be filled was the Remuneration Committee; it next met in November 2026, so there was some time to consider this matter.

- The main recruitment need during 2026/27 would be to find a replacement for Geoff Lambert as Audit Chair, as he would reach the end of his second term of office at the end of the academic year. Members agreed that the main focus of its next meeting in October 2026 should be on succession planning to include this matter.

- Governors suggested that the list of Other Duties be amended to include the Safeguarding Governor's attendance at the Safeguarding Forum. Governors also thought that a discussion about succession planning also take account of the range of specified link governors, which currently included Health and Safety, Safeguarding and Stakeholder Engagement. One suggestion was that there might be a link governor for Inclusion, or more generally for 'people' related matters.

- **The Search and Governance Committee accepted** the report.

Action: Invite Graham Bateman to join the Audit Committee and Claire Cahoon to join the Quality & Curriculum Committee.

Action: Add 'Board Succession Planning' to the agenda for the next meeting and make this the main focus.

ITEM 5: BOARD INDUCTION PROGRAMME

- The paper set out briefly the content of an induction programme for new Board members. Governors felt that the content was broadly right, but would benefit from being restructured, perhaps around the key themes identified in the paper, with a

suggested timeline. To help new governors be prepared for meetings with senior staff, it would be useful to provide outline briefing documents covering these themes which might help prompt questions and ensure new governors felt better informed before being thrown in at the deep end!

- There should be a standing item on the Committee's agenda to ensure that induction programmes made good and timely progress.
- Governors asked that the Chair and Vice-chair be included in the list of people to see.
- The outline programme would be refreshed and used to induct the new appointments.
- **The Search and Governance Committee welcomed the development of an improved Induction programme** and looked forward to seeing a further iteration.

Action: Restructure the outline Induction programme as advised by the Committee.

ITEM 6: BOARD TRAINING

- Governors considered an outline proposal for Board training, covering the mandatory on-line Safeguarding and Prevent training and the Induction training for newly-appointed governors and the longer term Education and Training Foundation (ETF) governance development programme.
- The latter requires the governor to register, and this creates a record of the training undertaken by the individual. The whole programme covers a wide range of skills needed to provide highly proficient governance and is accompanied by a Competency framework which the training complements. The suggestion is that governors are encouraged to take at least one of the ETF courses in each year.
- The Chair noted that he would incorporate a review of governor development in his annual governor conversations, which he believed would encourage individuals to engage with the training offer and report what they had done. Governors also noted that the 2026/27 business plan included a proposed staff and organisational development training post, which could support Board development also. This might include also accessing training the college provided for staff.
- A further paper including more details about how training would be planned and managed would be presented to the next meeting.
- The Search and Governance Committee welcomed the initial paper and looked forward to receiving a more detailed update.

Action: Add a paper on Board Training and Development to the next meeting agenda.

ITEM 7: 2025/26 SKILLS AUDIT

- Governors discussed the current skills audit data, and agreed that there was reasonably broad coverage. Gaps where additional recruitment could help included Marketing and social media, and estates – though one of the future candidates might help improve the latter. The Education and Training Foundation (ETF) competency framework for governors also included a useful list of competencies (covering Leadership, Values and Behaviours and Technical skills) which offered an alternative approach which might be worth adopting in future.

- The Search and Governance Committee agreed that a skills audit should be undertaken following the completion of the latest round of governor recruitment and subject to the completion of the self-evaluation process.

- Succession planning should also take account of the importance of Board diversity of viewpoints and experiences.

- **The Search and Governance Committee was content** that the Board had a reasonable breadth of skills and experiences and that recruitment plans had regard to the outcomes of the skills audit.

Action: Schedule a Skills Audit exercise during 2026/27.

ITEM 8: 2025/26 BOARD SELF-EVALUATION

- Governors approved the content of a Board self-evaluation survey to be undertaken shortly with the intention of reporting to the Board on 6 July.

- A full external Board Review would be needed to take place in late spring or early summer 2027. This would need to be commissioned by 31 December 2026 – earlier if possible – and the Committee agreed to discuss a scope for this at its next meeting.

- The skills audit survey could usefully be delayed until January 2027 to avoid issuing two surveys in close proximity.

- **The Search and Governance Committee approved** the circulation of a Board self-evaluation questionnaire to be completed and returned by the end of June 2026.

Action: Circulate the Board self-evaluation questionnaire to Board members with a covering email seeking a prompt return.

ITEM 9: ANY OTHER BUSINESS

- None.

ITEM 10: DATE OF NEXT MEETING

- The next meeting is scheduled to take place on Tuesday 13 October 2026 starting at 16.00, by videoconference (Microsoft Teams).

ACTION LOG

Meeting	Minute Reference	Summary of Action	Who	When
09/06/26	2.	Include the proposed amendment in the Committee's report to the Board.	Robert Dale	26/06/26
09/06/26	3.	Make appointments for further candidate interviews and find additional dates and times for possible conversations.	Robert Dale	30/06/06
09/06/26	4.	Invite Graham Bateman to join the Audit Committee and Claire Cahoon to join the Quality & Curriculum Committee.	Robert Dale	30/06/06
09/06/26	4.	Add 'Board Succession Planning' to the agenda for the next meeting and make this the main focus	Robert Dale	30/06/06
09/06/26	5.	Restructure the outline Induction programme as advised by the Committee.	Robert Dale	31/07/26
09/06/26	6.	Add a paper on Board Training and Development to the next meeting agenda.	Robert Dale	30/06/06
09/06/26	7.	Schedule a Skills Audit exercise during 2026/27.	Robert Dale	31/07/26
09/06/26	8.	Circulate the Board self-evaluation questionnaire to Board members with a covering email seeking a prompt return.	Robert Dale	15/06/26