

GOVERNANCE IMPROVEMENT PLAN – 2025-26

FOCUS AREA	WHEN (Due Date)	WHAT (Action)	WHO (Owner)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
Strategic Focus ESCG Board & RC&I Committee	2027-28 Academic Year	<ul style="list-style-type: none"> To ensure robust oversight of financial performance/cashflow and strengthen the College's financial health grade. To drive robust risk management controls across all aspects of governance business, mindful of the Board's current appetite for risk. To monitor progress against the Strategic Plan (2024-28), through effective Board/Committee oversight. To ensure effective strategic oversight of Digital (provision and infrastructure), Diversity, Equity, Inclusion & Belonging and Sustainability. 	<ul style="list-style-type: none"> Lead – Vice Chair (Resources & Operations) RC&I Committee Chair ARaC Committee Chair 	<ul style="list-style-type: none"> Financial Risk (and intervention) Cashflow Reputational damage Inability to maintain premises. 	<ul style="list-style-type: none"> Annual review and refresh of the Five-year Financial Plan ahead of Board approval/adoption. Board Risk Appetite – reviewed and refreshed for 2025-26. Strategic Plan (2024-28) Board, CDB, ARaC & RC&I Committee meeting minutes Compliance with FEC guidance. Financial reporting and information sharing. Compliance with the AoC Code of Good Governance for English Colleges.
Staff/Student Experience & Impact on Decision Making ESCG Board	2025-26 Academic Year	<ul style="list-style-type: none"> To assess the impact of existing mechanisms for gathering/integrating Staff and Student Governor feedback into Board and Committee discussions. To maximise opportunities for the Board to adopt an approach of student and staff experience informed decision making. 	<ul style="list-style-type: none"> Lead – Vice Chair (Curriculum & Student Experience) Chair of the Board All Committee Chairs 	<ul style="list-style-type: none"> Non-compliance with Strategic Plan Failure to deliver against Vision/ Mission/Values Reputational damage impacting on student enrolment. 	<ul style="list-style-type: none"> Staff & Student Voice Surveys Student Council Feedback Staff Think Tank Feedback Chair & Governor 1:1 feedback Board & Committee minutes to evidence increased staff and student considerations in decision making. External Review of Governance
Governance Effectiveness GP&R Committee	2025-26 Academic Year	<ul style="list-style-type: none"> Leveraging AI technology, to further simplify meeting papers and explore alternative formats for sharing reports to improve clarity and focus. To ensure that meeting schedules and locations effectively accommodate Governor availability and travel needs. To ensure that Board papers are succinct and drafted with sufficient clarity to facilitate effective decision making. 	<ul style="list-style-type: none"> Lead – Director of Governance & Chair of Board GP&R Committee 	<ul style="list-style-type: none"> Non-compliance - Meeting quoracy Governor attrition and recruitment Failure to comply with FEC guidance 	<ul style="list-style-type: none"> Effective collaboration between Executive Team & Chairs/Vice Chairs Board & Committee KPIs Annual Governor 1:1 Conversations Annual Chair 360° Review Board & Committee Surveys Annual Board Self Review Compliance with the AoC Code of Good Governance (2025-26) Reduced volume of meeting papers.

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Board Membership, Training & Succession Planning GP&R Committee	2025-26 Academic Year	<ul style="list-style-type: none"> To ensure effective succession planning, including the successful appointment of a Chair Designate and ideally a qualified accountant to the ARaC Committee. To prioritise diversity of thought in Board recruitment and ensure a balanced representation of skills and backgrounds. To extend support and training for Student Governors. To establish a Governor Networking & Development Programme which meets priority skills needs and drives engagement, including understanding and awareness of College finances. To ensure Governor recruitment processes meet the needs of the Board and is representative of the communities that the College serves. 	<ul style="list-style-type: none"> Lead – Director of Governance Chair of the Board GP&R Committee Chair 	<ul style="list-style-type: none"> Diversity of thought and skills. Governor retention. Board & Committee effectiveness. 	<ul style="list-style-type: none"> Increased quality/relevancy of expressions of interests (Independent Governors). Increased diversity on the Board. Feedback from newly appointed Governors. Volume of Student/Staff Governor applications and engagement with nomination/ballot process. Compliance with the AoC Code of Good Governance (2025-26).
College Reputation & Community Engagement GP&R Committee	2025-26 Academic Year	<ul style="list-style-type: none"> To develop a cohesive brand strategy in collaboration with the Executive Team. To ensure that the College's values are embedded throughout all aspects of college life. To ensure a single brand message is in place, to drive effective recruitment. To ensure effective stakeholder engagement and gain assurance on awareness (brand penetration). 	<ul style="list-style-type: none"> Lead – CEO & Principal Chair of the Board GP&R Committee 	<ul style="list-style-type: none"> Reputational damage Financial Student recruitment/income Staff retention and recruitment Governor retention and recruitment 	<ul style="list-style-type: none"> Brand Survey Results. Student/Staff Voice Survey Results. Feedback from local schools/employers. Student recruitment. Staff feedback. Prospective Governor feedback.
Capital Development Programme Oversight Capital Development Board	2027-28 (phased approach)	<ul style="list-style-type: none"> To maintain focus and oversight on capital development programme delivery: <ul style="list-style-type: none"> Estate Transformation Programme Green Centre of Excellence (Hastings Town Deal) 	<ul style="list-style-type: none"> Lead – Vice Chair (Resources & Operations) CDB Chair RC&I Committee Chair 	<ul style="list-style-type: none"> Financial Risk Cashflow Student/Staff experiences and feedback pre/during/post build Curriculum delivery 	<ul style="list-style-type: none"> Board, CDB, ARaC & RC&I Committee meeting minutes. Monitoring reports. Financial reporting. College's reputation. Condition surveys.