

## GOVERNANCE IMPROVEMENT PLAN – 2024-25

FOCUS AREA	WHEN (Due Date)	WHAT (Action)	WHO (Owner)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
<b>Strategic Focus</b>  <b>ESCG Board &amp; RC&amp;I Committee</b>	2024-25 Academic Year	<ul style="list-style-type: none"> <li>To ensure close oversight of financial performance, with a view to strengthen the College’s financial health grade.</li> <li>To drive robust risk management controls across all aspects of governance business, mindful of the Board’s current appetite for risk.</li> <li>To monitor progress against the Strategic Plan (2024-27), through effective Board/Committee oversight.</li> <li>To ensure effective strategic oversight of Digital (provision and infrastructure), Diversity, Equity, Inclusion &amp; Belonging and Sustainability.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – Vice Chair (Resources &amp; Operations)</b></li> <li>RC&amp;I Committee Chair</li> <li>ARaC Committee Chair</li> </ul>	<ul style="list-style-type: none"> <li>Financial Risk (and intervention)</li> <li>Cashflow</li> <li>Reputational damage</li> <li>Inability to maintain premises.</li> </ul>	<ul style="list-style-type: none"> <li>Five-year Financial Plan approved and adopted by the Board.</li> <li>Board Risk Appetite – reviewed and refreshed for 2024-25.</li> <li>Strategic Plan (2025-29)</li> <li>Board, CDB, ARaC &amp; RC&amp;I Committee meeting minutes</li> <li>Compliance with FEC guidance.</li> <li>Financial reporting and information sharing.</li> <li>Compliance with the AoC Code of Good Governance for English Colleges.</li> </ul>
<b>Staff/Student Experience &amp; Impact on Decision Making</b>  <b>ESCG Board</b>	2024-25 Academic Year	<ul style="list-style-type: none"> <li>To establish clearly defined processes for assessing the student impact of all decision making.</li> <li>To maximise opportunities for the Board to adopt an approach of student and staff experience informed decision making.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – Vice Chair (Curriculum &amp; Student Experience)</b></li> <li>Chair of the Board</li> <li>All Committee Chairs</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance with Strategic Plan</li> <li>Failure to deliver against Vision/ Mission/Values</li> <li>Reputational damage impacting on student enrolment.</li> </ul>	<ul style="list-style-type: none"> <li>Staff &amp; Student Voice Surveys</li> <li>Student Council Feedback</li> <li>Staff Think Tank Feedback</li> <li>Chair &amp; Governor 1:1 feedback</li> <li>Board &amp; Committee minutes to evidence increased staff and student considerations in decision making.</li> <li>External Review of Governance</li> </ul>
<b>Governance Effectiveness</b>  <b>GP&amp;R Committee</b>	2024-25 Academic Year	<ul style="list-style-type: none"> <li>To review the effectiveness of the Governance Improvement Plan and enhance processes for the oversight of governance improvement objectives.</li> <li>To review the effectiveness of Board meeting papers, with a view to assess ‘Board readiness’.</li> <li>To establish new processes for ensuring that Board papers/minutes are succinct and drafted with sufficient clarity to facilitate effective decision making.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – Director of Governance &amp; Chair of Board</b></li> <li>GP&amp;R Committee</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance - Meeting quoracy</li> <li>Governor attrition and recruitment</li> <li>Failure to comply with FEC guidance</li> </ul>	<ul style="list-style-type: none"> <li>Effective collaboration between Executive Team &amp; Chairs/Vice Chairs</li> <li>Board &amp; Committee KPIs</li> <li>Annual Governor 1:1 Conversations</li> <li>Board &amp; Committee Surveys</li> <li>Annual Board Self Review</li> <li>Compliance – AoC Code of Good Governance (2024-25)</li> <li>Reduced volume of meeting papers.</li> </ul>

FOCUS AREA	WHEN (Due Date)	WHAT (Action)	WHO (Owner)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
<b>Board Membership, Training &amp; Succession Planning</b>  <b>GP&amp;R Committee</b>	2024-25 Academic Year	<ul style="list-style-type: none"> <li>To ensure effective succession planning for the Chair/Vice Chairs of the Board.</li> <li>To maintain a robust talent pipeline for Governor recruitment, which meets the needs of the Board and is representative of the communities that the College serves.</li> <li>To assess the effectiveness of the buddy/mentoring process, with a view to adopt a bespoke approach for meeting the individual needs of new Governors.</li> <li>To continue to strengthen Governor induction, training and development opportunities for newly appointed Governors.</li> <li>To support the College's diversity agenda and to maximise opportunities for diversity in the Board's membership.</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – Director of Governance</b></li> <li>Chair of the Board</li> <li>GP&amp;R Committee Chair</li> </ul>	<ul style="list-style-type: none"> <li>Diversity of thought and skills.</li> <li>Governor retention.</li> <li>Board &amp; Committee effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Increased quality/relevancy of expressions of interests (Independent Governors).</li> <li>Increased diversity on the Board.</li> <li>Feedback from newly appointed Governors.</li> <li>Volume of Student/Staff Governor applications and engagement with nomination/ballot process.</li> <li>Compliance – AoC Code of Good Governance – 2024-25.</li> </ul>
<b>College Reputation &amp; Community Engagement</b>  <b>GP&amp;R Committee</b>	2024-25 Academic Year	<ul style="list-style-type: none"> <li>To develop a cohesive brand strategy in collaboration with the Executive Team.</li> <li>To ensure that the college's values are embedded throughout all aspects of college life.</li> <li>To ensure a single brand message is in place, to drive effective recruitment.</li> <li>To ensure effective stakeholder engagement and gain assurance on awareness (brand penetration).</li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – CEO &amp; Principal</b></li> <li>Chair of the Board</li> <li>GP&amp;R Committee</li> </ul>	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Financial</li> <li>Student recruitment/income</li> <li>Staff retention and recruitment</li> <li>Governor retention and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Brand Survey Results.</li> <li>Student/Staff Voice Survey Results.</li> <li>Feedback from local schools/employers.</li> <li>Student recruitment.</li> <li>Staff feedback.</li> <li>Prospective Governor feedback.</li> </ul>
<b>Capital Development Programme Oversight</b> <b>Capital Development Board</b>	5-6 years (in stages)	<ul style="list-style-type: none"> <li>To maintain focus and oversight on capital development programme delivery: <ul style="list-style-type: none"> <li>Estate Transformation Programme</li> <li>Green Centre of Excellence (Hastings Town Deal)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Lead – Vice Chair (Resources &amp; Operations)</b></li> <li>CDB Chair</li> <li>RC&amp;I Committee Chair</li> </ul>	<ul style="list-style-type: none"> <li>Financial Risk</li> <li>Cashflow</li> <li>Student/Staff experiences and feedback pre/during/post build</li> <li>Curriculum delivery</li> </ul>	<ul style="list-style-type: none"> <li>Board, CDB, ARaC &amp; RC&amp;I Committee meeting minutes.</li> <li>Monitoring reports.</li> <li>Financial reporting.</li> <li>College's reputation.</li> <li>Condition surveys.</li> </ul>