GOVERNANCE IMPROVEMENT PLAN – 2023-24

FOCUS AREA	WHEN (Due Date)	WHAT (Action)	WHO (Owner)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
Strategic Focus **ESCG Board & RC&I Committee**	• 2023-24 Academic Year	• To ensure effective oversight of the Five-Year Financial Plan. • To define the Board's risk appetite and consistently apply this to decision making related to growth and partnership opportunities. • To set a new Strategic Plan for 2025-29, in partnership with the Executive Team. • To maximise Governor scrutiny and oversight of financial performance. • To directly link the work of the Committees to the Strategic Plan.	• **Lead – Vice Chair (Resources & Operations)** • RC&I Committee Chair • ARaC Committee Chair	• Financial Risk (and intervention) • Cashflow • Reputational damage • Inability to maintain premises.	• Five-year Financial Plan approved and adopted by the Board. • Risk Appetite Matrix • Strategic Plan – 2025-29 set. • 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.
Student Experience & Impact on Decision Making **ESCG Board**	• 2023-24 Academic Year	• To establish clearly defined processes for assessing the student impact of all decision making. • To maximize opportunities for the Board to leverage insights and perspectives from Student and Staff Governors, and thereby inform its decision making.	• **Lead – Vice Chair (Curriculum & Student Experience)** • Chair of the Board • All Committee Chairs	• Non-compliance with the Strategic Plan • Failure to deliver against Vision/ Mission/Values • Reputational damage impacting on student enrolment.	• Student Voice survey results, via Curriculum & Standards Committee • Student Council Feedback • Chair & Governor 1:1 feedback • Board & Committee meeting minutes illustrate increased student considerations in decision making. • External Review of Governance
Governance Effectiveness **GP&R Committee**	• 2023-24 Academic Year	• To continue to reduce the volume of meeting papers, supporting effective strategic oversight of key priorities. • To establish tailored Governor training plans with a view to deepen and extend the skills development for the Board. • To support ongoing development of Chairs, with a view to ensure consistency of approach in chairing meetings and facilitating scrutiny and challenge.	• **Lead – Director of Governance & Chair of Board** • GP&R Committee	• Non-compliance - Meeting quoracy • Governor attrition and recruitment • Failure to comply with FEC guidance	• Effective collaboration between Executive Team & Chair/Vice Chairs • Governance KPIs • Governor 1:1 • Board & Committee Survey • Board Self Review • External Review of Governance • Compliance – AoC Code of Good Governance – 2023-24 • Reduced volume of papers. • Meeting Schedule – 2023-24

FOCUS AREA	WHEN (Due Date)	WHAT (Action)	WHO (Owner)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
Board Membership & Succession Planning **GP&R Committee**	• 2023-24 Academic Year	• To ensure effective succession planning for the Chair, Vice Chairs and Committee Chairs. • To develop a robust talent pipeline for Governor recruitment, which meets the needs of the Board and is representative of the communities that it serves. • To ensure effective Governor induction and onboarding. • To align Staff and Student Governor terms of office with that of Independent Members. • To support the College's anti-racism agenda and to maximise opportunities for diversity in the Board's membership.	• **Lead – Director of Governance** • Chair of the Board • GP&R Committee Chair	• Diversity of thought and skills. • Governor retention. • Board & Committee effectiveness.	• 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 – AoC Code of Good Governance – 2023-24.
Excellent College Reputation **GP&R Committee**	• Develop tools and processes (*2023-24*) • Enhanced reputation (*2024-25*)	• 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).	• **Lead – CEO & Principal** • Chair of the Board • GP&R Committee	• Reputational damage • Financial • Student recruitment/ income • Staff retention and recruitment • Governor retention and recruitment	• 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
	• 5-7 years (in stages)	• To maintain focus and oversight on the capital programme delivery:
		  o Estate Transformation Programme
		  o Green Centre of Excellence (Hastings Town Deal)
		  o South East Institute of Technology (Ore Valley)
			• **Lead – Vice Chair (Resources & Operations)**
			• CDB Chair
			• RC&I Committee Chair
				• Financial Risk
				• Cashflow
				• Student/Staff experiences and feedback pre/ during/post build
				• Curriculum delivery
					• Board, CDB, ARaC & RC&I Committee meeting minutes.
					• Monitoring reports.
					• Financial reporting.
					• College's reputation.
					• Condition surveys.