

GOVERNANCE IMPROVEMENT PLAN – 2022-23

FOCUS AREA	WHAT (Action)	WHO (Owner)	WHEN (Due Date)	WHY (Source)	RISK (Strategic)	MONITORING PROGRESS (Evidence)
Student Experience & Impact on Decision Making ESCG Board	<ul style="list-style-type: none"> To establish clearly defined processes for assessing the student impact of all decision making. To provide cover sheets for all governance papers which include a specific section which details the student impact. To identify additional opportunities for Student Governor engagement during Board and Committee meetings. 	<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"> 2022-23 Academic Year 	<ul style="list-style-type: none"> Strategic Plan – Engagement & Communication and Education & Quality Governor surveys Governor 1:1s External Review of Governance 	<ul style="list-style-type: none"> Non-compliance with the Strategic Plan Failure to deliver against Vision/Mission/Values Reputational damage impacting on student enrolment. 	<ul style="list-style-type: none"> 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 SP&R Committee	<ul style="list-style-type: none"> To reduce the volume of meeting papers, including only essential content. To ensure adherence to the cycle of business. To establish a more efficient Committee structure for 2023-24 To ensure consistency in meeting scheduling and format. To ensure effective stakeholder engagement. 	<ul style="list-style-type: none"> Lead – Director of Governance & Chair of Board SP&R Committee CEO & Principal 	<ul style="list-style-type: none"> 2023-24 Academic Year 	<ul style="list-style-type: none"> Governor 1:1s Board Self Review Board & Committee effectiveness assessment Improve the effectiveness of Local College Boards, with refined scope and membership FEC Guidance – committee structure AoC Code of Good Governance Compliance 	<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 & Chair/Vice Chairs Governance KPIs Governor 1:1 Board & Committee Survey External Review of Governance Compliance – AoC Code of Good Governance – 2023-24 Reduced volume of papers. Meeting Schedule – 2023-24
Governor Succession Planning SP&R Committee	<ul style="list-style-type: none"> To ensure robust succession planning. To deliver impactful Governor recruitment campaigns. To provide effective Governor induction and onboarding. 	<ul style="list-style-type: none"> Lead – Director of Governance Chair of the Board SP&R Committee Chair 	<ul style="list-style-type: none"> 2022-23 Academic Year 	<ul style="list-style-type: none"> Strategic Plan – Governance & Oversight 	<ul style="list-style-type: none"> Diversity of thought and skills Governor retention Board & Committee effectiveness 	<ul style="list-style-type: none"> Feedback from newly appointed Governors Increased quality/relevancy of expressions of interests (Independent Governors) Volume of Student/Staff Governor applications and engagement with nomination/ballot process.

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Five-Year Financial Strategy Oversight Finance Committee	<ul style="list-style-type: none"> To ensure a five-year financial strategy is in place. To maximise opportunities for long term planning, including asset management. 	<ul style="list-style-type: none"> Lead – Vice Chair (Resources & Operations) Finance Committee Chair Audit Committee Chair 	<ul style="list-style-type: none"> 2022-23 Academic Year 	<ul style="list-style-type: none"> Strategic Plan – Finance & Risk ESFA Financial Health Compliance with AoC Code of Good Governance for English Colleges Capital project delivery and estate management 	<ul style="list-style-type: none"> Financial Risk (and intervention) Cashflow Reputational damage Inability to maintain premises. 	<ul style="list-style-type: none"> Five-year Plan approved and adopted Board, CDB, ARaC & Finance Committee meeting minutes Compliance with FEC guidance Financial reporting
Excellent College Reputation SP&R Committee	<ul style="list-style-type: none"> To develop a cohesive brand strategy in collaboration with the Executive Team. To ensure 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. To gain assurance on awareness (brand penetration). 	<ul style="list-style-type: none"> Lead – CEO & Principal Chair of the Board SP&R Committee 	<ul style="list-style-type: none"> Develop tools/processes (2022-23 Academic Year) Enhanced reputation (3 years - 2025) 	<ul style="list-style-type: none"> Strategic Plan – Engagement & Communication Feedback from local schools Feedback from local employers 	<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	<ul style="list-style-type: none"> To maintain focus and oversight on the capital programme delivery: <ul style="list-style-type: none"> Estate Transformation Programme Green Centre of Excellence (Hastings Town Deal) South East Institute of Technology (Ore Valley) Marine Workshops 	<ul style="list-style-type: none"> Lead – Vice Chair (Resources & Operations) CDB Chair Finance Committee Chair 	<ul style="list-style-type: none"> 5-7 years (in stages) 	<ul style="list-style-type: none"> Strategic Plan – Digital & Estates Student and staff experience Condition surveys College’s reputation Cost of old estate 	<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 & Finance Committee meeting minutes Monitoring reports Financial reporting