

External Board Review Recommendations and Action Plan

The External Board Review drew a number of conclusions about the strengths and areas for development of the College's Governance. The recommendations are summarised in the following action plan that should be developed by the Board:

Issue	Action	Intended outcome	Action	Named lead	Timescale
1.	Develop a Governor succession and recruitment strategy	To help ensure that recruitment is planned and developed	Corporation composition has been increased to allow for further recruitment. There are currently no vacancies available.	Clerk	Ongoing
2.	Update the Skills and EDI audits to meet the Board's needs and use them to review the Board's mix as part of the succession and recruitment strategy	To identify gaps and inform succession and recruitment.	To be reviewed Summer 2025.	Clerk	Ongoing
3.	Review the Board agenda and reporting from Committees	To reduce duplication to allow more focus on the strategic issues.	To be discussed as an agenda item at an S&G Committee	Clerk	Summer 2025
4.	Develop Committee's scheme of delegation	To reduce duplication to allow more focus on the strategic issues.	Scheme of Delegation will be reviewed annually (May 2025)	Clerk	Summer 2025

5.	Strengthen Self-Assessment report to include overall assessment and development actions	To provide a comprehensive annual review of governance	To be discussed as an agenda item at an S&G Committee	Clerk	Ongoing
6.	Engage Student Governors in all aspects of governance	To enable student voice to impact on all aspects of the Board's decision making	To be discussed as an agenda item at an S&G Committee	Clerk	Ongoing
7.	Develop a Governance training and development plan, including a more comprehensive induction programme	To help ensure that the Board are developed and appraised of sector changes and developments and that new governors are welcomed and developed into the role.	The Governor Induction now includes a safeguarding session, Q&A with the Chair, CEO & Clerk and an introduction to the relevant Executive Lead.	Clerk	Ongoing
8.	Review of risk register	To ensure that risk is considered and supports decision making and assurance.	Risk appetite Corporation Training & Development Session (RSM) took place on 12 September 2024 A holistic review of the strategic risks to assess impact on the College's strategic direction- Strategic Planning Event- Jan '25	Clerk/ VPF&CS	Ongoing

9.	Review of management accounts and training for non-financial governors	To ensure all understand the College's financial position and the accounts support decision making and assurance.	Potential Training & Development session- April 2025	Clerk/ VPF&CS	Ongoing
10.	Governor engagement to be developed - Develop Governor visits, triangulation and support which take place outside the governance meetings.	To raise the Board's profile, enable governors to triangulate and understand the College's strengths and weaknesses, and provide learning to use in governance discussions.	This is ongoing and, in the Governance, QIP 2024-25, which will be monitored via the S&G Committee.	Clerk	Ongoing
11.	New Code of Governance to be an area for training and development and used as part of the next self-assessment.	To ensure that the Board are fully aware of the principals and how they impact on their decision making and governance	This is ongoing and, in the Governance, QIP 2024-25, which will be monitored via the S&G Committee. There is currently no training available from the AoC.	Clerk	Ongoing
12.	Summary report to be used consistently for all reports.	To ensure that Governors have the information required to make informed decisions and are clear of what each report asks of them.	Clerk & CEO to liaise with Exec Leads	Executive Leads	Ongoing

13.	Portal to be reviewed and its use maximised to provide additional value to the governance processes	To provide a system that supports governance	Possible change to delivery of Governance documents to be considered	Clerk	TBC
14.	Raise the profile and further develop the Clerk role into a Head/Director of Governance role.	To demonstrate the level of the role and add value.	Agenda item for Remuneration Committee in November.	Corporation	Ongoing
15.	The Board needs to be more challenging and strategic assisted by a re-framing of the Board agenda.	To add value to its governance.	See item 3	Corporation	Ongoing
16.	The terms of reference should be reviewed to ensure that they have a consistent layout and content and address independence issues.	To ensure that they are reflective of current practice and are consistent.	To be amended as part of the annual review (May 2025)	Clerk	Spring/ Summer 2025
17.	Governance Stakeholder Engagement Strategy to be further developed	To raise the Board's profile externally, and enable governors to triangulate the skills assessment and employer voice.	Governance Stakeholder Engagement Strategy was presented at May 2024 Corporation and is also contained within the Governance QIP 2024-25, which will be monitored via the S&G Committee	Corporation	Ongoing