GOVERNANCE PERFORMANCE INDICATORS 2020-2021

Composition and Membership Indicators

Performance Indicator	Target / Measure	Target Met	Comment
Achievement of composition.	100% filled against vacancies being filled within one termly cycle.	**Met**	As at 31 July 2021 the Governing Body was 100% filled with the approved appointment of M Ellis as Business Support Governor.
Attendance/Participation both overall and individual **Including:** • **Training** • **College Community/Celebratory** • **SARs**	Sufficient to ensure quoracy of all committee meetings and the effective completion of Corporation business and ensure that governors are attending in line with expectations/individual commitments Attendance figures will be recorded for all meetings both as a whole Committee and individually. However, there will no longer be a set target for either, rather there will be an ongoing promotion of excellent attendance. The expectation is that all members of the Governing Body commit to attending as many meetings as possible and in line with Item 6.1 of the Standing Orders (Attendance at Meetings). Where governors fail to attend in line with Item 6.1 (i.e. being absent from meetings without the permission of the Corporation for a period longer than six months) membership may be terminated.	**Met**	The promotion of excellent attendance would be the focus of this indicator. Due to the varying commitments of Governing Body members specific targets were formally removed as of 2018-2019 in order to support a large, flexible and dedicated Governing Body. Governors are encouraged to provide questions and comments on the papers of the meeting they are unable to attend and there has been good evidence of this. Governors' attendance is part of the discussion on all Search and Governance Committee meetings to ensure that individual attendance is appropriate and absence approved where necessary. Within 2020-21 there were no instances where individual absence was determined as an issue under 6.1 of the Standing Orders.

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	Attendance forms part of the annual 1:1 meetings so the Chair and Vice Chair are appraised of extenuating circumstances. Throughout 2020-21 there will be a truncated programme of events for Governors depending up on Covid restrictions Attendance at (at least) one SARs session over a two year period, unless impossible due to professional commitments		Individual attendance was discussed with governors during the annual individual meetings. Overall, across the Governing Body and its Committees attendance was 84% which is very positive. The only caveat to this was that meetings were largely remote. Whilst there were few opportunities for celebrating success in College during 2020-21 the Executive Director of Marketing did ensure some governors could attend the small number of events which took place (often remotely). Most governors have been able to attend a SARs session on a two year cycle.
Meeting Quoracy.	100%	**Met**	Meetings in 2020-21 have all been fully quorate. All but one (Audit and Risk in September) had been fully virtual via Teams.
To ensure that the Governing Body reviews, at least every three years, the following: • **Standing Orders.** • **Terms of Reference.**	Review every three years with a review in 2019, and the next review in 2022.	**Met**	The Governing Body approved all of the documents on the 21 March 2019, with the next review scheduled for 2022 (as most policies and procedures have been extended to a 3 year review period) unless otherwise required. Audit and Risk Terms of Reference were updated and approved on 15 July 2021 and a full review of Terms of Reference which were formally approved on 18 October 2021 GB meeting.

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To ensure that the Governing Body reviews, at least every two years, the following: • **Election of Chair and Vice Chair of Governors.** • **Election of Committee Chairs.**		**Met**	The terms of office of the Chair and Vice Chair were extended and approved formally during 2020 (Chair until July 2023 and Vice Chair until July 2022, both subject to the proviso that either position would be relinquished should a suitable candidate be identified and approved by the Governing Body. Review of Committee membership including leadership was also reviewed and approved on 19 October 2020 with a further review by S&G on 14 September 2021
To ensure that the Search and Governance approves the following in providing assurance to the Governing Body: • **Skills and Competency Matrix** • **Training Needs Analysis** • **Training Plan** • **Governing Body Membership** • **Code of Governance Review.**	To be undertaken annually, and also reviewed at all Search and Governance Committee meetings, as appropriate. Code of Governance Review	**Met**	- Skills and Competency – a revised matrix has been used as of July 2021 which was further tweaked September 2021 - The revised AoC Code of Governance was approved by the Governing Body on 15 July 2019. An updated Code is being drafted by the AoC with a likely implementation date of 2022 - The Training Plan 2020-21 was approved on 16 July 2020 and the 2021-22 Training Plan was approved on 15 July 2021 - Governing Body membership is under constant review and action by S&G Committee - The Code of Governance mapping exercise was reviewed on 14 September 2021 by S&G Committee and approved by Governors on 18 October 2021
To ensure that the Chair of Governors holds annual review meetings with all Governors and External Members, and feeds back any key emerging issues to the	Annual reviews carried out and feedback to Search and Governance Committee and / or the Clerk to the Corporation.	**Met**	The Chair and Vice Chair of Governors met with Governors and External Members during August/September 2021, and outcomes were discussed and relevant actions/recommendations made during the

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Search and Governance Committee and/or the Clerk to the Corporation.			Search and Governance Committee meeting of 14 September 2021. Where appropriate, outcomes were be used to shape the 2020/2021 Governance Self-Assessment Report and 2021/2022 Areas for Improvement
To ensure that the Remuneration Committee undertakes the annual appraisal of the Principal/Chief Executive, Clerk to the Corporation and any other Senior Postholders, with a view to make a recommendation on a Pay Award and agree future objectives. **To ensure that the Remuneration Committee produces and publishes an annual report which fits in with the AoC Remuneration Code adopted by the Governing Body on 15 July 2019**	Principal and Clerk Objectives set for 2020-2021 would be appraised during the Autumn Term 2021 by the Chair and Vice Chair Chair of Governors to report to Remuneration Committee and Governing Body annually. Annual Report is produced, approved and published annually.	**Met**	- Appraisals for the Principal and Clerk took place on 8 November 2021 - The 2020/2021 Staff Appraisal was shared with the Remuneration Committee on 13 December 2021, with recommendations approved by the Governing Body on 16 December 2021. - The 2020-2021 report was approved by the Remuneration Committee on 13 December 2021 and will be published and approved thereafter within the Corporate Governance Annual Report in March 2022

College Performance Indicators

Performance Indicator	Evidence	Target Met	Comment
To ensure good governance supports the College in the development and delivery of its Five Year Strategic Plan.	Annual Review of Mission Statement, Strategic Objectives and Strategic Plan. Termly strategy review progress reports.	**In Progress** *This target remains in progress due to the 5 year nature of the strategic plan.*	- The Governing Body had reviewed progress against the plan 18 September 2020, 8 May 2021, 14 September 2021 - An updated Strategic Plan was approved on 17 December 2020. - The Governing Body received termly updates in 2020-21 on how well the College is progressing against its Key Performance Measures and in addition,

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	Set and achieve a stretching set of Key Performance Measures *(KPMs)*, which ensure the College is above National rates in all it does.		two Strategic Planning meetings took place during May 2021 ensuring Governors were fully up to date. - The Standards Committee, in its role of monitoring progress with regards to student outcomes, also monitored carefully the progress being made, especially with regards to English and Maths, Value Added and Teaching and Learning. - Standards Committee had an additional planning meeting in July 2021 to ensure future reports and planning were appropriate (both in relation to College KPMS/Curriculum Intent and also OFSTED/EIF/OfS and any other external requirements.
To ensure good governance supports the College in maintaining at least Ofsted GOOD at each inspection.	College Self-Assessment Report and Quality Improvement Plan approved and monitored in-year. Governance Self-Assessment Report and Quality Improvement Plan approved and monitored in-year. Ofsted Inspection Report (s). Termly updates to Standards Committee and / or Governing Body meetings.	**Met**	Self-Assessment Validation panels took place on 8 and 9 November 2021 The 2020/2021 Governance Self-Assessment was approved 16 December 2021 The Ofsted Report – September 2018 returned the College to a grade of 2 (Good) The TTE Monitoring Ofsted Inspection produced a positive report. The Curriculum and Standards Committee and Governing Body continue to received updates with regards to Ofsted, particularly in

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	Key Performance Measures set annually and reviewed termly by the Standards Committee and / or Governing Body.		light of the new framework from September 2021 (EIF) and a planning meeting in July 2021 ensured future reports/requirements were in place for the academic year 2021-22. The Governing Body approved the Colleges 2020/2021 Key Performance Measures (KPMs) on 17 December 2020, and monitored these at Curriculum and Standards and Governing Body meetings throughout the cycle
	Action Plan from ITE Ofsted Inspection	In Progress	Progress has been made and an Action Plan confirmed post ITE Ofsted Inspection ready for further inspection in 2022.
To ensure good governance supports the College in maintaining Good Financial Health.	Education Funding Agency Letter confirming that the College is maintaining **Good** going forward (2018/2019 onwards)	Yes	The Five Year Financial Plan 2020/2021 to 2023/2024 was approved by the Corporate Services Committee and Governing Body on the 6 and 16 July 2020 respectively. The Governing Body received the confirmation that its 2018/2019 forecast outturn was "Good" and "Good" for 2019/2020 budget. An update was given on 7 December 2020 to the Corporate Services committee where it was confirmed that the College had gone into 'outstanding' financial health by 31 July 2020. An update was given to the Corporate Services Committee on 13 December 2021 which confirmed formally that 2020/2021 was in 'outstanding' financial health
	Revenue and Capital Budgets approved by 31 July.		The 2021/2022 Capital Budget was approved on the 15 July 2021, following discussion with the Corporate Services Committee on the 5 July 2021.

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	Bi-monthly management accounts		Bi-monthly management accounts will be shared with the Corporate Services and Governing Body depending on how the meetings were scheduled
	Corporate Services and Governing Body Committee meetings.		The Corporate Services Committee and Governing Body continue to closely monitor the finances of the College, with the detailed discussion taking place at the Corporate Services
	Annual Financial Statements approved with unqualified audit opinion by 31 December (2020-21)		The 2020/2021 Financial Statements wa approved by the Audit and Risk Committee *(3 December 2021)* and Corporate Services Committee *(13 December 2021)*, and signed off by the Governing Body 16 December 2021. This would include clear audit opinions from both the Internal Auditor and Financial Statements Auditor
To ensure good governance supports the College in ensuring that staff and students are safeguarded at all times.	Safeguarding Termly reports to the Governing Body	**Met**	The Governing Body receives termly reports in Safeguarding at each Governing Body meeting. Governors received a virtual safeguarding presentation in March 2021 and were further updated in detail on 24 May 2021 (Strategic Planning) and 15 July 2021.
	Safeguarding Annual Report 2020-2021		The 2020-21 Annual Safeguarding Report was approved by the Governing Body form approval on 18 October 2021.
	Health and Safety Termly reports to Governing Body		The Governing Body receive termly updates on Health and Safety.
	Health and Safety Annual Report 2020-2021		The 2020-2021 Health and Safety Annual report was approved by the Governing Body on 18 October 2021

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	Health and Safety Nominated Governor.		Lee Holdsworth is the Nominated Governor and also chairs the Health and Safety Strategic Committee, with regular reports to the Governing Body being provided on progress being made. Lee Holdsworth joined the Governing Body on the 16 October 2017 and became External Member in October 2021, and currently is a Health and Safety Adviser within his company
	Safeguarding Link Governor		Carol Cooney was the Link Safeguarding Governor for 2020-21
To ensure good governance supports the College in meeting the needs of its diverse community and affords equality of opportunity for all	Equality and Diversity Termly reports to Governing Body.	**Met**	The Governing Body to receive termly updates on Equality and Diversity, including progress with the Action Plan Approval of various policies, including Equality Statement and Policy, was approved at the 15 July 2021 meeting of the Governing Body.
	Equality and Diversity Nominated Governor.		The Governing Body at its meeting on 17 October 2019 confirmed Sara Mirsalehi as the new link governor.
	Equality and Diversity Annual Report 2020-21		Was approved by the Governing Body on 16 December 2021
	Equality and Diversity data to be obtained on the Governing Body with possible resulting actions as necessary		Data collection issued in the Autumn Term 2020 and shared with the S&G Committee on 22 February 2021. Data sought on new governors thereafter. Consideration of E&D within future recruitment of Governors and External Members would take place regularly by the Search and Governance Committee

Performance Indicator	Evidence	Target Met	Comment
To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and Governing Body Objectives.	Strategic Risk Register, Senior Leadership Team Risk Management Group Minutes, Risk Management Annual Report, and other associated documents discussed at least termly by the Audit and Risk Committee, which then provides the Governing Body assurance through its Annual Report of the Audit and Risk Committee.	**Met**	Risk Management forms an agenda item on all meetings of A&R Committee and is preceded by the SLT Risk Management Group meetings. The resulting register is part of all GB papers for all governors. During 2020-21 the Audit and Risk Committee agreed to send a representative to the SLT Risk Management meetings wherever possible (and did so in November 2020 and March 2021)
	External Audit Reports and Internal Audit Reports		External and Internal Audit Reports were fully considered by the Audit and Risk Committee as per the approved respective cycles during 2020-21. There were no audits outstanding.
	Risk Management Plan and Risk Management Policy approved by 31 July.		The Risk Management Plan for 2021/2022 was approved on 15 July 2021 after consideration by the Audit and Risk Committee on 18 June 2021.
	Annual Report of the Audit and Risk Committee 2020-21 approval		The annual report of Audit and Risk for 2020-2021 was considered and approved by the Governing Body 16 December 2021. Risk Management forms an agenda item on all meetings of A&R Committee and is preceded by the SLT Risk Management Group meetings. The resulting register is part of all GB papers for all governors.

COLOUR KEY to Target Met Column
- GREEN — Target met/complete
- LIGHT GREEEN — On Target to be met
- AMBER — In progress
- RED — Not met/little progress