Performance Indicators	SMART Target (What will success look like?)	Progress Measures (How will progress and impact be measured throughout the year?)	Leads	Update 1 - Feb 23	Evidence	Update 2 - June 23	Evidence	Update 3 - Sept 23	Evidence
Composition and Membership Indicators									
Achievement of Composition	100% filled against vacancies / vacancies being filled within 1 termly cycle	Membership assessed throughout the year and actions to address vacancies in place	Search and Governance Committee/Head of Governance/CEO	On Track	100% filled	Off Track	87% filled. 2 College Governor vacancies and 1 student Governor. Processes in place to fill all		
Attendance/Participation both overall and individual including: training; college; community/celebratory/SARs	At least 40% quoracy of all committee meetings and the effective completion of corporation business; Governor presence at key celebratory events over the year; Attendance to at least one SAR session over a two year period unless impossible due to professional commitments	Ensure all governors are attending in line with expecations/individual commitments; Attendance figures will be recorded for all meetings but no set target for individuals and reported to S&G committee; Attendance forms part of the annual 2:1 meeting and personal discussions were necessary so the Chair and Vice Chair are appraised of extenuating circumstances;	Head of Governance	Off Track	Excepting one Audit and Risk Committee in December, all meetings were quorate - all business was completed as per the schedule; there were an increased number of governors attending participatory events in the Autumn Term; SARs were well attended by Governors in October 22. There are 6 governors who should attend in October 23 to fulfil the 2 year commitment	On Track	Since the February update, all meetings have been quorate; governors continue to attend particatory events. The approach to attendance was understood by the External Reviewer though there was still a recommendation to try and improve (where possible) going forward (as shown in the External Review action plan)		
Meeting Quoracy	100%	quoracy at least 40% at each meeting	Head of Governance	Off Track	One meeting (Audit and Risk in December 2022) was not quorate during 2022 whilst mitigations with a written resolution ensured necessary business was progressed.	On Track	All meetings have been quorate since the last update		
To ensure that the Search and Governance Committee approves the following in providing assurance to the Governing Body: Skills and Experience Matrix; Training Needs Analysis; Training Plan; GB membership; Code of Governance Review	Annual reviews and changes take place; assurance given to GB through reports to each meeting	Review at all Search and Governing Body meetings as required; GB members sufficiently trained to effectively perform their duties; Code of Governance updated and reviewed annually	Head of Governance/S&G	On Track	The Skills and Competency Matrix is updated with current membership for each meeting to inform wider decision making; initial training needs analysis took place after 2:1 meetings in August with key themes (Enhanced Inspection; T&L and quality of Education) addressed at Feb training; individual training supported/planned; The Code of Governance Review for 2021-22 was approved 17 Oct 22	On Track	Skills and Competency Matrix up to date with identified areas identified for future recruitment (which is in progress); the updated Code of Governance due for issue June-July will be considered and approved; training needs for new governors (e.g. more info on risk management for one) is ongoing; the External Governance Review outcomes (May 23) considered composition and training a strength.		
To ensure that the Chair and Vice of Governors holds annual review meetings with all Governors and External Members and feed back any key emerging issues to the Search and Governance Committee and/or the Clerk to the Corporation.	Annual Reviews carried out and fedback to S&G/Head of Governance as required with any actions implemented	Report to Search and Governance Committee with recommendations feeding through training etc.	Chair and Vice Chair/Head of Governance	On Track	The July and August 2022 meetings were discussed by S&G in September 2022 with some key themes noted and actioned (e.g. TLA training and monitored through Governance Areas for Improvement - report streamlining; greater involvement in strategic risk discussions, creation of an HE committee). Some additional specialised training is being sourced for individuals where necessary. Cyber Security training is currently being procured for the Audit and Risk/CSC committees.	On Track	Planning is taking place to prepare for July 2:1 meetings including review of proforma at June S&G meeting		
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.	Principal and Clerk Objectives set for 2022-2023 would be appraised during the Autumn Term 2023 by the Chair and Vice Chair; Chair of Governors to report to Rem Committee and GB annually in December	Appraisals take place and are reported in the Autumn Term; Objectives visited throughout the year as appropriate	Chair and Vice Chair	On Track	Appraisals for Principal and Head of Governance took place Nov 22 which set the objectives for 2022-23 and were approved by the GB in December 22	On Track	Appraisal information formally recorded and being worked towards by Principal and Head of Governance (e.g. work on streamlining papers)		
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	Annual report is produced, approved and published annually	The Remuneration report is approved for recommendation by the Rem Committee; approved by the GB and published as part of the Corporate Governance Annual Report	Head of Governance/Rem Committee	On Track	The Remuneration Report was approved by the Committee in Dec 22 and reported to GB	On Track	The Remuneration Report was approved as part of the Corporate Governance Report in March 23 and published on the College Website in March 23		
College Performance Indicators									
To ensure good governance supports the College in the deelopment and delivery of its 5 year strategic plan	Set and achieve a stretching set of Key Performance Indicators (KPIs) which ensure the College is above National Rates in all it does	Annual Review of Mission Statement, Strategic Objecties and Strategic Plan; Termly strategy review progress reports	Chair/CEO-SLT/Head of Governance	On Track	At the Strategic Day in Sept 22 it was agreed to refresh and extend the current plan to 2025 with the updated plan being approved in 2023; the GB received its termly update on College KPIs in Dec 22; Curriculum and Standards Committee monitored progress in relation to student outcomes (Dec 22)	On Track	The Strategic Plan was approved by the Governing Body on 15 February 2023; termly update was given in March 23 for both GB and Curriculum and Standards		
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; Key Performance Measures set annually and reviewed termly by Curriculum and Standards/GB	Self Assessment reports and improvement plans approved and monitored; Ofsted Inspection reports and action plans (ITE); Termly updates and reviews to/by Curriculum and Standards/GB	Chair/CEO-SLT/Head of Governance/GB/C&S committee	On Track	The curent Ofsted inspection report is Good (Sept 18). The College and GB are actively preparing for the next inspection; the C&S committee monitored progress against action plan for ITE in December; the GB had a full update on curriculm at Dec 22	On Track	The College was inspected for ITE in May 23 - report to follow (with positive outcome); March monitoring by C&S and GB took place; Governor training on Enhanced Inspection took place Feb 23 and defined link governor roles were confirmed Jan 23 in preparation for full Ofsted by 2025		
To ensure good governance supports the College in maintaining Good financial health	External measures show College is in good financial health; GB and CSC committee monitor budgets/planning and support planning and progress; Annual Financial Statements are approved with unqualified audit opinion by 31 December (2022-23)	Education Funding Agency letter confirms the College is maintaining at least Good; Revenue and Capital Budgets approved by 31 July; Bi monthly management accounts are reviewed by CSC and GB	Chair/Chair of CSC/CEO/VP Finance and Registry	On Track	The Five Year plan 22-23 to 25-27 was approved by CSC and GB July 22; updates were given at December 22 with Financial Health confirmed as 'good' for 2021-22; Bi monthly management accounts were shared as per the governance cycle	On Track	The Financial Plan including Financial Health, capital budget and management accounts were scrutinized by CSC in March with recommendations for the final plan (July 23) and reported at GB also in March.		

Objective	Success Criteria	Measure/Evidence	Responsibility	Status	Update (Autumn)	Status	Update (Spring)		
To ensure good governance supports the College in ensuring that staff and students are safeguarded at all times.	Safeguarding is understood and monitored termly and annually (via annual reports) by the Governing Body and that the GB is trained annually; Health and Safety is also monitored on a termly basis; Safeguarding and Health and Safety Link Governors are actively engaged with at least termly meetings	Safeguarding and Health and Safety termly reports to GB; Safegarding and Health and Safety Link Governors attend respective College meetings/liaises with Safeguarding and Health and Safety Leads; Annual reports are approved December 23; annual safeguarding training takes place for all governors and Prevent certification for all governors is on a rolling two year programme	Safeguarding and Health and Safety College Leads (SLT)/Link Governors	On Track	Termly reports were given to GB Oct and Dec 22; M Laidler took over Safeguarding Link role December 22 and P Sharp as Health and Safety Link Oct 22	On Track	Annual Safeguarding training took place Feb 23; Termly reports were given March 23		
To ensure good governance supports the College in meeting the needs of its diverse community and affords equality of opportunity for all	Equality of Opportunity and Diversity monitored by Corporate Services Committee and Governing Body with an active role by E&D Link Governor; E&D of Governing Body monitored bi annually resulting in a diverse College community at every level (GB; staff; students etc) and an understanding and support of barriers for specific communities	E&D termly reports to GB; Equality and Diversity Link Governor actively attends and is involved in E&D activities; E&D annual report 2022-23 (Dec 23); E&D data obtained bi annually and monitoredby Search and Governance Committee and used for future recruitment activities where appropriate	E&D SLT Lead/E&D Link Governor/Search and Governance	On Track	S Mirsalehi - Link Governor for E&D since October 2019; Data Collection in summer 2022 shared with S&G where some improvements noted and gaps acknowledged for future recruitment; termly update to GB received Dec 22	On Track	March GB termly update received with Student Governors adding student perspective on E&D; CSC Committee received update in relation to staff recruitment KPIs (including increases in ethnic diversity); External Reviewer report confirmed GB were representative of local community in relation to ethnic diversity		
To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and GB objectives	The College is able to meet its Strategic Plan and objectives having managed the risk landscape successfully	Termly review of the Strategic Risk Registers by SLT Risk Management Group (and attending Governor) all of which are reviewed at least termly by the Audit and Risk Committee who provide regular assurance to the wider GB; Risk Management Annual report and Risk Management Annual Plan are approved annually; External Audit Reports; Internal Audit Reports; as of October 22 all committee consider specific risks to that area at the start and end of each meeting (feeding into future registers) and GB have a full review of all risks termly	SLT Risk Management Champion/SLT; Audit and Risk Commmittee	On Track	The cycle of risk management has been set and approved for 2022-23 at the July 22 meeting; all Autumn meetings had risk at start and end of each meeting with fruitful discussion and action (such as adding cost of living to the register); the Audit and Risk Committee continue to be the main review body identifiying Cyber management as a risk to be further considered; External and Interal Audit reports are fully scrutinized and acted upon as appropriate by the Audit and Risk Committee	On Track	Spring meetings of SLT Risk Management committee and GB all considered risk as per the new arrangement with actions and discussions minuted; the External Review report highlighted the GB approach to risk as very comprehensive and a potential model for other colleges		