

EXTERNAL REVIEW ACTION PLAN – approved 13 July 2023

7 Main Recommendations

Issue	Action	Intended outcome	Named Lead	Timescale
Continue with process to recruit a new chair	At June 2023 meeting of Search and Governance Committee determine the next steps for recruitment strategy with clear actions coming out of that Alongside any actions for external recruitment use 1:1 interviews with governors to determine any options from current Governing Body	A new chair is recruited and inducted prior to the current incumbent leaving (term of office ends 31.07.2025)	Search and Governance Committee (with actions organised by Head of Governance)	First external recruitment activities July – October 2023 Ideally by end of Spring term 2024 for appointment (March 2024 meeting)
Recruit more governors/external members to Audit and Risk Committee	Initial interest has been sought via R Davies – no interest currently Further discussion at June S&G with likely advertisement thereafter with interviews likely attached to Sept S&G mtg	Appropriately qualified members (ideally 2 – either Governor or EM) join the Audit and Risk Committee 2023-2024 to strengthen committee numbers and aid any longer term succession planning for Committee	Rob Davies (Chair) Search and Governance Committee (with actions organised by Head of Governance)	June – October 2023
Improve the Student Voice on the Board and awareness of the student experience including opportunities to meet students more often	Extend current Student Governor term of Office at July 2023 meeting to ensure continuity Continue to have an additional student to support two student governors going forward With Head of Student Engagement continue to develop student governor confidence with meetings Consider implement and advertise different ways to further engage Governors in life of college / students (via S&G June committee in first instance) with implementation both	Student Governors are actively involved in GB meetings and training events A structured programme of support is developed for both current and future student governors Increased governor involvement from the Student Body and greater understanding of student voice	Zeta Foster (Head of Governance) Mel Wilkinson (Head of Student Engagement) Aimey Adamson – VP Student and Communication Andrea Waller-Amos – ED Marketing	Extension of Term of Office agreed July 2023 Programme for student governors – September 2023 (and current) New student support for student governors – October 2023 Programme of Governor Opportunities 2023-24

	immediate where possible and for 2023-24 academic year more widely			September 2023 and ongoing. Potential walkthroughs in Autumn and Spring terms
Information/ Presentation to the Governing Body <ul style="list-style-type: none"> Explore how to improve report writing: cover sheets; background information is more succinct and to the point, possible inclusion of RAG pie charts where appropriate Explore how to improve the presentation skills of some managers 	<p><i>To note - this was already an area for improvement for 2022-23 and is ongoing (led by Z Lewis/B Robinson/ and supported by Z Foster)</i></p> <p>The final External Governance Review would be presented at the relevant College Management meetings by Z Foster highlighting the specific action points relating to this and of support to managers going forward as required.</p> <p>Ensure template reports reflect suggestions in action plan</p> <p>Elicit governor views on progress within 2022-23 academic year and any additional areas to incorporate 2023-2024 cycle</p> <p>Training for all report writers to take place early in new academic year (to ensure inclusion of new managers)</p>	<p>More comprehensive and clear documentation easily accessible by all governors</p> <p>Re Presentation skills – committee meetings are not taken up by repetition allowing a sharper focus on discussion, challenge and decision making</p> <p>All managers clear on expectations in relation to reports and presentations and confident when writing and presenting to the Board.</p>	<p>Zoe Lewis (Principal/CEO)</p> <p>Ben Robinson (Deputy Principal)</p> <p>Zeta Foster (Head of Governance)</p> <p>Possible support from Workforce Development in relation to training</p>	<p>An initial assessment of progress for 2022-23 as part of 1:1 meetings in July 23</p> <p>Individual support to managers from June 2023 onwards</p> <p>Revision of template reports ready for 2023-23 cycle of meetings (if not before)</p> <p>Generic training for all managers August – October 2023</p>
Think about how interaction between governors could be improved	<p>Through the 1:1 proformas and informally elicit Governor views on possible ways to develop this (beyond the current offer of social dinner and pre meeting buffet)</p> <p>Ideas from S&G Committee in June</p>	<p>Governors have greater opportunity to meet and develop relationships with their colleagues outwith the schedule of meetings</p>	<p>Z Foster – Head of Governance</p> <p>R Davies – Chair</p> <p>Search and Governance</p>	<p>July – August 2023 for 2023-2024 academic year</p>
Look to see if changing dates/times of meetings could improve attendance	<p>Put an additional question on 1:1 questionnaires on alternatives for meetings</p> <p>Collated alternative options considered by Search and Governance Committee and actions</p>	<p>Dates and times of meetings are as closely matched to the majority of governors availability as possible thereby increasing attendance rates to at least 80% in 2023-2024</p>	<p>Head of Governance supported by Chair and Vice Chair (in respect of 1:1 meeting discussions) and Chairs</p>	<p>1:1 questionnaires issued June-July 2023</p> <p>1:1 meetings July 2023 with collation of alternatives by</p>

	to move dates/times as appropriate for 2023-2024 cycle		of respective Committees	end July 2023/Shared with respective Chairs of Committees July-August 2023 and any changes to meetings agreed by S&G in Sept 2023 and shared with Governing Body early into new academic year
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Additional Recommendations from Report

Issue	Action	Intended outcome	Named Lead	Timescale
Ensure any new governors are assimilated quickly into the culture of the board and college	Discuss with newer governors the induction programme and their progress and how this could be improved for future recruits Action any gaps in knowledge/learning for current governors with less than 1 year's service	Induction programme and additional support ensures new governors on are up to speed and confident as soon as possible New Governors feel quickly integrated into the Governing Body	Zeta Foster – Head of Governance Rob Davies/Petrina Lynn	July 2023 (re feedback from 1:1 meetings) September 2023 for refresh of induction programme/any support ASAP (and by end of first year in office at the latest) in relation to gaps for current new governors' development
More explicit collaboration/linkage into other Committees	Develop a process for the Search and Committee members to feedback to other Chairs of Committee/into committees (verbally) Extend opportunities for governors to shadow other committees (particularly for new governors linking to above action)	Committees are clear of linkage between committees and collaboration is increased/greater knowledge of other committees	Search and Governance Committee Zeta Foster – Head of Governance	June 2023 for initial processes and options Further develop after 1:1 meetings in July 2023 for 2023-24 academic year/new governors induction
Triumvirate meeting diarised	At least termly meetings diarised between Principal/Chair and Head of Governance	Regular opportunities for formal meetings	Zeta Foster – Head of Governance	Ready for 2023-24 (actioned and in place)