

GOVERNANCE PERFORMANCE INDICATORS 2021-2022

COLOUR KEY to Target Met Column

○ GREEN

○ LIGHT GREEN

○ AMBER

○ RED

Target met/complete

On Target to be met

In progress

Not met/little progress

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	100% filled at 31 July 2022 <u>For 2022-23 academic year:</u> With 1 college governor vacancy, 1 staff governor vacancy and 2 student governor vacancies recruited to during the Autumn term, the Governing Body is at full complement as of 15 December 2022.
Attendance/Participation both overall and individual Including: <ul style="list-style-type: none"> • Training • College Community/Celebratory • SARs 	<p>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</p> <p>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.</p> <p>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.</p> <p>Attendance forms part of the annual 1:1 meetings and personal discussions where necessary so</p>	Met	<p>The promotion of excellent attendance would be the focus of this indicator.</p> <p>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.</p> <p>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.</p> <p>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 2021-22 there were no instances where individual absence was determined as an issue under 6.1 of the Standing Orders.</p> <p>Individual attendance figures were provided for the summer meetings.</p>

	<p>the Chair and Vice Chair are appraised of extenuating circumstances.</p> <p>Regular invites to celebratory events over the year</p> <p>Attendance at (at least) one SARs session over a two year period, unless impossible due to professional commitments</p>		<p>Throughout 2021-22 governors have been invited to a number of events and all such events have been represented by at least 1 governor</p> <p>Governors' attendance at the November SARs 2021 was very positive.</p> <p>The SARs in October 2022 were attended by eleven governors. Over the two years (2021-22 and 2022-23 only two governors were unable to attend either year's sessions)</p>
Meeting Quoracy.	100%	Met	Meetings in the academic year 2021-22 were fully quorate.
<p>To ensure that the Governing Body reviews, at least every three years, the following:</p> <ul style="list-style-type: none"> • Standing Orders. • Terms of Reference. 	Review every three years with review in 2021-2022.	Met	<p>The Terms of Reference were updated for all Committees on 18 October 2021.</p> <p>The Instrument and Articles were approved on 14 July 2022 and subsequently the Standing Orders approved in October 2022.</p>
<p>To ensure that the Governing Body reviews, at least every two years, the following:</p> <ul style="list-style-type: none"> • Election of Chair and Vice Chair of Governors. • Election of Committee Chairs. 		Met for Vice Chair	<p>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)</p> <p>The Nomination Process for the election of Vice Chair of the Governing Body concluded with only 1 candidate (Petrina Lynn) and the appointment was confirmed as per the I&A on 14 July 2022.</p>
		Met for committee Chairs	Review of Committee membership was considered at each S&G meeting and approvals sought as appropriate.
		In Progress for Chair	Recruitment of Chair is still in progress. However, as an interim measure the current Chair's tenure was approved for extension until 31 July 2025 (subject to the same proviso detailed above) on 17 October 2022
To ensure that the Search and Governance approves the following in providing assurance to the Governing Body:	To be undertaken annually, and also reviewed at all Search and Governance Committee meetings, as appropriate.	Met	- Skills and Competency – revised matrix approved and in use with ongoing further tweaks for 2021-22

<ul style="list-style-type: none"> • Skills and Experience Matrix • Training Needs Analysis • Training Plan • Governing Body Membership • Code of Governance Review. 	<p>Code of Governance Review</p>		<ul style="list-style-type: none"> - The revised AoC Code of Governance was approved by the Governing Body on 21 March 2022. - The Training Plan 2021-22 was approved on 15 July 2021 - Training needs analysis was considered by S&G on 13 June 2022 and the training plan approved by the Governing Body on 14 July 2022 - Governing Body membership is under constant review and action by S&G Committee with approvals to the Governing Body as appropriate - The Code of Governance mapping exercise was reviewed in September 2022 by S&G Committee and approved by Governors in October 2022
<p>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.</p>	<p>Annual reviews carried out and feedback to Search and Governance Committee and / or the Clerk to the Corporation.</p>	<p>Met</p>	<p>The Chair and Vice Chair of Governors met with Governors and External Members during on 15 July and 8 August 2022, with the outcomes being used to shape the 2021/2022 Governance Self-Assessment Report, 2022/2023 Areas for Improvement and to inform training where appropriate. This was verbally reported at the S&G meeting in September 2022 with plans for themed training in place for February training day in 2023.</p>
<p>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.</p> <p>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</p>	<p>Principal and Clerk Objectives set for 2021-2022 would be appraised during the Autumn Term 2022 by the Chair and Vice Chair</p> <p>Chair of Governors to report to Remuneration Committee and Governing Body annually.</p> <p>Annual Report is produced, approved and published annually.</p>	<p>Met</p>	<ul style="list-style-type: none"> - Appraisals for the Principal and Clerk took place 8 November 2021. - The 2021/2022 Staff Appraisal was shared with the Remuneration Committee in December 2021, with recommendations approved by the Governing Body in December 2021. - The 2020-21 Remuneration report was approved by the Remuneration Committee in December 21 and thereafter in March 22 as part of the Corporate Governance Annual Report and published accordingly - The 2021-22 report was approved by the Remuneration Committee on 12 December 2022 and set to be approved thereafter within the Corporate Governance Annual Report in March 2023 for publication

			<ul style="list-style-type: none"> - Appraisals for Principal and Clerk took place on 10 November 2022 with final approvals by the Remuneration Committee on 12 December and GB on 15 December 2022.
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College Performance Indicators

Performance Indicator	Evidence	Target Met	Comment
<p>To ensure good governance supports the College in the development and delivery of its Five Year Strategic Plan.</p>	<p>Annual Review of Mission Statement, Strategic Objectives and Strategic Plan.</p> <p>Termly strategy review progress reports.</p> <p>Set and achieve a stretching set of Key Performance Measures (<i>KPMs</i>), which ensure the College is above National rates in all it does.</p>	<p>In Progress</p> <p>Refreshed 5 year plan extended until July 2025</p>	<ul style="list-style-type: none"> • The Governing Body had reviewed progress against the plan at every Governing Body meeting in 2021-22 and considered it again in detail at the Strategic Planning Day where it was agreed to refresh the plan and extend until 2025. A further update would be given in February 2023 with final approval expected in July 2023 • The Governing Body received termly updates in 2021-22 on how the College was progressing against its Key Performance Measures. A final outturn was given on 17 October 2022 with key points below noted: <ul style="list-style-type: none"> • Level 3 value added could be an area of focus for 2022-23 along with some A level subjects (becoming an increased focus on taking teaching higher CPD, in particular in relation to retrieval practice and preparation for exams. • 16-18 awards are also below national rates although the focus generally for school leavers is on certificates and diplomas. • Work experience was as having been affected by COVID and as therefore requiring improvement in the coming year. • The other KPI which is significantly negatively deviating from our target, is staff turnover which remains our biggest area of focus. • All other KPIs were positive <p>The Curriculum and Standards Committee, in its role of monitoring progress with regards to student outcomes, also monitored carefully the</p>

			progress being made, especially with regards to English and Maths, Value Added and Teaching and Learning. This has been supplemented for all Governors with a curriculum planning meeting on 13 June 2022 (which will be an annual event)
To ensure good governance supports the College in maintaining at least Ofsted GOOD at each inspection.	<p>College Self-Assessment Report and Quality Improvement Plan approved and monitored in-year.</p> <p>Governance Self-Assessment Report and Quality Improvement Plan approved and monitored in-year.</p> <p>Ofsted Inspection Report.</p> <p>Termly updates to Curriculum and Standards Committee and / or Governing Body meetings.</p> <p>Key Performance Measures set annually and reviewed termly by the Curriculum and Standards Committee and / or Governing Body.</p> <p>Action Plan from ITE Ofsted Inspection</p>	Met	<p>Self-Assessment Validation panels took place in October 2022 with positive governor involvement.</p> <p>The 2021/2022 Governance Self-Assessment was approved December 2022 with ongoing monitoring by the Curriculum and Standards Committee</p> <p>The Ofsted Report – September 2018 returned the College to a grade of 2 (Good). Work is underway to prepare the College for its next inspection likely 2023.</p> <p>The Curriculum and Standards Committee and Governing Body continue to receive updates with regards to Ofsted.</p> <p>The Governing Body approved the College's 2021/2022 Key Performance Measures (KPMs) on 16 December 2021 and monitored these at Curriculum and Standards and Governing Body meetings throughout the cycle with final outturn detailed on 17 October 2022 (as outlined in above indicator)</p>
			<p>The second inspection of ITE took place in May 2022 receiving a further RI judgement, and whilst there had been progress there would be another in 2023. A detailed action plan was shared with the Curriculum and Standards Committee at its July meeting with an update on progress in December 2022.</p>
To ensure good governance supports the College in maintaining Good Financial Health.	<p>Education Funding Agency Letter confirming that the College is maintaining at least Good going forward (2018/2019 onwards)</p>	Met	<p>The Five-year Plan 2021/2022 to 2024/2026 was approved by the Corporate Services Committee and Governing Body on the 5 and 15 July 2021 respectively.</p> <p>An update was given on 13 December 2021 to the Corporate Services Committee confirming</p>

	<p>Revenue and Capital Budgets approved by 31 July.</p> <p>Bi-monthly management accounts</p> <p>Corporate Services and Governing Body Committee meetings.</p> <p>Annual Financial Statements approved with unqualified audit opinion by 31 December (2021-22)</p>		<p>the College received the “Outstanding” for 2020/2021 outturn and ‘Good’ financial health for 2021/2022 budget. This was confirmed by the ESFA letter received in May 2022 which was shared at Audit and Risk, Corporate Services and Governing Body meetings in July 22.</p> <p>The 2022/2023 Capital Budget was approved at Corporate Services/ Governing Body joint meeting on 4 July 2022 with confirmation received at the Governing Body meeting of 14 July 2022.</p> <p>Bi-monthly management accounts were shared with the Corporate Services and Governing Body throughout 2021-22.</p> <p>The Corporate Services Committee and Governing Body monitored the finances of the College, with the detailed discussion taking place at the Corporate Services meetings and with the Link Governor for Finance and the Head of Finance and Registry.</p> <p>The 2021/2022 Financial Statements were approved by the Audit and Risk Committee (9 December 2022) and Corporate Services Committee (12 December 2022) and signed off by the Governing Body 15 December 2022 and included clear audit opinions from both the Internal Auditor and Financial Statements Auditor</p>
<p>To ensure good governance supports the College in ensuring that staff and students are safeguarded at all times.</p>	<p>Safeguarding Termly reports to the Governing Body</p> <p>Safeguarding Link Governor</p> <p>Safeguarding Annual Report 2021-2022</p>	Met	<p>The Governing Body receives termly reports in Safeguarding at each Governing Body meeting. Governors received Safeguarding training on 7 February 2022.</p> <p>Edward Kunonga was the Link Safeguarding Governor 16 December 2021 until December 2022, with Michael Laidler taking over thereafter. The role includes attending the Safeguarding meetings for the College and liaising at least half termly with the Safeguarding Team</p>

	<p>Health and Safety Termly reports to Governing Body</p> <p>Health and Safety Annual Report 2021-2022</p> <p>Health and Safety Link Governor.</p>		<p>The 2021-22 Annual Safeguarding Report was approved by the Governing Body in October 2022.</p> <p>The Governing Body receive termly updates on Health and Safety.</p> <p>The 2021-2022 Health and Safety Annual report was approved by the Governing Body in October 2022</p> <p>Phil Sharp replaced Lee Holdsworth as Health and Safety Link Governor and is represented on the Health and Safety Strategic Committee, with regular reports to the Governing Body being provided on progress being made</p>
<p>To ensure good governance supports the College in meeting the needs of its diverse community and affords equality of opportunity for all</p>	<p>Equality and Diversity Termly reports to Governing Body.</p> <p>Equality and Diversity Link Governor.</p> <p>Equality and Diversity Annual Report 2021-22</p> <p>Equality and Diversity data to be obtained on the Governing Body</p>	<p>Met</p>	<p>The Governing Body receives termly updates on Equality and Diversity, including progress with the Action Plan</p> <p>Approval of various policies, including Equality Statement and Policy, approved annually, at the 14 July 2022 meeting of the Governing Body.</p> <p>The Governing Body at its meeting on 17 October 2019 confirmed Sara Mirsalehi as the link governor.</p> <p>The E&D Annual Report 2021-22 was approved by the Governing Body December 2022 for publication</p> <p>A refreshed data collection to be issued in June 2022 (bi-annual process) and shared with the S&G Committee on 26 September 2022 which showed improvement on earlier data. Data sought on new governors thereafter</p>

<p>To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and Governing Body Objectives.</p>	<p>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.</p> <p>External Audit Reports and Internal Audit Reports</p> <p>Risk Management Plan and Risk Management Policy approved by 31 July.</p> <p>Annual Report of the Audit and Risk Committee 2021-22 approval</p>	<p>Met</p>	<p>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. All SLT risk management meetings have taken place for the current year and were reported to the Audit and Risk Committee.</p> <p>Audit and Risk Committee did an Energy Costs deep dive for their July meeting and will do similar activities going forward.</p> <p>External and Internal Audit Reports fully considered by the Audit and Risk Committee as they occurred and as per the approved respective cycles during 2021-22.</p> <p>The Risk Management Plan for 2022/2023 was approved on 14 July 2022 after consideration by the Audit and Risk Committee on 8 July 2022.</p> <p>The annual report of Audit and Risk for 2021-2022 was considered and approved by the Governing Body 15 December 2022.</p>
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