

				Update 1 - Feb 24		Update 2 - June 24		Update 3 - Oct 24/FINAL (DEC 24)	
Performance Indicators	SMART Target (What will success look like?)	Progress Measures (How will progress and impact be measured throughout the year?)	Leads		Evidence		Evidence		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	In Progress	91% filled (2 College Governor vacancies)	Achieved	100% filled for Governing Body and Co-opted Governors are back up to 7
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 expectations/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	On Track	All first term meetings were successful with all business was completed as per the schedule; SAR validation was attended by 43% of governors which is in keeping with requirements. There are two governors who have been unable to commit to the SAR process due to work commitments	On Track	All meetings were attended sufficiently to complete business and there was additional attendance at celebratory events available	Achieved	All business was completed to the planned cycle of business for the academic year. There were (as always) only 1-2 governors unable to attend SARs on a two year cycle (due to work commitments which were known in advance)
Meeting Quoracy	100%	quoracy at least 40% at each meeting	Head of Governance	On Track	All Autumn term meetings were fully quorate	On Track	All meetings in the second term were quorate	Achieved	All meetings for the academic year 2023-2024 were quorate
To ensure that the Governing body reviews, at least every three years the Standing Orders and Terms of Reference	Reviews completed fully every three years with next review due in 2024-2025/2025-2026 (or sooner if required)	Reviews have been completed with documents updated	Head of Governance	On Track	The Standing Orders were updated and approved October 2022 (as a result of the Instrument and Articles approval in July 22). The Terms of Reference for all Committees had been approved October 21, Higher Education March 2023 and Audit and Risk July 2023. The new Employer Voice Committee was yet to meet but ToR would be an early agenda item	On Track	The Employer Voice ToR will be approved at the first meeting of the Committee on 26 June 2024 (and then approved at July meeting of GB). Amendments to the HE Committee (as a result of the decisions from the Strategic Planning session) will be approved at the next meeting in December 24. Audit and Risk ToR will be considered at the meeting in June 2024	Achieved	The Employer Voice ToR was approved in July 2024 as was the updated ToR for Audit and Risk Committee. There will be a review of all other committees' ToR during 2025 and Standing Orders 2025-2026
To ensure that the Governing Body reviews, at least every two years: i) election of Chair and Vice Chair ii) Election of Committee Chairs	Review as per schedule with outcomes approved	Appropriate elections/approvals for the positions are in place at the regulated intervals or as agreed by the Governing Body	Head of Governance	On Track	The Vice Chair appointment was approved 14 July 2022 for a two year term until 31 July 2024 and a process was being approved for use in March 2024 for the term of office starting 1 August 2024. The Chair of Governing Body extension of current term was approved in October 22 for a further two years until 31 July 2025 (or sooner should a suitable replacement be found). The Chair of Corporate Services was approved in Oct 23 (J Castor)	On Track	The Vice Chair elective process is due to be concluded at the GB meeting of 11 July 2024 with the single nomination for P Lynn. Discussion for Vice Chair of Curriculum and Standards will take place at S&G's June meeting	Achieved	The Vice Chair elective process was concluded 11 July 2024 with P Lynn remaining in post for a further two years. The Vice Chair of Curriculum and Standards was confirmed at the October 24 GB meeting
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; the training plan was approved July 2023 and the February training event covered all key areas of need/interest (including: Local Business Board update; LSP; Safeguarding and Ofsted). The Code of Governance Review for 2022-23 was approved 23 October 2023. The new Code of Good Governance was due for review and adoption March 2024 to come into use for 1 August 2024	On Track	The Code of Governance was approved by GB on 18 March 2024 ready to come into use as of 1 August 2024. The training plan for 2024-25 is due for review at the S&G June meeting with future approval at July's meeting. Membership etc. considered at each S&G meeting	Achieved	The training plan for 2024-25 was approved on 11 July 2024. The new AoC Code of Governance was in force as of 1 August 2024. Reporting against the previous code for 2023-2024 was approved by Search and Governance in October with confirmation of adherence to the Code at October GB. Membership discussed as a standing item on S&G agenda.
To ensure that the Chair and Vice of Governors holds annual review meetings with all Governors and Co-opted Governors and feed back any key emerging issues to the Search and Governance Committee and/or the Head of Governance.	Annual Reviews carried out and feedback 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 meetings 2023 meetings were discussed by S&G in September 2023 with some key themes noted and actioned (e.g. further opportunities to meet students; employer engagement (with creation of new Employer Voice committee) and College response to AI). Some additional specialised training is being sourced for individuals where necessary (e.g. Audit Committee masterclass for new member).	On Track	Annual review meetings are being scheduled for Summer 2024 with process/proformas being considered at S&G's June meeting	Achieved	The vast majority of meetings took place over three days and this was fed back to Search and Governance Committee in October. The Principal and Head of Governance had received feedback with actions implemented and/or forming part of the Areas for Improvement where necessary. Training ideas/recommendations have been incorporated into the Feb 25 training session.
To ensure that the Remuneration Committee undertakes the annual appraisal of the Principal/Chief Executive, Head of Governance 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 2023-2024 would be appraised during the Autumn Term 2024 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	Achieved	Appraisals for Principal and Head of Governance took place October 2023 which set the objectives for 2023-2024 which were approved by the GB in December 23	Achieved	Consideration of objectives for both Principal and Head of Governance will take place in Autumn term	Achieved	The Principal and Head of Governance were reviewed on 8 November 24 with final approvals on 9 December Remuneration meeting and subsequent GB meeting (16 December 24). Whilst an overall decision about staff Pay Award was postponed, it was agreed that both would be eligible for any staff pay award if and when this occurs.

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 23 and reported to GB. It will be published March 2024. The cycle for 2023-2024 will be December 2024 for approvals	Achieved	The Remuneration report was approved on 18 March 2024, as part of the Corporate Governance report. This has also been published on the College website in April 2024	Achieved	The Remuneration report for 2023-2024 was approved by the Remuneration Committee in December, with adherence confirmed at GB on 16 December 24. It would form part of the Corporate Governance Report which would be approved by the Governing Body in March 2025 and published thereafter as per the cycle
College Performance Indicators									
To ensure good governance supports the College in the development 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 Objectives and Strategic Plan; Termly strategy review progress reports	Chair/CEO-SLT/Head of Governance	On Track	At the Strategic Day in Sept 23 a full update was given in relation to the current plan to 2025; the GB received its termly update on College KPIs in Dec 23; Curriculum and Standards Committee monitored progress in relation to student outcomes (Dec 23)	On Track	An update on progress to the Strategic Plan was given by the Principal on 18 March 2024 and more fully at the Strategic Planning Day on 11 May 2024	On Track	The College has made some excellent progress as can be evidenced in the College KPIs. However, the College is not above National Rate on all KPIs. KPIs have been adjusted and will be monitored for 24-2025 (with the first report given to Governors on 16 December 24).
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 last inspection was September 2018 where the outcome was good. There was a full enhanced inspection 6 - 9 February 2024 with feedback being very positive (embargoed until final report published). More detail re action plan etc would be determined when the final report is published. The year's first termly update was received by Curriculum and Standards Committee on 4 Dec 23 and GB 18 Dec 23	Achieved	The final report from the February 2024 Ofsted inspection highlighted good governance. The overall effectiveness judgement was 'good' though there were six outstanding judgements (and two good) within, with a strong contribution to local skills needs.	Achieved	Whilst the performance indicator has been achieved, there are strengthened and stretching performance measures in place. SAR meetings took place in September and the Governance SAR validation (attending by a good proportion of governors) occurred on 11 November with the final outcome for 2023-2024 approved at the December GB meeting.
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 (2023-2024)	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 was approved by CSC and GB July 23; updates were given at December 23 with Financial Health confirmed as 'good' for 2022-2023; Bi monthly management accounts were shared as per the governance cycle	On Track	The CSC considered the management accounts and initial 3 year financial plan at its March meeting and will be due to hear the detailed plan to approve at the GB meeting at its July meeting. Good financial health is expected to be maintained throughout the plan	Achieved	Good financial health was consistent throughout 2023-2024. The three year financial plan approved by the Governing Body in July confirms the expectation that this will remain the case. The annual financial statements audit outcome in December 24 reported a clean audit. During the Autumn term, adjustments to the 3 year budget plan were discussed and approved by the Governing Body (December) to ensure that 'good financial health' was maintained despite a number of unexpected complexities.
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; Safeguarding and Health and Safety Link Governors attend respective College meetings/liaises with Safeguarding and Health and Safety Leads; Annual reports are approved December 24; 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 23; M Laidler and P Sharp remain active Safeguarding and Health and Safety Links respectively	On Track	A comprehensive Safeguarding update/training was given at the development session in Feb 24. Reports for both health and safety and safeguarding were given at March GB meeting. Safeguarding arrangements were deemed as 'effective' within the recent Ofsted. A discussion on the Safeguarding Link Governor role will form part of S&G's considerations at its June meeting (as M Laidler's initial term of office ends 31 July 24)	Achieved	All Safeguarding and Health and Safety reports have been shared with the GB every term and annual reports approved at the GB meeting of 21 October 2024 where it is actively discussed by Governors. A new link governor in place for Safeguarding as of July 2024 who has been involved in College safeguarding meetings.
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 monitored by 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; termly update to GB received Dec 23, GB data collection due summer 2024 with report to S&G Sept 24	On Track	The February Ofsted reported noted that 'learners with high needs make excellent progress in meeting the outcomes in their education, health and care plans. They make significant progress in improving their confidence and self esteemso that they can work with other learners and staff'. The report also noted support for staff various forums etc 'representing all areas of the college' and that 'issues were addressed based on the differing needs of departments and individuals'. The bi-annual E&D data collection for governors had been issued May 2024	Achieved	Monitoring of EDI has been consistent throughout the year and the annual report was discussed and approved at the December meeting of the GB. Equality data has been collected on the Governing Body which shows some progress.

<p>To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and GB objectives</p>	<p>The College is able to meet its Strategic Plan and objectives having managed the risk landscape successfully</p>	<p>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</p>	<p>SLT Risk Management Champion/SLT; Audit and Risk Committee</p>	<p>On Track</p>	<p>The cycle of risk management has been set and approved for 2023-2024 at the July 23 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 with membership having been strengthened during the Autumn term thereby increasing expertise; External and Internal Audit reports are fully scrutinized and acted upon as appropriate by the Audit and Risk Committee</p>	<p>On Track</p>	<p>Risk continues to be addressed at each Committee meeting. The Audit and Risk Committee members have attended every SLT Risk Management meeting this academic year. The SLT Risk Management group are due to revise the scoring of risk at its June meeting which will then feed through to A&R later in June.</p>	<p>Achieved</p>	<p>With the updating of scoring system for the risk registers risk management is strong and the Audit and Risk Committee are clear in supporting and challenging areas of risk in the College to ensure that the risks are mitigated/monitored and (where appropriate) extended removed. The Risk Management Annual Plan was approved on 11 July 2024. An additional Internal Audit in an area of potential risk (subcontracting) where there were some outstanding issues, returned a positive and improved picture (September) which was discussed in full at Audit and Risk (27 September). Additionally, internal audits have been agreed for 2024-2025 (and beyond) which align with the strategic risk registers (e.g. procurement audit in 2025-26)</p>
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