

Performance Indicators	SMART Target (What will success look like?)	Progress Measures (How will progress and impact be measured throughout the year?)	Leads	Update 1 - Jan 26	Evidence	Update 2 - May 26	Evidence
<b>Composition and Membership Indicators</b>							
<b>Achievement of Composition</b>	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	96% filled (1 vacancy for College Governor to be discussed at Jan meeting)	On Track	96% filled (1 vacancy for College Governor likely to be filled as a result of SEN Link Governor interviews)
<b>Attendance/Participation both overall and individual including: training; college; community; celebratory; SARs</b>	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. Overall attendance target of 80%	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 completed as per the schedule; SAR validation was attended by 59% of governors which is in keeping with requirements (and up by 2% on last year). All key celebratory activities were represented by at least 1 governor.	On Track	Term 2 meetings were significantly above the year previous at the same time. The Strategic Planning residential was very well attended (much higher than the standard Strategic Planning session usually held in May)
<b>Meeting Quoracy</b>	100%	quoracy at least 40% at each meeting	Head of Governance	On Track	All Autumn term meetings were fully quorate	On Track	All Spring term meetings were fully quorate
<b>To ensure that the Governing body reviews, at least every three years the Standing Orders and Terms of Reference</b>	Reviews completed fully every three years with next review due in 2027-2028/2028-2029(or sooner if required)	Reviews have been completed with documents updated	Head of Governance	On Track	The Standing Orders were updated and approved October 2025 (as a result of the Instrument and Articles approval in July 25). The Terms of Reference for all Committees were approved in 2025. Audit and Risk ToR updated annually in Summer term	On Track	Whilst all the relevant documents are up to date, there may be some further adjustment to the Standing Orders/I&A to add a Governor removal process (as per discussion at the January S&G meeting) which would be taken to the July meeting of the GB for approval.
<b>To ensure that the Governing Body reviews, at least every two years: i) election of Chair and Vice Chair ii) Election of Committee Chairs</b>	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 is at renewal 31 July 2026 with the nomination process due to start March 2026. All Committee chairs are in place for the academic year though some succession planning considerations due for Chair of CSC (Sept 26)	On Track	The Vice Chair initial process concluded 27 April 2026 with 1 return ( P Lynn). The formal approval will go to the July meeting of the GB for ratification on a further 2 year term of office

<p>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</p>	<p>Annual reviews and changes take place; assurance given to GB through reports to each meeting</p>	<p>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</p>	<p>Head of Governance/S&amp;G</p>	<p>On Track</p>	<p>The Skills and Competency Matrix is updated with current membership for each meeting to inform wider decision making; the training plan was approved July 2025; The Code of Governance Review for 2024-25 was approved 22 October 2025.</p>	<p>On Track</p>	<p>Training, skills and experience and membership are on the termly Search and Governance agendas. The training plan for 2026-2027 is due for consideration at the May meeting with approval by the Governing Body in July.</p>
<p>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.</p>	<p>Annual Reviews carried out and feedback to S&amp;G/Head of Governance as required with any actions implemented</p>	<p>Report to Search and Governance Committee with recommendations feeding through training etc.</p>	<p>Chair and Vice Chair/Head of Governance</p>	<p>On Track</p>	<p>The summer meetings were discussed by S&amp;G in October 2025 with some actions for progress over 2025-2026 including: ongoing improvements to reports and presentations; greater personalisation for inductions; inclusion of diarized pre-meets for Chairs/SLT leads (Jan 26 onwards) and developments for the next cycle of individual gov meetings with Chair and Vice Chair</p>	<p>On Track</p>	<p>Planning for the annual meetings is a scheduled agenda item for the May meeting, with dates etc. arranged with Governors thereafter. As a result of the External Governance Review and developments more generally, the Chair of the Governing Body will also have a formal appraisal going forward. There will also be further review of GB effectiveness with a new form for SLT feedback.</p>
<p>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.</p>	<p>Principal and Clerk Objectives set for 2024-2025 would be appraised during the Autumn Term 2025 by the Chair and Vice Chair; Chair of Governors to report to Rem Committee and GB annually in December. As of 2025, two other SPH were included in the process and although annual appraisal rested with the Principal, this was reviewed by the Rem Committee</p>	<p>Appraisals take place and are reported in the Autumn Term; Objectives visited throughout the year as appropriate</p>	<p>Chair and Vice Chair / Principal/ Chair of Rem Committee</p>	<p>On Track</p>	<p>Appraisals for Principal and Head of Governance took place November 2025, and for the two SPH in Sept/Oct 2025, which set the objectives for 2025-26. Decisions relating to future pay awards based on the appraisals were recommended for approval by Rem Committee then GB in Dec 25. For the Principal a further application to the CST (DFE) has been instigated ahead of final recommendation</p>	<p>On Track</p>	<p>An additional SPH has been approved by the Governing Body. The Remuneration Committee are due to formalize and approve the objectives for the two additional SPH holders in May 2026. Mid year reviews have taken place for the Principal and other SPHs. The Pay Award has been approved for all staff from 1 August 2026 but is subject to both affordability and union approval in due course.</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>Annual report is produced, approved and published annually</p>	<p>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</p>	<p>Head of Governance/Rem Committee</p>	<p>On Track</p>	<p>The Remuneration Report was approved by the Committee in Dec 25 and reported to GB. It will be published March 2026. The cycle for 2025-2026 will be December 2026 for approvals</p>	<p>Achieved</p>	<p>The Remuneration Report was approved 31 March 2026 and published thereafter</p>
<b>College Performance Indicators</b>							
<p>To ensure good governance supports the College in the development and delivery of its 5 year strategic plan</p>	<p>Set and achieve a stretching set of Key Performance Indicators (KPIs) which ensure the College is above National Rates (where relevant) in all it does</p>	<p>Annual Review of Mission Statement, Strategic Objectives and Strategic Plan; Termly strategy review progress reports</p>	<p>Chair/CEO-SLT/Head of Governance</p>	<p>On Track</p>	<p>At the Strategic Day in Oct 25 a full update was given in relation to the current plan to 2025 which evaluated achievement against the extended 5 year plan, ensuring a strong evidence base for the next plan; the GB received its termly update on College KPIs in Dec 25; Curriculum and Standards Committee monitored progress in relation to student outcomes (Dec 25). Consultative work on a new plan has been underway as of Sept 25 with a full Strategic Review weekend 6-7 February for the GB</p>	<p>On Track</p>	<p>The February Strategic Planning residential considered the development of the new strategic plan in some detail and there is ongoing work to ensure the plan can be approved by the GB at its July meeting. An update is on the agenda for the May Training and Development session. More generally at the March GB meeting Governors were appraised of progress against KPI targets and against the accountability target measures.</p>

<p><b>To ensure good governance supports the College in maintaining at least Ofsted EXPECTED standard at each inspection</b></p>	<p>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</p>	<p>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</p>	<p>Chair/CEO-SLT/Head of Governance/GB/C&amp;S committee</p>	<p>On Track</p>	<p>The last full inspection was February 2024 with overall outcome was good (with many outstanding features) with an action plan being implemented as appropriate. The year's first termly update was received by Curriculum and Standards Committee on 2 Dec 25 where the agenda was adapted to replicate the new Ofsted Framework changes including a full briefing item on the new distinct area of Inclusion. ITE is due for inspection in 2026 and C&amp;S were appraised of a mock-inspection and preparatory work to support this inspection which would be under the new framework</p>	<p>On Track</p>	<p>Curriculum and Standards Committee continue to monitor progress (March 2026). The GB is receiving training on the Ofsted data dashboards at its May session which will further enable governors understanding/monitoring and support of College leadership in relation to Ofsted expectations. The ITE inspection is still imminent at the time of writing</p>
<p><b>To ensure good governance supports the College in maintaining Good financial health</b></p>	<p>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 (2024-2025)</p>	<p>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</p>	<p>Chair/Chair of CSC/CEO/VP Finance and Registry</p>	<p>On Track</p>	<p>The 5 year plan was approved by CSC and GB July 25; updates were given at December 25 with Financial Health confirmed as 'good' for 2024-2025 with forecasting that this be 'outstanding' for the remainder of the plan; Bi monthly management accounts were shared as per the governance cycle; the Feb Strategic Planning weekend would include a focus on investment priorities available within the robust plan</p>	<p>On Track</p>	<p>Governors have been kept up to date on the budget and upcoming 5 year plan at CSC and GB meetings in March (and via the Strategic Planning session in February). Recent DfE letters confirm the College's assumptions re Financial Health (returning Good for 2024-2025) and expecting Outstanding for the current year. There will be a further update at the May training and development session</p>
<p><b>To ensure good governance supports the College in ensuring that staff and students are safeguarded at all times.</b></p>	<p>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</p>	<p>Safeguarding and Health and Safety termly reports to GB; Safeguarding and Health and Safety Link Governors attend respective College meetings/liases with Safeguarding and Health and Safety Leads; Annual reports approved October 25; annual safeguarding training takes place for all governors and Prevent certification for all governors is on a rolling two year programme</p>	<p>Safeguarding and Health and Safety College Leads (SLT)/Link Governors</p>	<p>On Track</p>	<p>Termly reports were given to GB Oct and Dec 25; A Hassack resigned as Governor (including Safeguarding Link). A replacement within the current GB is to be recommended by S&amp;G in Jan 26. P Sharp remains active as Health and Safety Link. The Governance Team is ensuring that all Governors are up to date with Prevent training</p>	<p>On Track</p>	<p>Termly reports for Safeguarding and health and safety were given at the 31 March GB meeting. The annual safeguarding update will be delivered at the May training event. A new Safeguarding Link Governor is in place as of 31 March 2026 (H Day). All governors are up to date with Prevent training</p>
<p><b>To ensure good governance supports the College in meeting the needs of its diverse community and affords equality of opportunity for all</b></p>	<p>Equality of Opportunity and Diversity monitored by Corporate Services Committee and Governing Body with an active role by E&amp;D Link Governor; E&amp;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</p>	<p>E&amp;D termly reports to GB; Equality and Diversity Link Governor actively attends and is involved in E&amp;D activities; E&amp;D annual report 2024-25 (Dec 25); E&amp;D data obtained bi annually and monitored by Search and Governance Committee and used for future recruitment activities where appropriate</p>	<p>E&amp;D SLT Lead/E&amp;D Link Governor/Search and Governance</p>	<p>On Track</p>	<p>S Mirsalehi - Link Governor for E&amp;D since October 2019 now supported by R Nighoskar (as of Oct 25) who joined the GB in a co-opted capacity; termly update to GB received Dec 25, and regular reports on Governing Body EDI figures are reported to S&amp;G at each meeting</p>	<p>On Track</p>	<p>R Nighoskar has been supporting EDI within the College (as S Mirsalehi takes a sabbatical for the time being). Termly updates are shared via GB and through Student Governor reports</p>

<p><b>To ensure robust risk management processes are in place to assist the College in meeting its Strategic Plan and GB objectives</b></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 there is an established mechanism whereby 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 2025-2026 at the July 25 meeting; all Autumn meetings had risk at start and end of each meeting with fruitful discussion and action which is now an established process; the Audit and Risk Committee continue to be the main review body with External and Internal Audit reports being fully scrutinized and acted upon as appropriate by the Committee. Audit and Risk members regularly attend SLT Risk Management. A new risk management system is being considered with a member from A&amp;R committee involved with initial discussions to ensure any new system is fit for GB monitoring and assurances</p>	<p>On Track</p>	<p>Risk Management continues to be robustly supported with Audit and Risk Committee taking a lead. A new risk management system is being developed for the summer term. A&amp;R Committee considered additional scrutiny via a compliance register which will be updated bi-annually to further strengthen monitoring and assurances. The External Governance Review recommended further development via Risk Appetite work and this is being considered by S&amp;G in the first instance at its May meeting.</p>
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