








# Governance Quality Action Plan 2022-23



No.	Intent	Relevant External Reviewer Recommendation(s)	How will we implement the recommendations?	What are the indicators of the desired impact?	RAG
1	<p>Corporation/Committee reports will provide adequate background/context/ instructions to enable Governors to read in purposefully and understand:</p> <p>(1) the likely impact of any proposals; and/or</p> <p>(2) the relevance of assurance information on one or more strategic risks.</p>	<p>“The Corporation report/paper format should be reviewed. Consideration should be given to including a background/ context section which highlights any key decisions previously made or how the Corporation has reached this particular point. Papers should have a clear purpose and highlight the key issues for Members’ consideration. Papers should identify the impact on the achievement of one or more strategic/ corporate objectives and include risk scores. Corporation papers should consider further implications such as finance, value for money, people, student experience, reputation/trust, and sustainability.”</p>	<ul style="list-style-type: none"> <li>➤ Comparison with other organisations’ report templates.</li> <li>➤ Consultation with Search &amp; Governance Committee.</li> <li>➤ New report template from September, which requires writers to, inter alia, provide strategic risk scores.</li> <li>➤ Good practice sharing session for report writers and presenters on 12 September 2022.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Next external review of governance to assess reports as having improved (from the current 3.5 out of 5 Good/Very Good standard).</li> <li>➤ By July 23, report recommendations clearly translate into minuted resolutions.</li> <li>➤ By July 23, all Committees and Corporation rate the quality of reports as Very Good or better (taking account of the external consultant’s critiques).</li> </ul>	
2	<p>Reporting arrangements support compliance with the College's Instrument and its policy on Conflicts of Interest (as well as the general law).</p>	<p>“Include a Schedule of Declared Interests with the pack so there is complete awareness of any potential conflicts.”</p>	<ul style="list-style-type: none"> <li>➤ The Register of Interests has been uploaded to the Teams site and it is linked to on the meeting Agenda (bottom). This will be drawn to Governors’ attention.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By December 22, all Governors/Members know where to access the Register, which is linked to on all Agenda.</li> </ul>	

3	Continuous self-assessment of effectiveness, to support quality improvement.	“Consider setting aside a few minutes at the end of the meeting for Corporation Members to review the meeting’s effectiveness and any learning / development points for future meetings.”	<ul style="list-style-type: none"> <li>➤ To introduce a feedback form.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23, the Corporation has access to Governor feedback and there is evidence of this being used to further improve its processes.</li> </ul>	
4	Improve efficiency in use of Governor resource, optimise the use of Governor time, prioritising time spent on strategic matters.	“Reduce percentage of board planned time for information/ noting items and for monitoring.”	<ul style="list-style-type: none"> <li>➤ Trial of a ‘Consent Agenda’.</li> <li>➤ Improved report template, to more effectively direct/guide Governors.</li> <li>➤ Establishment of People, Governance and Culture Committee to absorb more of the work of monitoring. Further delegation to committees – in particular annual compliance reports.</li> <li>➤ Review of ‘reportable events’ to help streamline reports and minimise wastage.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23, increased proportion of meeting time is spent on strategic discussion, while other requirements continue to be met.</li> </ul>	
5	Reduce the risk of poor decision-making due to information fatigue.	<p>“Reduce number of pages in your board pack.” “Reduce the length of meetings and for longer meetings, schedule comfort breaks”.</p> <p>“Stricter adherence to the timings of the agenda and encouraging presentations and discussions to fit within their allocated time.”</p>	<ul style="list-style-type: none"> <li>➤ Good practice sharing session for report writers and presenters on 12 September 2022.</li> <li>➤ Introduce planned breaks in Corporation Agendas.</li> <li>➤ Introduce KPIs for governance, e.g. meeting length, # of agenda items.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23, reduce average board pack by 23%.</li> <li>➤ By July 23, no more than 3 hour Corporation meetings, including breaks.</li> <li>➤ By July 23, Governors agree that meetings are efficient and productive.</li> <li>➤ KPI targets are met.</li> </ul>	

6	Reduce the risk of poor decision-making due to inadequate interrogation of proposals.	“Opportunity must be given for information only papers to be discussed if necessary.”	<ul style="list-style-type: none"> <li>➤ PGC Committee to review the use of the Consent Agenda and related arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23 the Corporation is satisfied that this risk is adequately controlled for.</li> <li>➤ By July 23, minutes reflect an open, transparent approach where members feel able to raise questions/challenge.</li> </ul>	
7	Improve the Corporation’s risk culture and the effectiveness of its risk management oversight.	“Risk discussions are not sufficiently thorough.”	<ul style="list-style-type: none"> <li>➤ Add risk scores and targets to the report template.</li> <li>➤ Introduce risk reports at committees. – now on schedules of business.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23 Audit Committee is satisfied that the board approach to risk reflects a strengthening risk culture.</li> <li>➤ Reports include risk scores.</li> </ul>	
8	Strengthen the Corporation as a team, to improve governance effectiveness.	“Set aside time outside of formal meetings to allow board members to develop their rapport and build relationships.”	<ul style="list-style-type: none"> <li>➤ Budget for networking/meals in governance budget.</li> <li>➤ PGC Committee to review the balance of ‘in person’ and ‘remote’ meetings.</li> <li>➤ Schedule events.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By July 23, Corporation meals and other events result in Governors feeling more connected and cohesive as a team.</li> </ul>	
9	Ensure the Corporation has and implements effective self-assessment tools and processes.	“Does the board have thorough and different mechanisms to assess their own effectiveness and do this regularly?”	<ul style="list-style-type: none"> <li>➤ Introduce a feedback form.</li> <li>➤ One to one meetings for Governors with the Clerk and/or Chair/Vice Chair.</li> <li>➤ Add to self-assessment Q.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By December 23, PGC Committee is satisfied that the internal self-assessment approach is sound and is effectively implemented.</li> </ul>	
10	Ensure the Corporation fulfils its partnership/employer engagement role.	“Does the board understand who its key stakeholders are and do they engage with them appropriately? Is stakeholder feedback actively sought and considered and responded to by the board?”	<ul style="list-style-type: none"> <li>➤ Stronger focus on partnership working and employer engagement, through Corporation and Committee agendas.</li> <li>➤ PGC Committee to look at this.</li> </ul>	<ul style="list-style-type: none"> <li>➤ By December 2022, Governors to agree that they are satisfied that this section of the Code of Good Governance is fully satisfied – and minutes and Agendas evidence this.</li> </ul>	