

# **QUALITY IMPROVEMENT PLAN**

## **Governance SAR**

### **2021/22**

# KEY STRATEGIC OBJECTIVES

To provide outstanding governance in the achievement of the College's key strategic goals:

1. Consistently deliver a high quality learning experience and environment
2. Further develop and grow our partnerships and engagement. Securing the best possible education and training for our community
3. Innovate and continuously improve our curriculum offer
4. Develop the business to ensure we are future proof and financially sustainable
5. Continually develop and invest in our people and teams, supporting learners and staff to be active partners in our work

## BOARD KEY PERFORMANCE INDICATORS

The key performance indicators are as follows:

1. All members of the Corporation meet the performance indicators determined by its standing orders
2. There is evidenced quality improvement in governance through participation in the Governor Development & Improvement programme, training and strategic planning events, leading to greater understanding and challenge of key issues facing the College
3. The composition of Board membership ensures the right skills mix to ensure effective support and challenge is in place and that high aspirations are set for what learners can expect from the college
4. Teaching, learning & assessment is prioritised by the Board and scrutiny of the learner experience in both further and higher education provision is informed and thorough
5. The Board ensures controls and financial management are robust
6. The Board is able to monitor and hold senior management to account for the achievement of corporate objectives
7. The Board is able to make timely strategic decisions
8. The Board ensures that risk is proactively managed and monitored within the College
9. The Board fulfils its statutory duties and regulatory responsibilities

### Summary of Strengths and Areas for Development

#### Key Strengths

- Skills and expertise of governors to shape strategic direction, challenge and support the senior team
- Strong emphasis on student voice in decision-making
- Common vision for sustainability and growth

#### Areas for Development

- Board reporting and links to strategic priorities
- Wider engagement with local stakeholders
- Environmental sustainability section of AoC Code of Good Governance

# SELF-ASSESSMENT REPORT

Self-assessment of Kendal College Corporation's performance during 2021/2022 has been based on a range of activities including individual governor review, review of the Board's overall performance, compliance with standing orders and committee terms of reference, as well as the English College's Code of Good Governance. The focus of our self assessment this year has been on critical self-awareness as we prepare to undertake an external board review in 2023. The Board self-assessment also contributes to the leadership and management section of the overall College self-assessment and allows reflection on what works well and how the Board can continuously improve. Board members take part in the College SAR validation and formally approve the SAR at their December board meeting.

The Board resumed face-to-face meetings but retained the option of calling meetings via MSTeams, especially for committee and working group meetings. The saving of time for busy governors plus less requirement to book rooms in college has made this option a regular part of our processes. Whilst some newer governors had not met physically last year, it was good to bring everyone together again for Board meetings and the opportunity for governors to visit and experience the college.

The Board continued to strive for outstanding performance and continuous improvement of the learner experience. Routine monitoring of student satisfaction and learner achievements were incorporated into the quality cycle and endorsed through assurances provided by three very effective student governors. Understanding the student experience was a key priority for the Board over the year and will be carried forward into 2022/23 academic year through regular student voice updates at Board meetings.

Key strategic decision-making was evidenced throughout the year particularly in respect of capital build projects and the identified need for more delivery space. The Board supported the Principal in applications for grant funding, with the College successfully getting the go-ahead to build a new T-level engineering and construction centre. The projects were closely monitored throughout the year with written resolutions being used to support key decisions in between meetings. Decisions over the lease and purchase of the Westmorland Centre were required throughout the year with a high degree of due diligence to ensure risks were considered against the backdrop of expansion priorities.

Work commenced on the formulation of a new strategic plan with a "Vision Day" held at the College in February with input from AoC Regional Director and Environmental lead as well as ESFA. A key focus was on the expectations of the Skills and post-16 Education Act 2022 and how that would impact on the college and its future opportunities. The Board started the process of shaping the new strategy that would come into operation from late 2022.

A governor training event was held in April and included update training on safeguarding and EDI plus other key topics such as Ofsted preparation and meeting local needs. Some governors used the opportunity to access e-learning provided by AoC and ETF including induction training for new Governors and webinars. As a National Leader of Governance, the Clerk attended briefings at the DfE as well as joining on-line conferences on governance and AoC regional clerks' meetings. The link governor process resumed with a two-year cycle of presentations at the start of Board meetings to provide governors with an insight into different aspects of College life. During the year, the Board received governor link presentations on learning support, careers & student services, higher education and student data & exams.

Governors have undertaken one-to-one performance reviews with the Corporation Chair to establish their own development needs, willingness to take on committee responsibility and to reflect on the effectiveness of the board. Governors reported high levels of satisfaction in how the Board operates, Board relationships and managing change. Time commitment was reported as a concern by some newer governors. The performance of the Chair was gauged

through additional questions in the Board survey with no concerns raised and followed up through a meeting with the Vice Chair.

A check of compliance with the AoC Code of Good Governance for English College identified some areas of development, in particular that the Board needs to have in place, approve and monitor an HR & Workforce Strategy, a Quality Strategy and an Environmental & Sustainability Strategy. Each of these will be noted as areas for development in 2022/23 and included in the Board meetings schedule.

The Board survey this year mirrored the one to be used as part of the AoC external board review process. In general, all key areas tested had positive responses with governors citing a good mix of skills that are used well to lead change, strong relationships between the Board and senior team, high emphasis on the student experience in decision-making, a common vision and enthusiasm to support growth. Areas for improvement were mainly based around the quality and size of reports to the Board suggesting that facts rather than assumptions needed to be presented with a question-mark as to whether a report was actually needed when a short verbal update would suffice. More engagement with local stakeholders would be encouraged and wider consideration of what other colleges are doing to make the Board even more ambitious. Wider Board diversity was also raised.

Committees have been effective this year and have met their responsibilities under their terms of reference and scheme of delegation. Each of the committees produced an annual report to the Board that reflected on their work. Search & Governance Committee continued to monitor membership and advised on recruitment based on the updated skills audit and inclusion. No new business governors were appointed during the year but going forward new vacancies have been identified including the need for an additional finance governor. Governor attendance averaged 73%, 2% below target and impacted by low attendance of one staff and one student governor. Committee attendance was 87%.

The Remuneration Committee looked at the processes for performance review of senior postholders proposing a revised timetable of target setting and review to better match the College's business cycle.

Audit & Risk Committee explored the areas of risk appetite and tolerance with proposals to share risk with other committees and identify risk owners. Internal audit was used effectively to provide assurance on key financial and business processes, leading to the development of a more robust monitoring tool for recommendations.

The Finance & Resources Working Group continued to meet to provide additional assurance to the Board on finance and capital build projects. Consideration was given to the future of the group but it was agreed by Board that the group provided essential assurance in respect of finance and should continue to meet in 2022/23. A decision was taken to wind up the Westmorland Centre Working Group with all considerations around the project taken by the main board.

# Quality Improvement Plan 2021/22

Ref	Underpinning Objective/ Area for Improvement	Performance Indicator	Actions	By Whom	By When	Update Position	Status
21/22-1	Governor training and access to college	All governors are able to visit the college and evidence participation in the governor development & improvement programme 2021/22	<ol style="list-style-type: none"> <li>1. Re-establish the governor link scheme including presentations at board meetings</li> <li>2. Programme for training event captures identified development needs</li> <li>3. Programme of visits and events to be established</li> </ol>	SLT CD	December 2021	<ol style="list-style-type: none"> <li>1. Governor links now re-established with presentations at each board meeting.</li> <li>2. Training event on 27<sup>th</sup> April included sessions on LGPS, Ofsted and Safeguarding</li> <li>3. Governors invited to attend walk throughs and curriculum performance review meetings</li> <li>4. New platform for governor training modules now established via ETF</li> </ol>	
21/22-2	3 year board review	Review process is in place and board receives a high rated grade	<ol style="list-style-type: none"> <li>1. Establish criteria for reviews</li> <li>2. Follow guidance to set up for 2022/23</li> <li>3. Request budget allowance for review</li> <li>4. Prepare board and processes ahead of review</li> </ol>	CD	December 2022	<ol style="list-style-type: none"> <li>1. Search &amp; Governance Committee reviewing process and criteria with date agreed for May 2023.</li> <li>2. Guidance now in place</li> <li>3. Additional £5k budget in place</li> <li>4. Board apprised of progress following each S&amp;G meeting</li> <li>5. <b>Item remains amber until review completed</b></li> </ol>	

Ref	Underpinning Objective/ Area for Improvement	Performance Indicator	Actions	By Whom	By When	Update Position	Status
21/22-3	Compliance with new Code of Good Governance	The board is fully compliant with the requirements and expectations of the code	<ol style="list-style-type: none"> <li>1. Set up review process against new code</li> <li>2. Identify areas of potential non-compliance</li> <li>3. Put in place new processes to ensure evidence of “must” requirements</li> <li>4. Review processes to meet “should” requirements</li> </ol>	CD	June 2022	<ol style="list-style-type: none"> <li>1. Compliance checked as part of annual review process summer 2022</li> <li>2. As above</li> <li>3. As above and reported through S&amp;G committee 20/9/22</li> <li>4. Areas of non-compliance to be prioritised in QIP for 2022/23</li> </ol>	
21/22-4	Strategic priority reporting	There is clear evidence of reporting against the college’s strategic priorities	<ol style="list-style-type: none"> <li>1. All board reports to have a clear link to college strategic priorities</li> <li>2. Mapping of reports against strategic priorities</li> <li>3. Timetable of reporting to board on progress against strategic priorities</li> </ol>	SLT CD/SLT KN	January 2022	<ol style="list-style-type: none"> <li>1. SLT reports front page includes specific reference to strategic priorities</li> <li>2. As above</li> <li>3. Schedule of board meetings reflects expectations from strategic priorities</li> </ol>	
21/22-5	Risk management	The process of risk management	<ol style="list-style-type: none"> <li>1. A&amp;R committee to confirm processes</li> </ol>	A&R SLT	March 22	<ol style="list-style-type: none"> <li>1. New format of risk register approved at Audit &amp; Risk Committee and Board</li> </ol>	

Ref	Underpinning Objective/ Area for Improvement	Performance Indicator	Actions	By Whom	By When	Update Position	Status
	processes are understood and embedded	including risk appetite and tolerance is applied to all new projects and high risk areas	<p>for allocating risk appetite and tolerance</p> <p>2. Processes for risk management to be shared with board and applied to projects</p> <p>3. Risk to be better monitored by board</p>	Board		<p>2. Risks to be allocated to committees in 2022/23</p> <p>3. Close monitoring of risk tolerance by Audit &amp; Risk Committee</p>	

# Quality Improvement Plan 2022/23

Ref	Underpinning Objective/ Area for Improvement	Performance Indicator	Actions	By Whom	By When	Update Position	Status
22/23.1	Board reporting and links to strategic priorities	Survey 22/23 indicates board reports clearly support decision-making and assurance	<ol style="list-style-type: none"> <li>Report front page exemplar shared with SLT</li> <li>Board reports include reference to new strategic priorities and risk</li> <li>Front page summaries to identify 3-4 key points only</li> </ol>	CD  KN/SLT  SLT	30/10/22	1. Actioned for 22/23	
22/23.2	Wider engagement with local stakeholders	Report into how well the education and training delivered by the college meets local needs (Skills & Post-16 Education Act 2022)	<ol style="list-style-type: none"> <li>Incorporate Skills &amp; Local needs reporting into Board agenda</li> <li>Schedule of board business includes above</li> <li>Prepare for review as required</li> </ol>	CD  CD/KN		1. Actioned for 22/23 2. Actioned for 22/23	
22/23.3	Environmental sustainability	Compliance with all areas of AoC code (section 8)	<ol style="list-style-type: none"> <li>Carbon reduction and environmental sustainability strategy to be developed for board approval</li> <li>Reporting to Board on progress above</li> </ol>	KN/GW			
22/23.4	Compliance with Code of Good Governance	Following strategies approved by Board: HR Workforce Strategy Quality Strategy	<ol style="list-style-type: none"> <li>College strategy to be approved and operating plan developed</li> <li>Quality strategy including benchmarking to be developed and approved by Board</li> </ol>	KN  RE			



Ref	Underpinning Objective/ Area for Improvement	Performance Indicator	Actions	By Whom	By When	Update Position	Status
			3. HR and Workforce Strategy to be developed and approved by Board	GW			