

Governance KPIs

Background to governance KPIs

By setting governance KPIs, they can assist the Board in clarifying its perceptions of the Board's impact on the college's performance, the extent to which they relate to other aspects of Board performance and how this information can be translated into potentially high-leverage Board development efforts, thereby enhancing the overall college performance.

The Ofsted Handbook states its expectations of governors as follows:

- know the provider and understand its strengths and weaknesses.
- support and strengthen the provider's leadership and contribute to shaping its strategic direction.
- provide challenge and hold senior leaders and managers to account for improving the quality of learning and the effectiveness of performance management systems.

In conclusion, Strategy and impact should be a key focus for the Board going forward.

Types of measure

Typically, in the FE sector, governance KPIs fall into two groups – either strategic or procedural. These are not mutually exclusive. The College Code of Good Governance for English Colleges can be utilised as a tool for measuring governance performance, both strategic and procedural. Below are some suggested general measures that may be appropriate for a college governing body.

Strategy & Impact

Commonly identified areas of culture and work most linked to a Board's impact on organisational performance:

1. KPI – The Board is involved in development of strategy, thinks strategically and ensures meetings are more focused on strategy and policy than operational matters.
2. KPI - Meetings are well run and use effective meeting practices such as clear agendas, good facilitation, start/end on time.
3. KPI – There is a clear linkage between Board priorities and the college's strategic objectives.
4. KPI – Governors are committed to being actively engaged in overseeing and governing the college – attendance at meetings and events is high.

Public Value

Governors are confident of their oversight of the long-term sustainability of the college by ensuring financial stability and long-term financial planning.

KPI

1. The Board approves the financial strategy, receives regular financial reports (monthly management accounts) and is made aware of opportunities and risks.

Management Accountability

The Board has the right skills and its training needs are met, in order to support and challenge leadership to reach the college's strategic goals.

KPI

1. Boardroom briefings take place at the start of each Corporation meeting. Governors **must** attend/undertake induction training and internal/external training to meet statutory requirements, and are encouraged to attend any other suitable training activities to keep their knowledge up to date.

Statutory Compliance

All governors understand the college strategy, governance framework and their legal responsibilities.

KPI

1. All governors attend strategic planning events. Governors receive regular governance updates and annual reports on all statutory matters.

Stakeholder Engagement

Governors act as ambassadors for the college and interact with stakeholders, both internally and externally, to facilitate stakeholder engagement.

KPI

1. Governors attend external/internal stakeholder events.

Technology

The Board uses technology to facilitate secure and timely information sharing and communication to give the Board the requisite knowledge to fulfil its responsibilities, and to build trust between the Board and Leadership.

KPI

1. All governors access the Governor SharePoint System on a regular basis and the Governance Professional ensures the content is always relevant and up to date

Governance Improvement

A Board Effectiveness review takes place, is analysed and all actions applicable to governance are addressed, to enable the Board to improve.

KPIs

1. A governance self-assessment takes place annually and a resultant action plan is drawn up, agreed upon, and monitored by all governors. In a year where an external assessment takes place an internal review is not mandated.
2. The Chair and Governance Professional have regular dialogue with governors to understand their development needs and proactively keep them informed on governance matters, so they can report at year-end, that they have been well supported.

Further procedural KPIs are listed below:

- All new Governors to be allocated a senior governor partner.
- All Governors to attend at least one College event each year.
- Code of Conduct to be read annually by Governors.
- Register of Interests & Governor Declaration to be updated annually by each Governor and senior leadership team member (as appropriate) which will be sent by the Governance Professional.
- Minutes of meetings to be produced within 10 working days by the Governance Professional.

- Governors to visit their nominated link area(s) at least once each year or ideally once per term.
- The Chair to hold a one-to-one meeting with each Governor annually.
- Views of staff and students on the educational character and mission to be obtained on a regular basis via the elected representatives.
- Corporation and committee minutes to be made available to the public once approved by the Corporation/relevant committee.
- Corporation and committees to agree an annual cycle of business which will be sent by the Governance Professional.
- Self-Assessment reviews of Governance and its Committees to be conducted annually including a skills audit update.
- Any interests disclosed at Corporation or Committee meetings to be recorded in minutes.
- New governors to receive induction pack on appointment.

Introducing and Oversight of KPIs

It is usual practice that governors will discuss, prioritise and agree what governance KPIs they require going forward, as relevant to their individual institution. This will be done through the Search and Governance committee, with any recommendations necessarily made to the Board. The agreed KPIs will be reported on annually at the Corporation meeting and the KPIs will form a key part of the annual governance self-assessment process.

Key Performance Indicators 2024-26

NO	AGREED MEASURE	ACTIONS	WHEN	IMPACT/OUTCOMES AT YEAR-END	MET/NOT /PARTLY
1	The Board is involved in development of strategy, thinks strategically and ensures meetings are more focused on strategy and policy than operational matters	An Annual Strategy event is held to form/review/challenge college strategy. Agendas are planned with a strategic focus	Annual Strategy Day	Strategic discussions have been ongoing. All efforts are made to ensure communication is effective across all committees.	Met
2	Agendas and papers for Corporation and committee meetings to be issued at least seven days in advance of meetings.	Papers circulated a full seven days before meeting date.	Throughout the year	Papers circulated a full seven days before meeting date.	Met
3	Meetings are well run and use effective meeting practices such as clear agendas, good facilitation, start/end on time.	There is a planned schedule of business agreed between the Chair/CEO/Governance Professional. Good meeting practices are observed	In place.	Annual Cycle of Business approved by senior leaders in the College. Pre meetings with Chairs/SPH to discuss and agree agenda items for Committees now in practice.	Met
4	Governors are actively engaged in overseeing and governing the college	Attendance is over 60% individually at Corporation Meetings.	Reported annually.	All Governors are informed of their attendance and training as part of their performance evaluation.	Met

	- attendance at meetings and events is high.	Support External Events.			
5	The Board approves the financial strategy via the budget and receives regular financial reports (monthly management accounts).	Monthly accounts are sent to Governors monthly.	Every month	Financial reports are prepared and presented for scrutiny at Finance Committee and Corporation Board receives clear summaries. Board members are made aware of risks (e.g. cashflow days in hand notice)	Met
6	A governance self-assessment takes place annually unless an external review is commissioned and a resultant action plan is drawn up, agreed upon, and monitored by all governors	Corporation & Committee Self-Assessment to be undertaken at year-end and improvement plan agreed	Annually at Academic year end.	Completed for the 2023-24 academic year and carried forward into 2024-25. The successful implementation of the Chairs performance review was implemented in 2024-25 conducted by the Vice Chair.	Met

