

GOVERNANCE⁴FE

EXTERNAL REVIEW OF GOVERNANCE
WILTSHIRE COLLEGE & UNIVERSITY
CENTRE

5th MAY 2023



EXECUTIVE SUMMARY

SUMMARY OF REVIEW OUTCOMES & RECOMMENDATIONS

Within the overall review of governance effectiveness, this report indicates a governance function operating with considerable maturity. This summary of review outcomes should be read in conjunction with the full report as the report contains important contextual information, rationale, and evidence for all the recommendations made. The review considered the Board's effectiveness and governance maturity across the 5 main areas.

GOVERNANCE STRUCTURES

Role descriptions and scheme of delegation give clarity on where responsibility and accountability in governance lie. Governors are assured that the financial management systems and internal controls are robust. There is a highly effective governance professional in place, ensuring the Corporation remains compliant with statutory and regulatory requirements. The recent change to a committee structure is becoming embedded and provides increased opportunity for governors to better understand the rationale for the curriculum offer and how they have oversight of the quality of education. Hybrid meetings when used, are working well, and governors support the rotation of meetings around campus locations. Maximising different campus locations by incorporating a relevant activity/site visit/developmental session ahead of the Board meetings, could bring added benefits to governors by seeing the college in action. The ambassadorial role of governors could be expanded, with the support of the Executive.

RELATIONSHIPS

Relationships are transparent and based on trust, and constructive challenge is well delivered and received. There is a formal induction process for all governors. Onboarding for staff and students governors could be expanded to match that of independent governors, to further their understanding of the role and strengthen relationships. Ensuring the Chair and Chairs of Committees meet with new governors ahead of their first meeting, could enhance the onboarding process for all new governors.

ENABLING

Board reporting is effective and efficient, combining storytelling alongside data, making clear the ask ahead of meetings and supporting decision-making. A board portal provision enables easy access to governance documentation. The student voice is embedded, although greater interaction could bring further benefits. There is opportunity made for all to contribute to meetings, with agendas well balanced between strategic and compliance matters. Using a framework for decision-making will give greater clarity on the process and rationale of decisions being made, increasing diversity of views, and supporting governors in collective responsibility. Providing greater insight on the contribution of different stakeholders in proposals brought forward to the Board, would also support decision-making.

ALIGNMENT

The use of a balanced scorecard gives governors a clear line of sight into progression against strategic objectives and KPIs. Governors have a good level of clarity on the college's strategic priorities and what its mission and vision are and have considerable input into shaping these.

TEAM

Governors have a good degree of clarity on how they contribute and add value, with the Executive actively seeking their contribution. There is a strong commitment to continual governance improvement. Governors actively consider the actions they need to take to achieve a more diverse board. Providing clarity on the process and reporting of performance management of the CEO will support the Board's in ensuring it meets its duty of care to him.