

Governance Review – Recommendations and Response – September 2024 – CCC

Recommendation	Proposed Action	Timescale
<p>1. Board development</p> <p>The Board should spend time together in Board development to review, develop and gain a shared understanding of:</p> <ul style="list-style-type: none"> • the role of the Board and its members • the distinctive roles of Governors and Executives, and how the two groups work together and relate to each other • the Board’s role in shaping and governing culture • how committees provide assurance to the Board • the role of the Board and Executives in developing, setting and disseminating the strategy • how the Board can test and get assurance on effective strategic alignment once the new strategy is finalised • diversity and inclusion, with emphasis on promoting diversity of thought and experience at the Board level. 	<p>This recommendation will be addressed in two parts as follows:</p> <ol style="list-style-type: none"> 1) Some time will be allocated within the Board / Executive workshop on 12th February to consider how members want to develop their roles so that they become less detached from the college and more aligned with its culture. 2) Part of the Board/Executive workshop on 21st May will be spent on how the strategic plan will be disseminated and how the Board can gain assurance on alignment once the strategic plan is approved. 	<p>February 2025</p> <p>May 2025</p>

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<p>2. Board membership</p> <p>The Board should reflect on whether the size of its membership is optimal for its effectiveness.</p> <p>Encourage and promote individual Board member effectiveness through:</p> <ul style="list-style-type: none"> • induction • feedback and reflection • appraisal. <p>The appraisal process could be strengthened and used more effectively to hold individual governors to account where performance or contribution is below expectations.</p> <p>To help inform the equality, diversity and inclusion strategy, complete an exercise mapping the diversity at the Board level with the diversity of the staff and learners.</p> <p>Review the chairing and membership of committees as part of the structural review.</p>	<p>The Board will consider its optimum size at its meeting on 24th October 2024</p> <p>The approach to induction and appraisal will be considered at Search and Governance in February 2025 and by the Board on 26th March 2025.</p> <p>See above</p> <p>To be reported to the Search and Governance Committee in December 2024.</p> <p>To be considered by the Search and Governance Committee and approved by the Board in December 2024.</p>	<p>October 2024</p> <p>March 2025</p> <p>March 2025</p> <p>December 2024</p> <p>December 2024</p>
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<p>3. Board papers</p> <p>Senior leaders should consider how to:</p> <ul style="list-style-type: none"> develop and present board papers so that they encourage debate improve board papers so that they are shorter and more strategically focused. <p>Some training may be useful.</p> <p>Introduce the use of assurance reports from committee to Board.</p>	<p>Reporting and agenda protocols are to be reviewed and considered by the Search and Governance Committee in December 2024.</p> <p>Training to be provided to Exec.</p> <p>To be included within the Board report format review.</p>	<p>January 2025</p> <p>January 2025</p> <p>January 2025</p>
<p>4. Risk management</p> <p>Develop the risk register using the principles detailed in the report.</p>	<p>Risk management policy to be reviewed in March 2025 – by the Audit Committee.</p>	<p>March 2025</p>
<p>5. Governor engagement with staff, students and other key stakeholders</p>		

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<p>Implement a light-touch student engagement framework to provide guidance for each college.</p> <p>Implement a structured programme of governor engagement:</p> <ul style="list-style-type: none"> • assign each governor to a college • set expectations for the amount of engagement including in-person visits • guided walk-around, which would ideally be themed • student forum meetings (which should be presented back to the Board). <p>Engage with staff and other key stakeholders more formally in strategy development.</p>	<p>Revised link governor and student/staff engagement strategy to be considered at the Search and Governance Committee in February 2025 and adopted at the Board in March 2025</p> <p>See above</p>	<p>March 2025</p>
<p>6 Leadership in governance</p> <p>Raise the profile of the director of governance, including endorsing him as a ‘champion’ of governance at the Board level and across the college.</p>	<p>Director of Governance to organise and host Board member engagement events.</p>	<p>March 2025</p>