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MORLEY COLLEGE LONDON  
EXTERNAL GOVERNANCE REVIEW

Bath  
Birmingham  
Bristol  
Cambridge  
Leeds  
London  
Manchester

# KEY REFLECTIONS

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## Executive Summary

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In summary, taking account of meeting observations, discussions, responses to questions, and documentation available, this review recognises that the governing of the College is effective, committed, positive, and appropriately challenging, underpinned by a supportive and enquiring governing culture. This is an important foundation for further development.

From this review, there is potential for further development by making aspects of governing more focussed and, therefore, more rewarding for the Governing Board and the College. The key to further progress would be a clearer emphasis on the processes and practices of governing to drive a more focussed and strategic governing agenda.

The following table is intended to provide a summary, on the basis of our evidence, of what works well, what could work better and offer some new ideas.

<p><b>Works Well</b></p> <ul style="list-style-type: none"> <li>• <i>skilled and experienced membership of the Board and committees</i></li> <li>• <i>contributions from Governors at meetings providing specialist support and oversight</i></li> <li>• <i>positive, open, respectful working relationship between the Chair, the Governing Board and senior staff</i></li> <li>• <i>very good standard of minuting governance meetings</i></li> <li>• <i>agenda organisation, presentation, and focus</i></li> <li>• <i>support, guidance and advice from the Director of Governance</i></li> <li>• <i>Governor engagement with aspects of college life</i></li> </ul>
<p><b>Could work better</b></p> <ul style="list-style-type: none"> <li>• <i>the model for governing College i.e. ensuring the number and focus of committees is supporting the Board achieve its responsibilities</i></li> <li>• <i>improving communication and connectivity between the elements i.e. committees and the Governing Board</i></li> </ul>

- *defining strategic performance expectations in SMART (specific, measurable, achievable, relevant, timebound) format for ease of monitoring*
- *reporting of strategic progress and risk monitoring for the Governing Board*
- *maximising the contribution of committees to the monitoring of strategic progress*
- *use of KPIs by the Governing Board for monitoring corporate performance*
- *revised format and content of the scheme of delegation*
- *sharper, more concise, governance focussed reporting, with improved use of executive summaries and the inclusion of clear recommendations for all reports*
- *completing each agenda item with a decision, following Governor deliberation*
- *clarification of the Link Member system and its contribution to Governing Board assurance*
- *the development of voice frameworks (systems, controls, reporting, responding) for students, staff, stakeholders*
- *clarity of reporting to the Curriculum and Quality Committee*

#### **New Ideas**

- *development of a diversity plan with measurable indicators for the membership of the Governing Board*
- *formation of a Governance Handbook to support Governors (especially new Governors), senior staff, and governance team i.e. how we govern Morley College London;*
- *wider use of the 'governance space' to include regular (termly or half-termly) strategic workshops, meetings with students, staff, stakeholders*
- *use of a rolling recommendations report as a standing item for the Audit Committee*
- *review of the number and focus of committees to maximise support for the achievement of the Governing Board's responsibilities, whilst balancing the amount of time and effort devoted to governing the College*
- *including action plans with annual reports for areas of statutory responsibility.*