

External Board Review

HRUC

***(Harrow, Richmond &
Uxbridge)***

Executive Summary

Reviewer: Carole Drury

Version	Approved by Board Reviewer	Date
Draft	V1	23/7/24
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Executive Summary

This Association of Colleges (AoC) External Board Review is based on the Education & Training Foundation (ETF)/AoC pilot review framework. The Framework considers, but is not limited to, principles from Codes of Governance, the Education Inspection Framework and the DfE's current guidance on external Board reviews.

Emerging findings have been discussed throughout the review in a developmental and inclusive approach that supports college improvement and seeks to share best practice. The full report sets out the findings made against the 3 Board dimensions in the framework with the key evidence that informs those findings.

Governance at HRUC is generally strong, sets strategy and drives improvements. Governors show a healthy curiosity about students and their experiences. The Board provides strong scrutiny, challenge and accountability although not always evident in written minutes. Oversight of education, risk and finance is robust. The relationship between the Board and senior team is open and productive. Current Board members have an impressive set of skills and experience in a range of leadership roles which they use to benefit students and the college. Governors are proud to be linked to the college and apply their role of critical friends well.

Areas for improvement are mostly linked to governance practice and, whilst seeking to offer "progressive governance", the Board needs to be mindful of their statutory responsibilities and how they are carried out.

There is evidence the Board is effective and has a strong impact on college strategy, effectiveness, and outcomes, but basic governance practice needs to be more secure to ensure the Board consistently meets expectations of good governance

The following table summarizes the headline strengths and areas for development:

AREA	STRENGTH	AREA FOR DEVELOPMENT
BOARD COMPOSITION	1. Board diversity and skill set	1. Induction for staff and student governors
	2. Merger of 3 Boards into one	2. Develop the contribution and understanding of Staff and student governor perspective
	3. Chairs' expertise	3. Who should attend Board meetings
	4. Use of Co-opted governors	4. I&A note on student governor recruitment
		5. Encourage better attendance and deal with poor levels of individual attendance
BOARD STRUCTURE	1. Committee structure to meet college needs	1. Look at developing a stronger strategic theme to corporation meetings
		2. Ensure front page summaries are included for all reports including strategic pillar link
		3. Ensure all key policies for Board approval are included in the annual schedule of work
		4. Closer scrutiny of what papers must be presented for corporation approval, accuracy of terms of reference, completion of register of interests, update of I&A
		5. Review risk management presentation to governors and consider developing a board assurance report
		6. Improve accuracy and style of minute writing
		7. Further develop the scheme of delegation to provide a robust guide on governance accountability
BOARD INTERACTION	1. College merger	1. Improve attendance at strategy events
	2. Productive relationships between Board and senior team	2. Governor induction
	3. Skills and expertise of governors to lead and contribute to effective decision making	3. Governor training
	4. Governors take pride in their role in supporting the college's success	