



Suffolk New College

Code of Conduct

for

Governors

2020

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COLLEGE CODE OF CONDUCT FOR CORPORATION MEMBERS

Made by the Suffolk New College Corporation on September 2013 and revised July 2020

1. INTRODUCTION

1.1 This Code is intended as a guide, to indicate the standards of conduct and accountability which are expected of Corporation Members, to enable them to understand their legal and ethical duties and to assist them both in carrying out those duties and in their relationship with the Corporation and Principal as the Chief Executive. This Code therefore is aimed at promoting effective, well informed and accountable college governance, and is not intended to be a definitive or authoritative statement of the law or good practice.

1.2 Governors serving as members of the Corporation are volunteers there to represent the interests of the local community and business in particular and public interest in general. Governors serving as members of the Corporation are not paid and give their services free of charge. The Corporation together with the Principal constitutes the highest level of decision making in the College, having overall responsibility for the strategic direction and financial health of the institution. They are responsible for determining what education and training the College will provide and the strategy for delivering it. They also lead the drive for improved standards in teaching, learning and assessment by ensuring good control systems and challenging areas for improvement. Governors act as 'representatives' for the College.

1.3 Role Description

1.3.1 To comply with the provision of the following documents as they apply to the role of members of the Corporation

- Instruments and Articles of Government;
- Financial Memorandum;
- Corporation Code of Conduct;
- Nolan Principles of Public Life of selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- College financial regulations and financial procedures;
- Code of Good Governance.

1.3.2 To act in the best interests of the Corporation and the College principally by directing and overseeing strategic development.

1.3.3 To support decisions of the Corporation and Committees of the Corporation once they have been reached on the basis of collective responsibility even though Members may have spoken against a proposal during the debate at a meeting.

1.3.4 To give priority to attending meetings of the Corporation and the appropriate Committees of the Corporation.

- 1.3.5 To attend College events (such as link visits to areas of the College, student awards presentations and open evenings/days) so as to gain an appreciation of the work of the College and to meet students and staff.
 - 1.3.6 To participate in training and briefing events in order to enhance contribution to the Corporation.
 - 1.3.7 To understand that members of the Corporation have no individual powers. This means, for example, that statements may only be made on behalf of the Corporation by those authorised to do so.
- 1.4 As a governor you will be committed to lifelong learning and to the role of Suffolk New College as a leading supplier of further and adult education, aiming to be widely respected for the quality of its courses, the opportunities provided for students and the skills of its staff.
- 1.5 **As a member of the Corporation you will:**
- 1.5.1 determine the educational character and mission of the College and to ensure that there are effective means of monitoring whether the College management is fulfilling its mission;
 - 1.5.2 ensure the solvency of the College and safe guarding of its assets;
 - 1.5.3 approve annual estimates of income and expenditure;
 - 1.5.4 oversee the appointment, grading, suspension, dismissal and determination of pay and conditions of service of senior staff;
 - 1.5.5 be willing and able to promote the equality and diversity policy adopted by the Corporation;
 - 1.5.6 be able to attend meetings of the Corporation given that these usually start at 1600 hours.
- 1.6 **Specific Characteristics**
- 1.6.1 To have good communication skills, and an ability to work productively with colleagues both in large meetings and in a small committee environment;
 - 1.6.2 To have capacity to absorb detailed written material and an ability to evaluate issues that require decisions of the Corporation;
 - 1.6.3 To be able to advance the College's interests amongst its stake holders and to develop local and wider links;
 - 1.6.4 To be committed to College policies and strategies and have an appreciation of the culture and values of the College;

1.6.5 To be able to recognise and to respect confidential and sensitive issues.

1.6.6 To have experience in one or more of the following areas:

- Management
- Finance/Accounting
- Education
- Industry
- Science, Technology, Engineering & Maths (STEM)
- Human Resources
- Estates
- Media and Public Relations

1.7 If a Corporation Member is in doubt about the provisions of this Code or any of the source documents, the Clerk should be consulted and, if necessary, professional advice should be obtained. However, ultimate responsibility for the appropriateness of conduct as a Corporation Member of the College and for any act or omission in that capacity rests with the individual Corporation Member.

1.8 This Code applies to every committee or working party of the Corporation and to every subsidiary company or joint venture of the College to which Corporation Members may be appointed.

1.9 By accepting appointment to the Corporation, each Corporation Member agrees to accept the provisions of this Code.

1.10 Each Corporation Member by accepting the provisions of this Code agrees that any breach of the Code by them may lead to the termination of their appointment as a Member in accordance with clause [10] of the Corporation's Instrument and Articles of Government.

2. **INTERPRETATION**

2.1 For purposes of this Code words importing one gender import any gender and all other definitions have the same meanings as given in the College's Instrument and Articles of Government.

Code of Good Governance	the Code of Good Governance for English Colleges issued by the AoC (Association of Colleges) Governors' Council in March 2015, as updated January 2019;
College	Suffolk new College
College Core Values	those Core Values set out under Strategic Aims Values set out in 3.1
Corporation	the college corporation which was established and designated by the Secretary of State for the purpose of conducting the College;
Corporation Member	“Chair” , “Principal” and “Clerk” mean respectively the Member of the Corporation of the College, the Chair of the Corporation, the Principal/Chief Executive of the College and the Clerk of the Corporation.
DfE	The Department for Education is a department of Her Majesty's Government responsible for child protection, education, apprenticeships and wider skills in England.
ESFA	the Education and Skills Funding Agency or any successor body
Secretary of State	the Secretary of State for Business, Innovation and Skills
Foundation Code	the English Colleges' Foundation Code issued by the Association of Colleges in November 2011;
LEP	the LEPs are non-statutory partnerships between the public sector (mainly local authorities) and the private sector. There are 39 LEPs across England and their aim is to promote economic growth and jobs in local areas.

3. AIMS AND VALUES

3.1 Strategic Aims (29 September 2016)

To provide high quality teaching and learning and gain recognition as an excellent innovative provider.

To promote and respond to the student voice, whilst raising aspirations to gain high level qualifications.

To promote health and well-being to provide safe and supportive environment for students and staff.

To promote and embed inclusion, equality and diversity and to combat disadvantage.

To work closely and actively with employers so that the student experience is enhanced.

To secure and celebrate positive destinations or further academic progression for all students.

To respond positively to stakeholder priorities, targets and initiatives.

To play an active major role in the community, economically, socially and culturally.

To be a great place to work and learn.

To achieve our aims within budget and to seek to gain greater diversification of income.

To demonstrate excellent leadership and business acumen at all levels.

3.2 The Strategic Aims, together with the Strategic Focus Areas of the College agreed by the Corporation, seek to encapsulate the core purposes and aims of the College. Corporation Members should have due regard to these purposes and aims when conducting the business of the Corporation and considering the activities and proposed activities of the College.

3.3 The Corporation recognises its obligations to all those with whom it and/or the College have dealings, including students, employees, suppliers, other educational institutions and the wider community. In particular, the Corporation is committed to:

3.3.1 having close regard to the voice of the learner;

3.3.2 combating any discrimination within the College on the grounds of the characteristics protected by the Equality Act 2010 ("the 2010 Act") and promoting equality in accordance with its duty under the 2010 Act;

- 3.3.3 upholding the principles set out in the College's Student Handbook, copies of which are available from the Clerk; and
 - 3.3.4 engaging with the community which the College serves in order to understand and meet its needs in accordance with the College's Single Equality Scheme and the College Equality and Diversity Policy¹; and
 - 3.3.5 observing its duty under the Education (No.2) Act 1986 to take reasonable steps to ensure freedom of speech² for members of the College community and visiting speakers and its duty under the Counter Terrorism and Security Act 2015 to have regard to the need, when exercising its functions, to prevent people from being drawn into terrorism³.
- 3.4 The Corporation is also committed to ensuring that it conducts its business in accordance with the highest ethical standards as set out in more detail in this Code.

4. DUTIES

- 4.1 Corporation Members are in the position of charity trustees and as such owe a fiduciary duty to the College. This means that they should show it the highest loyalty and act in good faith in its best interests. Each Corporation Member should act honestly, diligently and (subject to the provisions appearing in clause 10 of this Code relating to collective responsibility) independently. The actions of Corporation Members should promote and protect the good reputation of the College and the trust and confidence of those with whom it deals.
- 4.2 Decisions taken by Corporation Members at meetings of the Corporation and its committees must not be for any improper purpose or personal motive. Decisions taken must always be for the benefit of the College, its students and staff and other users of the College and must be taken with a view to safeguarding public funds. Accordingly, Corporation Members must not be bound in their speaking and voting by mandates given to them by other bodies or persons (including the bodies that elected them).
- 4.3 Corporation Members must observe the provisions of the College's Instrument and Articles of Government and in particular the duty to give immediate notice to the Clerk should they become disqualified from continuing to hold office and also the responsibilities given to the Corporation by the College's Articles of Government. Those responsibilities, including a list of "reserved" responsibilities which are so important that they must not be delegated, are set out in Appendix 3.
- 4.4 Corporation Members should comply with the Standing Orders and terms of reference of the Corporation and its committees to ensure that the Corporation conducts itself in an orderly, fair, open and transparent manner. Corporation

¹ On this point see *A Dynamic Nucleus, Colleges at the heart of local communities*, the Final Report of the Independent Commission on Colleges in their Communities, November 2011.

² On freedom of speech see the College's Code of Practice on freedom of speech.

³ On this point see the statutory guidance issued by the Home Office on compliance with the duty in s.26 of the Counter Terrorism and Security Act 2015 last updated April 2019: <https://www.gov.uk/government/publications/prevent-duty-guidance>

Members must keep those Standing Orders and Terms of Reference under periodic review.

4.5 Corporation Members should also have regard to the different, but complementary, responsibilities given to the Principal as the College's Chief Executive. The responsibilities given to the Principal by the College's Articles of Government are set out in Appendix 4. Whereas it is the Corporation's function to decide strategic policy and overall direction and to monitor the performance of the Principal and any other senior post holders, it is the Principal's role to implement the Corporation's decisions, and to manage the College's affairs within the budgets and framework fixed by the Corporation. Corporation Members should work together so that the Corporation and the Principal as Chief Executive perform their respective roles effectively.

4.6 Corporation Members should refer to the Clerk for advice relating to the governance functions which are set out in Appendix 4 and have regard to the Clerk's independent advisory role.

5. **STATUTORY ACCOUNTABILITY**

5.1 Corporation Members are collectively responsible for observing the duties set out in the Conditions of Funding Agreement which the College has entered into with the ESFA as a condition of receiving public funds. A brief summary of the ESFA's funding framework is set out in Appendix 5.

5.2 Although the ESFA is the main provider of funds to the College, Governors should note that they are also responsible for the proper use of income derived from other sources, such as the Office for Students (OfS) and the European Union (EU) and for the control and monitoring of expenditure of such income, in order to meet the requirements of the relevant funding body and public audit. Where funding is received directly from OfS the College will have a funding agreement with OfS, as set out in the OfS's terms and conditions of funding for Further Education and Sixth Form Colleges, which sets out the basis on which such funding is provided. Where OfS funding is received indirectly via a collaboration with an OfS funded institution such funding will be subject to obligations contained in the memorandum of co-operation between the College and that institution.

5.3 As accounting officer for the ESFA, its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the ESFA puts its funds are consistent with the purposes for which the funds were given and comply with the conditions attached to them. The Group Principal as accounting officer for the College, is also directly responsible and accountable to Parliament, through the Committee of Public Accounts, for the effective stewardship by the College of public funds. The Group Principal may be required to appear before the Committee of Public Accounts, alongside the ESFA's Chief Executive, to give an account of the use made by the College of such funds. The Corporation is accountable to Parliament for ensuring the financial health of the College, and to the Courts for ensuring that the College is conducted in accordance with the Education Acts and the general law.

6. **PUBLIC SERVICE VALUES**

Although further education corporations are classified as part of the private not for profit sector for government accounting purposes, they remain public bodies in many legal contexts. In particular, public service values are at the heart of the further education service. High standards of personal and corporate conduct, based on the principles set out in Appendix 1 and of this Code, and the recognition that students and other users of the College's services come first, are a requirement of being a Corporation Member, and should underpin all decisions taken by the Corporation.

7. **SKILL, CARE AND DILIGENCE**

A Corporation Member should in all his or her work for the College exercise such skill as he or she possesses, and such care and diligence as would be expected from a reasonable person in the circumstances. This will be particularly relevant when Corporation Members act as agents of the College, for example, when functions are delegated to a committee of the Corporation or to the Chair. Corporation Members should be careful to act within the terms of reference of any committees on which they serve.

8. **POWERS**

Corporation Members are responsible for taking decisions which are within the powers given to the Corporation by Parliament under sections 18 and 19 of the Further and Higher Education Act 1992, as amended. A summary of those powers is set out in Appendix 3. If a Corporation Member thinks that the Corporation is likely to exceed its powers by taking a particular decision, he or she should immediately refer the matter to the Clerk for advice.

9. **CONFLICTS OF INTEREST**

9.1 Like other persons who owe a fiduciary duty, Corporation Members should seek to avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and their duties to the Corporation. They should not allow any conflict of interest to arise which might interfere with the exercise of their independent judgement.

9.2 Corporation Members are reminded that under the College's Instrument of Government [and its policy on Conflicts of Interest] and the general law they must disclose to the Corporation any direct or indirect financial interest they have, or may have, in the supply of work to the College or the supply of goods for the purposes of the College, or in any contract or proposed contract concerning the College, or in any other matter relating to the College or any other interest of a type specified by the Corporation in any matter relating to the College, or any duty which is material and which conflicts or may conflict with the interests of the Corporation.

9.3 If an interest of any kind (including an interest of a spouse, partner or business associate of a Corporation Member or of a close relative of the Corporation

Member or his or her spouse, partner or business associate) is likely or would, if publicly known, be perceived as being likely to interfere with the exercise of a Corporation Member's independent judgement, then:-

- 9.3.1 the interest, financial or otherwise, should be reported to the Clerk;
- 9.3.2 the nature and extent of the interest should be fully disclosed to the Corporation before the matter giving rise to the interest is considered;
- 9.3.3 if the Corporation Member concerned is present at a meeting of the Corporation, or any of its committees, at which such supply, contract or other matter constituting the interest is to be considered, he or she should:-
 - 9.3.3.1 not take part in the consideration or vote on any question with respect to it and shall not be counted in the quorum for that meeting; and
 - 9.3.3.2 withdraw from that Corporation or committee meeting where required to do so by a majority of the Members of the Corporation or committee present at the meeting.

- 9.4 For the purposes of clause 9.3 "close relative" includes but is not limited to a father, mother, brother, sister, child, grandchild and step-father/mother/brother/sister/child.
- 9.5 Where it is proposed that the Corporation should grant a member a financial interest (such as a contract for the supply of goods or services) the Corporation must observe the requirements of the Charities Act 2011. The Corporation may wish to take legal advice before granting such an interest to a member.
- 9.6 Corporation Members must not receive gifts, hospitality or benefits of any kind from a third party which might be in breach of the Bribery Act 2010 and the College's anti-bribery policy [and the College's policy on receiving gifts] or be seen to compromise their personal judgement or integrity. Any offer or receipt of such gifts, hospitality or benefits should immediately be reported to the Clerk.
- 9.7 The Clerk will maintain a Register of Corporation Members Interests which will be open for public inspection. Corporation Members must disclose routinely to the Corporation all business interests, financial or otherwise, which they or persons associated with them may have, and the Clerk will enter such interests on the Register. Corporation Members must give sufficient details to allow the nature of the interests to be understood by enquirers. Corporation Members should inform the Clerk whenever their circumstances change and interests are acquired or lost. In deciding whether an interest should be disclosed, Corporation Members should have regard to the meaning given to "interest" in clauses 9.3 and 9.5 of this Code.

10. COLLECTIVE RESPONSIBILITY

- 10.1 The Corporation operates by Corporation Members taking majority decisions in a corporate manner at quorate meetings, including meetings held by telephone or video-conference and by alternative methods such as written resolutions, in all cases as provided for in the Instrument and Articles. Therefore, a decision of the Corporation, even when it is not unanimous, is a decision taken by the Corporation Members collectively and each individual Corporation Member has a duty to stand by it, whether or not he or she was present at the meeting of the Corporation when the decision was taken.
- 10.2 If a Corporation Member disagrees with a decision taken by the Corporation, his or her first duty is to have any disagreement discussed and minuted. If the Corporation Member strongly disagrees, he or she should consult the Chair and, if necessary, then raise the matter with the Corporation when it next meets. If no meeting is scheduled, the Corporation Member should refer to the power of the Chair or of any five Corporation Members under the College's Instrument of Government to call a special meeting and, if appropriate, exercise it, requesting the Clerk to circulate the Corporation Member's views in advance to the other Corporation Members. Alternatively, as a final resort, the Corporation Member may decide to offer his or her resignation from office, after consulting the Chair.

11. OPENNESS AND CONFIDENTIALITY

- 11.1 Because of the Corporation's public accountability and the importance of conducting its business openly and transparently, Corporation Members should ensure that, as a general principle, students and staff of the College have free access to information about the proceedings of the Corporation. Accordingly, agendas, minutes and other papers relating to meetings of the Corporation are normally available for public inspection when they have been approved for publication by the Chair.
- 11.2 There will be occasions when the record of discussions and decisions will not be made available for public inspection; e.g., when the Corporation considers sensitive issues or named individuals and for other good reasons. Such excluded items will be kept in a confidential folder by the Clerk and will be circulated in confidence to Members save for those Members who have a conflicting interest in the particular sensitive matter. Some confidential items are likely to be of a sensitive nature for a certain period of time only (for example information relating to a proposed commercial transaction or collaboration with another institution). The Corporation should specify how long such items should be treated as confidential or, if this is not possible, such items should be regularly reviewed to consider whether the confidential status should be removed or whether the public interest in disclosure outweighs that confidential status and the item made available for public inspection. Members must also consider the personal data that is contained within the excluded items in accordance with the Corporation's obligations under the General Data Protection Regulation 2016 and the Data Protection Act 2018 ("Data Protection Laws") and whether or not disclosure of that personal data would be in

breach of the Data Protection Laws or the rights and freedoms of the individual(s) in question. When considering such issues the Governors must also consider the College's publication scheme issued under the Freedom of Information Act 2000 and Environmental Information Regulations 2004. Nothing in this section overrides the College's obligation to disclose in response to a request received under these information law regimes (unless an appropriate exemption applies in each case).

- 11.3 However, staff and student Corporation Members have no right of access to minutes dealing with matters in respect of which they are required to withdraw from meetings under the College's Instrument of Government.
- 11.4 It is important that the Corporation and its committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between Corporation Members with a shared corporate responsibility for decisions. Corporation Members should keep confidential any matter which, by reason of its nature, the Chair or members of any committee of the Corporation are satisfied should be dealt with on a confidential basis.
- 11.5 Corporation Members should not make statements to the press or media or at any public meeting relating to the proceedings of the Corporation or its committees without first having obtained the approval of the Chair or, in his or her absence, the Vice Chair. It is unethical for Corporation Members publicly to criticise, canvass or reveal the views of other Corporation Members which have been expressed at meetings of the Corporation or its committees.

12. **COMPLAINTS**

- 12.1 In order to ensure that the affairs of the College are conducted in an open and transparent manner and that the College is accountable for its use of public funds but also to its employees, its students and the community it serves, it is important for there to be appropriate complaints procedures in place and for these to be well publicised. Corporation Members are reminded of their specific responsibility under the Articles of Government to make rules specifying the procedures in accordance with which employees may seek redress of any grievances relating to their employment, of the importance of having formal complaints procedures in place to handle issues raised by students, former students and third parties and of the legal requirement to have a whistle blowing procedure in place.
- 12.2 Under the ESFA's Conditions of Funding Agreement with Colleges (clause 15.3), students, employers and other third parties have a right to make a complaint to the ESFA in respect of the College or of any of its decisions, and this right is referred to in the College's relevant complaints and disciplinary procedures. Copies of these procedures can be obtained from the Clerk. Corporation Members in particular are reminded that under the ESFA's procedure for dealing with complaints about Post 16 Education and Training provision funded by the ESFA (November 2018) the ESFA may investigate complaints about:

- 12.2.1 Quality, management or experience of education and training;

- 12.2.2 Undue delay or non-compliance with published complaints procedure.
- 12.2.3 Poor administration;
- 12.2.4 The quality of assessment;
- 12.2.5 Equality and diversity issues (except where there is a more appropriate mechanism for dealing with the matter through the courts or tribunals or other organisations);
- 12.2.6 Advanced learner loans;
- 12.2.7 Apprenticeship providers from employers and
- 12.2.8 From employers, parents or other third parties on behalf o apprentice(s)

The ESFA will not investigate complaints about:

- 12.2.9 issues that are more than 12 months old (except for exceptional cases related to advanced learner loans)
- 12.2.10 examination results, grades, marks, assessment outcomes or curriculum content;
- 12.2.11 individual employment issues
- 12.2.12 governor or voluntary employment issues
- 12.2.13 contractual or commercial disputes or arrangements
- 12.2.14 disputes between employer and provider in relation to the apprenticeship levy
- 12.2.15 matters which are the subject of legal action or matters that are better investigated by the police
- 12.2.16 the cancellation or the reimbursement of advanced learner loans (which should be referred to the student loan company)
- 12.2.17 claims for compensation, a refund of fees or costs incurred when a learner has to transfer to another provider
- 12.2.18 issues classified as serial; or
- 12.2.19 allegations of fraud, financial irregularity, whistleblowing, and allegations of incentives (which should be directed to an allegations team); and
- 12.2.20 safeguarding concerns.

13. **ATTENDANCE AT MEETINGS⁴**

A high level of attendance at meetings of the Corporation is expected so that Corporation Members can perform their functions properly. The target attendance level is therefore set at a minimum of 80% with an expectation of 100%.

14. **GOVERNANCE DEVELOPMENT**

- 14.1 The Corporation shall seek to ensure that all Corporation Members are appointed on merit, in accordance with an open selection procedure carried out by the Corporation's Search Committee, and are drawn widely from the community which the College serves so as to be representative of that community. The Corporation should have regard to the provisions relating to the membership of the Corporation in the College's Instrument of Government, the need to combat discrimination and to promote equality, and the need to make available a range of necessary skills and experience to ensure that the Corporation carries out its functions under the College's Articles of Government.
- 14.2 Corporation Members must obtain a thorough grounding in their duties and responsibilities by participating in the College's governance induction and training programmes, including regular refresher workshops.
- 14.3 In order to promote more effective governance, Corporation Members will carry out an annual review of the performance by the Corporation of its duties and responsibilities, including a review of their own performance as part of a continuing and critical process of self-evaluation.

⁴ This clause may need amendment if the Corporation has amended its Instrument and Articles to allow decisions to be taken otherwise than by meetings, e.g. by written resolution, It may be reasonable to expect Corporation members to participate fully in such alternative fora.

SCHEDULE 1

List of source documents

1. the College's Instrument of Government;
2. the College's Articles of Government;
3. the Standing Orders and terms of reference of the Corporation and its committees;
4. the Financial Memorandum entered into by the College with the SFA [and the Funding Agreement entered into by the College with the EFA];
5. the College's Strategic Aims;
6. the College's Strategic Plan;
7. the College's policies that extend to Corporation members, including the College's policies on equal opportunities and freedom of speech, and the anti-bribery policy as required by the Bribery Act 2010, the College's policy on receiving gifts and the College's policy on conflicts of interest and the College's policy on safeguarding learners; and the College's policy on preventing people being drawn into terrorism;
8. the principles laid down by the Committee on Standards in Public Life (Nolan Committee) for those holding public office, namely⁵:
 - 8.1 selflessness;
 - 8.2 integrity;
 - 8.3 objectivity;
 - 8.4 accountability;
 - 8.5 openness;
 - 8.6 honesty; and
 - 8.7 leadership.

An extract from the report of the Nolan Committee setting out these Principles in more detail is set out at Appendix 1;
9. the Joint Audit Code of Practice issued by the ESFA;
10. the Code of Good Governance;
11. the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services (Good Governance Standard).

⁵ Replace the following statement with any expanded statement of core values based on the Nolan principles that the Corporation may have adopted.

An extract from the Good Governance Standard setting out the six core principles of good governance is set out at Appendix 2;

Appendices 1 (the Seven Principles of Public Life), **2** (Six Core Principles of Good Governance), **3** (Responsibilities of Corporation Members), **4** (Responsibilities of the Principal and Clerk), **5** (Financial Memorandum of the SFA) and **6** (Powers of the Corporation) are attached to this Code for reference.

+ AS A CORPORATION MEMBER I AGREE TO OBSERVE THIS CODE OF CONDUCT TO THE BEST OF MY ABILITIES.

Signed:

Dated:

.....

Name of Corporation Member

APPENDIX 1

The Seven Principles of Public Life

The following is an extract from the Second Report of the Nolan Committee on Standards in Public Life, May 1996:

SELFLESSNESS

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

OBJECTIVITY

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP

Holders of public office should promote and support these principles by leadership and example.

APPENDIX 2

Six Core Principles of Good Governance

The following is an extract from the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services, January 2005:

1. **Good governance means focusing on the organisation's purposes and on outcomes for citizens and service users**
 - 1.1 Being clear about the organisation's purposes and its intended outcomes for citizens and service users;
 - 1.2 Making sure that users receive a high quality service;
 - 1.3 Making sure that taxpayers receive value for money.
2. **Good governance means performing effectively in clearly defined functions and roles**
 - 2.1 Being clear about the functions of the governing body;
 - 2.2 Being clear about the responsibilities of the non-executives and the executive, and making sure that those responsibilities are carried out;
 - 2.3 Being clear about relationships between the governors and the public.
3. **Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - 3.1 Putting organisational values into practice;
 - 3.2 Individual governors behaving in ways that uphold and exemplify effective governance.
4. **Good Governance means taking informed, transparent decisions and managing risk**
 - 4.1 Being rigorous and transparent about how decisions are taken;
 - 4.2 Having and using good quality information, advice and support;
 - 4.3 Making sure that an effective risk management systems is in operation.
5. **Good governance means developing the capacity and capability of the governing body to be effective**
 - 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;

- 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
- 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal.
- 6. **Good governance means engaging stakeholders and making accountability real**
- 6.1 Understanding formal and informal accountability relationships;
- 6.2 Taking an active and planned approach to dialogue with accountability to the public;
- 6.3 Taking an active and planned approach to responsibility to staff;
- 6.4 Engaging effectively with institutional stakeholders.

APPENDIX 3

Summary of Main Responsibilities of [Corporation Members*] under the Articles of Government

Responsibilities that cannot be delegated are indicated with a double asterisk.

Under the College's Articles of Government⁶ the Corporation shall be responsible:

- (a) for the determination and periodic review of the educational character and mission of the institution and for oversight of its activities;
- (b) for publishing arrangements for obtaining the views of staff and students on the determination and periodic review of staff and students of the educational character and mission of the institution and the oversight of its activities;
- (c) for approving the quality strategy of the institution;
- (d) for the effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets;
- (e) for approving annual estimates of income and expenditure;
- (f) for the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, including, where the Clerk is, or is to be appointed as, a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity as a member of staff;
- (g) for setting a framework for the pay and conditions of service of all other staff; and
- (h) for setting the policy by which the tuition and other fees payable to the College are determined (subject to any terms and conditions attached to grants, loans or other payments paid or made by the SFA).

"Senior Post" means the post of Principal and such other senior posts if any⁷ as the Corporation Members may designate for the purposes of the Articles.

Responsibilities which must not be delegated

The Articles of Government prohibit⁸ the Corporation from delegating the following:-

- (a) the determination and periodic review of the educational character and mission of the College;

⁶ The position is as set out in the 2008 Instrument and Articles. Corporations are free to amend these within the parameters set by the revised Schedule 4 Further and Higher Education Act 1992 as inserted by the Education Act 2011. Responsibilities which must be retained by the corporation under the revised Schedule 4 are shown with a double asterisk. The list that follows summarises the effect of Articles 3, 9, 10 and 19.

⁷ Under the revised Schedule 4 FHEA it is open to corporations not to designate any posts as senior ones.

⁸ See note 6

- (b) the approval of the annual estimates of income and expenditure;
- (c) the responsibility for ensuring the solvency of the institution and the Corporation and the safeguarding of their assets;
- (d) the appointment of the Principal or holder of a senior post;
- (e) the appointment of the Clerk;
- (f) the modifying or revoking of the Articles of Government;
- (g) the consideration of the case for dismissal, of the Principal, the Clerk or the holder of a senior post unless such function is delegated to a committee of Members of the Corporation; and
- (h) the power to determine an appeal in connection with the dismissal of the Principal, the Clerk or the holder of a senior post unless such power is delegated to a committee of Members of the Corporation.

The Corporation may, from time to time, resolve to add other functions which must not be delegated to this list of "reserved" responsibilities.

APPENDIX 4

Summary of main responsibilities of the Principal under the Articles of Government

Under the College's Articles of Government, the Principal shall be the Chief Executive of the College and shall be responsible for:

- (a) making proposals to the Corporation about the educational character and mission of the institution, and for implementing the decisions of the Corporation;
- (b) the determination, of the institution's academic activities and the determination of its other activities;
- (c) preparing annual estimates of income and expenditure, for consideration and approval by the Corporation, and the management of budget and resources within the estimates approved by the Corporation;
- (d) the organisation, direction and management of the institution and leadership of the staff;
- (e) the appointment, assignment, grading, appraisal, suspension, dismissal, and determination, within the framework set by the Corporation, of the pay and conditions of service of staff, other than the holders of senior posts or the Clerk, where the Clerk is also a member of the staff; and
- (f) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds and expelling students for academic reasons.

Summary of main responsibilities of the Clerk under the Articles of Government.

Under the College's Articles of Government, the Clerk shall be responsible for advising the Corporation with regard to:

- (a) the operation of its powers;
- (b) procedural matters;
- (c) the conduct of its business; and
- (d) matters of governance practice.

APPENDIX 5

Summary of the ESFA's College Funding Framework

1. In 2019 to 2020 FE funding will be contracted using a new contract framework.
2. The purpose of the new framework is to:
 - 2.1 reduce the number of separate agreements that providers will hold with ESFA;
 - 2.2 ensure consistency across ESFA agreements
 - 2.3 update the contracts with the latest commercial best practice.
3. The new framework will be used for all FE funding except for levy apprenticeships and European Social Fund.
4. The ESFA will start to roll the framework out in May 2019 with the Advanced Learner Loans and add further allocated funding for the 2019 to 2020 funding year in the summer. It also intends to move the procured AEB and non-levy apprenticeships funding across to this framework in the summer of 2019.
5. The agreements are formed of a main terms and conditions document and schedules. Further information about the new framework can be accessed here:
<https://www.gov.uk/guidance/esfa-education-andskills-contracts-2019-to-2020>
6. Schedule 9 of the Conditions of Funding Agreement sets out the key issues for Governors to take account of. Nevertheless, all governors should ensure that they have reviewed and are familiar with the Funding Agreement in its entirety and any other ESFA agreement that applies to the College.

APPENDIX 6

Summary of the Statutory Powers of the Corporation

PRINCIPAL POWERS

Under section 18(1) of the Further and Higher Education Act 1992 a further education corporation may:

- (a) provide further and higher education;
- (b) provide secondary education suitable to the requirements of persons who have attained the age of 14 years, or provide secondary education or participate in the provision of secondary education at a school (subject to the consultation with the appropriate local education authority); and
- (c) supply goods or services in connection with their provision of education.

These powers are known as the Corporation's "principal powers".

SUPPLEMENTARY POWERS

Under section 19 of the 1992 Act the Corporation may do anything which appears to it to be necessary or expedient for the purpose of or in connection with the exercise of any of the principal powers conferred by section 18 of the Act, including in particular the following powers:

- (a) to acquire and dispose of land and other property;
- (b) to enter into contracts, including in particular:
 - (i) contracts for the employment of teachers and other staff for the purposes of or in connection with carrying on any activities undertaken in the exercise of the Corporation's principal powers; and
 - (ii) contracts with respect to the carrying on by the Corporation of any such activities;
- (c) to form, participate in forming or invest in a company or become a member of a charitable incorporated organisation;
- (d) to borrow such sums as the Corporation thinks fit for the purposes of carrying on any activities it has power to carry on or to meet any liability transferred to it under sections 23 to 27 of the 1992 Act (i.e. when the College achieved its corporate independence on 1st April 1993) and, in connection with such borrowing, the power to grant any mortgage, charge or other security in respect of any land or other property of the Corporation;

- (e) to invest any sums not immediately required for the purposes of carrying on any activities the Corporation has power to carry on;
- (f) to accept gifts of money, land or other property and apply it, or hold and administer it on trust for, any of those purposes;
- (g) to do anything incidental to the conduct of an educational institution providing further or higher education, including founding scholarships or exhibitions, making grants and giving prizes and
- (h) to provide advice or assistance to any other person where it appears to the Corporation to be appropriate for them to do so for the purpose of or in connection with the provision of education by the other person

The Corporation may also provide facilities of any description (including boarding accommodation and recreational facilities for students and staff and facilities to meet the needs of students having learning difficulties) which appear to be necessary or desirable for the purposes of or in connection with the carrying on of the principal powers.

The powers conferred by section 19 of the 1992 Act are known as "**supplementary powers**".