



# ASKHAM BRYAN COLLEGE

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**Corporation Approved 17 October 2016**

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**College Code of Conduct for [*Corporation Members*]\*] Fourteenth Edition**

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Further Education Colleges Version

**\* Throughout this code "Corporation Member" or "Members" may be substituted by "Governor" or "Governors" and "Corporation" by "Governing Body" as appropriate.**

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**COLLEGE CODE OF CONDUCT FOR [CORPORATION MEMBERS\*] (Made by the [Corporation\*] on [17 October 2016])**

**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 In addition to this Code, [*Corporation Members\**] are recommended to familiarise themselves with the source documents listed in the Schedule.
- 1.3 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\**].
- 1.4 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.
- 1.5 By accepting appointment to the [Corporation\*], each [*Corporation Member\**] agrees to accept the provisions of this Code.
- 1.6 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.

<b>["Code of Good Governance"</b>	the Code of Good Governance for English Colleges issued by the AoC Governors' Council in March 2015 <sup>1</sup>
<b>"College"</b>	this College
<b>"College Mission Statement"</b>	the statement [set out/referred to] at <b>clause 3.1</b> of this Code or such other mission statement as may be agreed by the [Corporation*] from time to time
<b>["College Core Values"</b>	those Core Values set out at <b>clause</b> Error! Reference source not found. of this Code or such other core values as may be agreed by the [Corporation*] from time to time, for example in a Public Value Statement;] [Please delete if appropriate]
<b>["Corporation*"]</b>	the further education corporation which was established for the purpose of conducting the

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<sup>1</sup> Include only if the Corporation has committed to this code.

College

<b>["Corporation Member*"]</b>	<b>"Chair"</b> , <b>"Principal"</b> and <b>"Clerk"</b> 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*]
<b>"DBIS"</b>	the Department for Business, Innovation and Skills
<b>"EFA"</b>	the Education Funding Agency or any successor body
<b>["Foundation Code"]</b>	the English Colleges' Foundation Code issued by the Association of Colleges in November 2011 <sup>2</sup>
<b>"Secretary of State"</b>	the Secretary of State for Business, Innovation and Skills
<b>"SFA"</b>	the Skills Funding Agency or any successor body

### 3. **AIMS AND VALUES**

3.1 The College's Mission is "To be the College of choice for land-based and land-related learning across the North of England".

3.2 The College's Values are:

- We are passionate about animals, plants and the great outdoors
- Quality education underpins everything we do
- We are inclusive
- We respect the individual
- We keep our promises
- We protect financial security

3.3 The College Mission Statement, together with the corporate objectives of the College agreed by the [Corporation\*] from time to time, seek to encapsulate the core purposes and aims of the College. [Corporation Members\*], should have due regard to these purposes and aims [and to the Core Values] when conducting the business of the [Corporation\*] and considering the activities and proposed activities of the College.

3.4 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:

3.4.1 having close regard to the voice of the learner;

3.4.2 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;

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<sup>2</sup> Include only if the Corporation has committed to this Code.

- 3.4.3 [upholding the principles set out in the College's Student Charter, copies of which are available from the Clerk;] and
  - 3.4.4 engaging with the community which the College serves in order to understand and meet its needs [in accordance with the College's community/local engagement policy]<sup>3</sup>; and
  - 3.4.5 observing its duty under the Education (No.2) Act 1986 to take reasonable steps to ensure freedom of speech<sup>4</sup> 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 terrorism<sup>5</sup>.
- 3.5 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 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.

<sup>3</sup> 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

<sup>4</sup> On freedom of speech see the College's Code of Practice on freedom of speech.

<sup>5</sup> 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: <https://www.gov.uk/government/publications/prevent-duty-guidance>

- 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 Financial Memorandum which the College has entered into with the SFA [and the Funding Agreement which the College has entered into with the EFA] as a condition of receiving public funds. A summary of some of the more important requirements of the Financial Memorandum [and of the Funding Agreement with the EFA] is set out in **Appendix 5**.

- 5.2 Although the SFA is the main provider of funds to the College, [Corporation Members\*] should note that they are also responsible for the proper use of income derived from other sources, such as the Higher Education Funding Council for England (HEFCE) 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 HEFCE the College will have a memorandum of assurance and accountability with HEFCE which sets out the basis on which such funding is provided. Where HEFCE funding is received indirectly via a collaboration with a HEFCE 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 SFA , its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the SFA puts its funds are consistent with the purposes for which the funds were given and comply with the conditions attached to them. The 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 Principal may be required to appear before the Committee of Public Accounts, alongside the SFA'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 **Appendices 1** and Error! Reference source not found. 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 only if so 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; for example, 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 [Corporation 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. When considering such issues the [Corporation Members\*] must also consider the College's publication scheme issued under the Freedom of Information Act 2000. [Refer to any College policy on Access to Information, if appropriate].

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 SFA's Financial Memorandum with colleges (Part 2, clause 19.4), students, employers and other third parties have a right to make a complaint to the SFA 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]. [Delete if not relevant] [Corporation Members\*] in particular are reminded that under the SFA's Procedure for dealing with complaints about Providers of Education and Training (October 2015) the SFA:

12.2.1 can investigate complaints about quality or management of learning provision, undue delay or non-compliance with published procedures, poor administration by the Provider, equality and diversity issues (except where there is a more appropriate mechanism for dealing with the matter through the court or tribunals or other organisations), health and safety concerns (unless these are matters for the Health and Safety Executive) and complaints made by learners following HE courses in FE colleges;

12.2.2 will not investigate complaints about examination results or curriculum content where a more appropriate form of redress would be the examining body or Ofqual, individual employment issues, contractual disputes, matters which are the subject of legal action or complaints about higher education courses in colleges (which should be referred to the Office of the Independent Adjudicator).

## 13. **ATTENDANCE AT MEETINGS<sup>6</sup>**

A high level of attendance at meetings of the [Corporation\*] is expected [or refer to the College's Standing Orders if a more stringent or detailed attendance requirement has been set out] so that [Corporation Members\*] can perform their functions properly.

## 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.

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<sup>6</sup> 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.

- 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.

# 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 Mission Statement and corporate objectives;
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, namely<sup>7</sup>:
  - 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 SFA and the EFA;
10. [the Code of Good Governance<sup>8</sup>] [the Foundation Code<sup>9</sup>] [the UK Corporate Governance Code (formerly the Combined Code on Corporate Governance) published by the Financial Reporting Council<sup>10</sup>];
11. the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services (Good Governance Standard).

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

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<sup>7</sup> Replace the following statement with any expanded statement of core values based on the Nolan principles that the Corporation may have adopted.

<sup>8</sup> if the Corporation has committed to this

<sup>9</sup> if the Corporation has committed to this

<sup>10</sup> if the Corporation has not committed to either the Foundation Code or Code of Good Governance

**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.**

Dated:

.....

Name of [Corporation Member\*]

+ **OPTIONAL [Corporations\*]** may prefer to rely on clause 1.5 of the Code

## **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 Government<sup>11</sup> 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 any<sup>12</sup> as the [Corporation Members\*] may designate for the purposes of the Articles.

#### Responsibilities which must not be delegated

The Articles of Government prohibit<sup>13</sup> the [Corporation\*] from delegating the following:-

- (a) the determination and periodic review of the educational character and mission of the institution\*\*;
- (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 (including, where the Clerk is, or is to be, appointed as a member of staff the Clerk's appointment in the capacity as member of staff);

<sup>11</sup> 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.

<sup>12</sup> Under the revised Schedule 4 FHEA it is open to corporations not to designate any posts as senior ones.

<sup>13</sup> See note 6

- (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 Main Provisions of the Financial Memorandum with the Skills Funding Agency**

#### **Purpose**

The SFA has issued a revised version of the financial memorandum for further education colleges, together with a version for sixth form colleges that recruit adult students. The EFA has issued a funding agreement for further education colleges that provide EFA funded education for those under 19. These documents came into force on 1 August 2015.

These arrangements ensure that both general FE and sixth form colleges have proper lines of financial accountability to the relevant funding body. Many general FE colleges also receive funding for provision for students aged under 18 from the EFA. Conversely, some sixth form colleges receive funding from the SFA for adult provision.

The financial memorandum records the agreement between Secretary of State for Business, Innovation and Skills, acting through the SFA, and the college concerning the amount of funding that will be paid to the college by the SFA. As a result of the Deregulation Act 2015 the references to the Chief Executive of Skills Funding have been removed as the statutory powers of the holder of that post have been transferred to the Secretary of State. The SFA is now an agency within BIS in the same way that the EFA is an agency within the DfE.

The conditions set out in the Financial Memorandum are intended to enable the Secretary of State to carry out his/her functions under the Apprenticeships, Skills, Children and Learning Act 2009 (ASCLA). The Secretary of State has responsibilities as accounting officer to his/her department for ensuring that the use of funds which he/she receives is consistent with his/her statutory remit and any conditions imposed by the Treasury.

#### **Format**

The form of the documentation varies because of the different legal basis on which the SFA and EFA fund provision. The SFA provides funding under the Apprenticeships, Skills, Children and Learning Act 2009 on the basis of grant – in aid. Such grants are provided subjects to conditions set out in the Financial Memorandum. The EFA provides funding under the Education Act 2002. Such funding is not limited to provision by grant – in aid so the appropriate document is a Funding Agreement which is contractual in nature. The Funding Agreements which EFA will provide to colleges are broadly similar in nature to those that EFA has with academy schools.

The Financial Memorandum applies to all SFA funded FE colleges, with only the financial annexes differing between institutions, unless there is a particular need for special provisions specific to a particular institution.

The EFA Funding Agreements are structured in two parts. In the version of the EFA funding agreement for general FE and specialist colleges, this material is omitted, since EFA will take assurance from the equivalent provisions in these colleges' Financial Memoranda with SFA. For the same reason, the version of the Financial Memorandum which is now provided by the SFA to sixth form colleges omits those provisions which are central to the financial accountability arrangements, e.g. those setting out the responsibilities of the governing body and of the accounting officer, the requirement to provide information, and the requirements in relation to financial reporting and audit. This is because the SFA will rely on equivalent provisions in the sixth form colleges' Funding Agreements with the EFA.

In practice, if a general FE college, receiving funding from both SFA and EFA, were to get into serious financial or quality difficulties, there would be liaison between the two funding bodies and regulatory action would be co-ordinated by the lead funding body, i.e. the SFA (for general FE colleges) and the EFA (for sixth form colleges).

There follows a commentary on the main provisions of the SFA Financial Memorandum for further education colleges.

## **Definitions**

It should be noted that references to public funds include funds provided by HEFCE as well as those provided by the SFA.

## **Responsibilities of the Governing Body and the accounting officer**

The Financial Memorandum recognises that a Corporation is an independent body responsible for managing the college and ensuring its financial viability. However, the Corporation must inform the SFA of any transaction that could jeopardise the college's financial viability and must also be able to demonstrate that all transactions achieve value for money for funds provided under the financial memorandum.

The governing body must appoint an accounting officer (expected to be the chief executive/principal of the college). There must be an accounting officer in place at all the times and the SFA must be informed of the accounting officer's name and position and who will discharge their various responsibilities if they are absent from the college for an extended period.

The accounting officer takes personal responsibility, which is not delegable, to ensure compliance with the Financial Memorandum and conditions of funding. The accounting officer may be required to appear before the Public Accounts Committee on matters relating to the Corporation's use of funds.

The accounting officer must advise the governing body if at any time in his/her opinion any action under consideration by the governing body is incompatible with the Financial Memorandum. If the governing body resolves to continue with such action the accounting officer must inform the SFA.

## **Allocation of funds**

The SFA will allocate funds to the Corporation annually provided that it is satisfied that the Corporation is financially viable and able to deliver education of a reasonable quality meeting the needs of learners and employers and the Corporation has met the previous year's conditions of funding. The Corporation is free to spend its funding as it sees fit provided it fulfils the conditions of funding but funds must not be used to deliver provision in respect of which the Corporation has already received other funding, public or otherwise, unless agreed by the SFA. The SFA can require assurance that delivery of provision complies with the Financial Memorandum and can require, at the College's cost, evidence to support payment claims.

## **Capital transactions**

The Corporation must manage its property with regard to good practice guidance in the FE sector. It is no longer necessary to obtain approval of the SFA to the disposal of land or buildings which had been acquired or developed with the help of capital grants from the SFA or previous associated bodies, but the SFA must be notified in writing of such transactions and reserves the right to require repayment of some or all of the associated grant.

## **Financial reporting**

The SFA specifies the information to be contained in the Corporation's financial statements. Audited financial statements must be provided to the SFA within five months of the Corporation's year end. The Corporation must have an effective policy on risk management. The Corporation must notify the SFA in writing if at any time there is a risk to the college's solvency and viability.

## **Audit**

The Corporation must appoint an audit committee and arrange to provide internal and financial statements audit, including regularity audit, in accordance with the Joint Audit Code of Practice.

The Corporation must investigate and report to the SFA all significant cases of fraud or suspected fraud.

## **Payment to employees on termination of employment**

The Corporation must demonstrate that any payments made to employees on the termination of their employment are regular, secure value for money and avoid spending funds on settlements where disciplinary action would have been more appropriate. Where employment claims are brought by a senior post holder it should take appropriate professional advice on any proposed settlement and the terms of the final agreement should be agreed by the governing body and brought to the attention of the financial statements auditors.

### **Provision of data on learners and staff and of information**

A college must supply learner data in accordance with SFA requirements. A new requirement for 2015-16 is the need to provide data about staff teaching GCSE English and Maths.

The SFA reserves the right to request information from the Corporation in order to exercise his responsibilities. The Corporation must inform the SFA in writing of the vacating or filling of the positions of Chair of the governing body, Principal and Clerk. The SFA has the right to share information provided by the college, for example with Parliamentary bodies.

### **Conditions of funding**

The detailed requirements in relation to each learning programme are set out in the SFA Funding Rules 2015-16. The maximum value of funds for each learning programme re set out in Appendix 1 to the financial memorandum. The SFA reserves the right to reduce the overall maximum value for each learning programme by giving three months' notice. This can be done without the need to give a reason, although if the SFA did so it would lay itself open to a legal challenge based on the argument that it had done so unreasonably. A new condition for 2015-16 is that a college must provide evidence that it has worked in partnership with the LEP to ensure its provision takes account of the LEP's priorities. The SFA reserves the right to impose additional conditions where he/she considers it necessary to secure the delivery of education and training of a reasonable quality or to require the Corporation to address concerns about its financial viability.

### **Sub-contracted provision**

SFA considers extensive sub-contracting of provision to be a significant risk factor for colleges. It requires colleges to make a Declaration of Subcontractors bi-annually and comply with requirements set out in the Funding Rules. These include requirements in relation to the form of the legally binding sub-contract which must be put in place. Under the 2015-16 memorandum where a college has sub-contracts in aggregate worth more than £100,000 per year it must obtain an annual report from its external auditors providing assurance on its arrangements for managing the sub-contractors and provide SFA with an auditor's certificate that a report confirming satisfactory assurance has been received.

### **Repayment of funds**

In the case of a breach of the conditions of funding the SFA reserves the right to require repayment of all or part of the funds.

### **Raising Standards, Feedback and Complaints**

The college must deliver the funded provision to an acceptable standard of quality and comply with the Performance Management Rules published by the SFA. There is a set procedure for dealing with inadequate provision which may lead to issue of a Notice of Concern or ultimately a Notice of Withdrawal of Funding. The college must inform the SFA if it is sanctioned by an awarding body. It must also notify the SFA of the date of the feedback meeting following an inspection by Ofsted so that SFA can send a representative to the meeting. If a Notice of Concern is issued the college's ability to start new learners on a programme may be suspended. Under the 2015-16 Financial Memorandum the SFA may invite a college to discuss with it if considers that there is a significant risk that a college may become financially inadequate over a three year period. If the college's response is inadequate the SFA may ask the college to undertake a financial or structural review. Such a "request" may be made a condition of funding. If it is made a condition and the condition is not complied with the SFA may issue a Notice of Concern or of Withdrawal of Funding.

Colleges are expected to have acceptable procedures for gathering and acting upon feedback and

complaints from learners and/or their representatives and employers and the wider community. These must be made available to those who may wish to complain. Where a complaint is not resolved satisfactorily the complainant must be informed of their right to complain to the SFA.

### **Additional matters**

The Financial Memorandum incorporates a number of other clauses on compliance matters such as health and safety, equal opportunities, data protection and freedom of information, and State Aid.

### **Interpretation**

Nothing in the Financial Memorandum shall require the Corporation to act in a manner which would cause the Corporation to cease to be a charity.

Colleges need to familiarise themselves with the detailed content of the new financial memorandum and funding agreement in the versions applicable to their type of college. However, despite the presentational differences in the documentation, colleges will find that the substance of the requirements that they need to meet is largely unchanged.

## **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**".

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