

Corporation Standing Orders

- Section A: Authority and responsibility**
- Section B: Membership**
- Section C: Appointments**
- Section D: Appointment and Management of Senior Postholders**
- Section E: Declaration of Personal Interest**
- Section F: Meetings**
- Section G: Quoracy and Voting Procedures**
- Section H: Corporation Minutes and Papers**
- Section I: Committees and Working Groups**

Annexes:

- A Reference to relevant Corporation Code of Conduct
- B Procedure for Complaints against the Corporation
- C Terms of Reference of Committees and Working Groups
- D Guidance on Corporation expenses
- E Governor Engagement Protocol

Corporation Standing Orders

Section A: Authority and Responsibility

No.	Standing Order	Additional Info
A1	<p>The Corporation (sometimes referred to as the Board) last amended its Instrument and Articles in December 2020 and the Governor Engagement Protocol was added in March 2021, this sets out the framework the Corporation operates within. The Standing Orders set out the Corporation’s operational arrangements within the framework of the Instrument and Articles of Government, Education & Skills Funding Agreement (“ESFA”) Funding Agreement, Post 16 Audit Code of Practice and other applicable law.</p> <p>The Standing Orders should not replicate the Instrument and Articles of Government which will be adhered to at all times.</p> <p>NB: For the purposes of these Standing Orders “the Clerk” means the Group Director of Governance acting in their capacity as Clerk to the Corporation or individual appointed as a temporary Clerk in the absence of the Group Director of Governance under clause 6 of the Instrument & Articles of Government.</p>	<p>The minimum responsibilities of the Corporation, Chief Executive and Clerk are set out in Article 3.</p>
A2	<p>The Board will be responsible for monitoring progress against the Strategic Plan and will be involved in the strategic planning process.</p>	
A3	<p>The Instrument and Articles of Government and the Standing Orders will be reviewed at least every five years by the Board. The next review is due by September 2026. Notwithstanding this, the Clerk will maintain a watching brief on the Board’s governance documents and may bring proposals for change to the Board in the interim.</p>	
A4	<p>Corporation members (also referred to as Governors or Board members) shall agree to abide by the Code of Conduct for Board members as adopted from time to time by the Corporation, reference to which is</p>	<p>Nolan Committee report on Standards in Public Life</p>

	contained in Annex A.	
A5	Every member of the Corporation shall act in the best interests of the Corporation and accordingly shall not be bound to speak or vote by mandates given to him/her by any other body or person.	
A6	There is an approved procedure in the event that a complaint is made against the Corporation, a member of the Corporation or the Clerk to the Corporation by an individual, business or organisation (<i>Annex B</i>)	
A7	<p>The Clerk shall be responsible for advising the Corporation with regard to the operation of its powers, procedural matters, the conduct of its business and matters of governance practice and may seek independent legal advice in support of this responsibility.</p> <p>The Clerk is responsible for intervening when he/she considers that the Corporation is acting inappropriately or beyond its powers.</p> <p>The Clerk shall also be responsible for custody of the Corporation's seal and reporting annually on its use.</p>	
A8	<p>The Board may delegate authority to Committees or individuals (within the constraints of the Instrument and Articles of Government). Where delegation has been indicated in the Standing Orders, minutes or any policy this does not prevent the Corporation taking the decision if the Chair and Clerk agree it is appropriate to refer the matter to the Corporation.</p> <p>Delegation of authority to take a decision does not remove the accountability for the decision from the Corporation. The Corporation accepts corporate responsibility for decisions taken.</p>	See Article 9 for functions that cannot be delegated
A9	In all cases where the Standing Orders, minutes or any policy requires the Chair of the Corporation or of a Committee to take action then this can be delegated to the relevant Vice-Chair in their absence.	

Section B: Membership

No.	Standing Order	Additional Info
B1	The Corporation determined to have a Board of between fifteen and twenty members.	
B2	<p>A. The number of members in each variable category is subject to limits set out in the Instrument of Government.</p> <p>B. Subject to the paragraph above the Corporation shall determine the membership numbers as from time to time appropriate.</p> <p>C. The Corporation may appoint co-opted members to committees where they enhance the skills of the Committee relevant to their responsibilities.</p>	
B3	Membership arrangements set out in Standing Orders B1 and B2 can be amended by resolution of the Corporation at any time without amending the Standing Orders provided that the requirements of clause 2 of the Instrument of Government are met.	Currently 2 staff governors and 2 student governors

Section C: Appointment of Board Members

No.	Standing Order	Additional Info
C1	When a vacancy arises, the “Board” (used to refer to members of the Corporation as a collective) shall take all necessary steps to appoint a new member to fill the vacancy as soon as practicable.	
C2	<p>The Corporation is the appointing authority in relation to the appointment of any member of the Board.</p> <p>As such, in that capacity, the Corporation shall determine all matters relating to the appointment, suspension and termination of office.</p>	See clauses 4 and 7 of the Instrument of Government

C3	<p>Terms of office and tenure of Board members shall be determined by the Corporation.</p> <ul style="list-style-type: none"> ● The first term of office of an independent Board member should be for a period of up to four years ● Before reappointment of a Corporation member is proposed, the Governance Committee shall carry out an evaluation of the contribution made by that member ● After the initial term, further appointments will be considered by the Governance Committee and the appointment must be endorsed by the Corporation in the usual way ● In agreeing additional terms of office, steps should be taken by the Governance Committee (in consultation with the Clerk) to avoid expiry of the terms of office of several Board members at the same time. 	See clause 8 of the Instrument of Government and Article 23
C4	<p>The Board has determined that external Governors shall not serve for more than eight years unless exceptional circumstances are considered applicable and the extension is approved by the full Board having received the advice of the Governance Committee and Clerk. Any additional appointment will be for a maximum of 1 year after which time the Governance Committee will review the appointment again and provide advice to the full Board. Any subsequent appointments should again only be made in exceptional circumstances and will also be limited to 1 year periods with a maximum term of office of no longer than 12 years. It is the Board's expectation that steps will be taken to address any exceptional circumstances identified by either the Board and/or the Governance Committee, to reduce such appointments to a minimum.</p>	

C5	<p>The staff Board members will be elected by the college staff and will be appointed for a period of up to two years, unless the Board decides otherwise.</p> <p>Staff standing for election should be from grades below director / vice principal level to ensure the Corporation has regard to views from the widest possible group of staff</p> <p>The student governors will be elected by the student body and will be appointed for a period of one year unless the Board decides otherwise.</p> <p>The Chief Executive is automatically appointed as a Board Member by virtue of his or her office unless he or she chooses not to serve as Board Member.</p>	
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C6	<p>The following rules will apply to the appointment of a Chair and Vice-Chair of the Board.</p> <ul style="list-style-type: none">● The appointment of Chair and Vice Chair shall be for a period up to two years. The Governance Committee may recommend to the Corporation that external candidates for the role of Chair should be considered and the process shall be determined by the Governance Committee. The Chief Executive, staff and student members are not eligible to stand but may participate in the process of appointment.● Where external candidates are included in the application process determined all candidates (internal and external) will follow the same application process.● Where external candidates are not included in the application process determined;<ul style="list-style-type: none">- The Clerk will seek nominations from Board members at least four weeks prior to the appointment date- Where there is more than one nomination a secret ballot will be arranged by the Clerk● If both the Chair and Vice-Chair are absent from any meetings of the Corporation, the members present shall choose one of their number to act as Chair● The Chair or Vice-Chair may resign his/her office at any time by giving notice in writing to the Clerk- Where the membership of the Chair or Vice-Chair is terminated or suspended in accordance with clause 9 of the Instrument of Government or where for any reason the Corporation is satisfied that the Chair or Vice-Chair is unable or unfit to discharge his/her functions, the Corporation may remove him/her from office by notice in writing; in this case, an interim appointment shall be made at the meeting following the removal from office until such time as an application process is determined.	
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C7	<p>A member of the Corporation must be eligible to be appointed under the terms of the Instrument of Government.</p> <p>A member may at any time resign his office by notice in writing to the Clerk to the Corporation.</p>	See clauses 7 and 9 of the Instrument of Government
C8	<p>Members may be suspended and or removed from office as set out in the Instrument of Government.</p> <p>The Corporation may use the power to suspend and or remove a member under clause 9 of the Instrument of Government.</p> <p>A decision to suspend should not be regarded as a punishment but as a neutral act intended to protect the College's reputation and/or to ensure it can properly exercise its powers and discharge its legal duties to internal and external stakeholders. The Corporation will undertake such steps to consider the concern as they consider appropriate,</p> <p>The Chair of the Corporation may, where it is in the best interests of the Corporation, grant a member permission to be absent for a period of up to 6 months, this should then be reported at the next Board meeting and monitored by the Governance Committee.</p>	See Instrument of Government clause 9
C9	There is an expectation that Governors will rotate around committees, normally spending no more than four years on any one committee.	See minutes of the Board meeting July 2014
C10	Committee Chairs will normally be appointed in each post for a period up to two years by the Board. Vice Chairs will normally be appointed by Committees at their first meeting of the academic year.	
C11	Governors do not need prior experience on the relevant committee before being appointed as a Chair or Vice-Chair.	See minutes of the Board meeting July 2014

C12	Committee Chairs will be expected to broadly agree the committee work programme, approve draft minutes, provide a rag rated summary of each meeting and ensure that all Governors are able to contribute at meetings and that the meeting is kept to a reasonable length.	See minutes of the Board meeting July 2014
C13	Committee Vice-Chairs will be broadly expected to act as a mentor to newly appointed Governors on their committee and to assume the responsibilities of the Chair in their absence.	See minutes of the Board meeting July 2014

Section D: Appointment and Management of Senior Post-holders

No.	Standing Order	Additional Info
D1	The Chief Executive, the Executive lead responsible for Finance, the Executive lead responsible for Quality of Education, the Group Director of Governance in their role as Clerk to the Corporation, the Executive lead for Human Resources, and any individuals formally acknowledged by the Corporation are designated Senior Post-holders.	
D2	Where there is a vacancy for a Senior Post-holder then the Chief Executive will draw up a draft job description. This will be approved by the relevant Committee Chair, and Chair of the Corporation.	
D3	The Corporation will determine a relevant procedure and Selection Panel in accordance with Article 10 for the appointment of Senior Post-holders	See Article 10 for more details

D4	<p>The Selection Panel will be responsible for:</p> <ul style="list-style-type: none"> ● agreeing the recruitment process after consultation with the Chair of the Resources Committee ● selection of a candidate for recommendation to the Corporation ● making a recommendation to the Corporation on any decision to re-advertise or re-interview where a suitable candidate has not been identified. 	
D5	<p>The initial terms and conditions and remuneration of a Senior Post-holder will be agreed by the Remuneration Committee.</p>	
D6	<p>Senior Post-holders will have an annual development review. The Chief Executive will perform this for Senior Post-holders other than themselves and the Clerk where the reviews will be carried out by the Chair of the Corporation.</p>	<p>See College Procedures for Development Review and Objective Setting</p>
D7	<p>The performance grade and remuneration of each Senior Post-holder will then be agreed by the Remuneration Committee and communicated to the Senior Post-holders.</p>	<p>See terms of reference of the Remuneration Committee</p>
D8	<p>Where there are concerns about the performance of a Senior Post-holder in agreement with the Chief Executive the Corporation may convene a Special Committee. Where there are concerns about the performance of the Chief Executive then in agreement with the Chair of the Corporation the Corporation may convene a Special Committee.</p>	
D9	<p>The Special Committee will be authorised to:</p> <ul style="list-style-type: none"> ● investigate the concerns ● take the decision to dismiss a Senior Post holder if required ● recommend no further action be taken or propose actions to support the senior post holder such as additional training. 	<p>See the employment policies and framework for Senior Post-holders.</p>

D10	The Corporation shall appoint a person to serve as Clerk to the Corporation (to be known and referred to as the Group Director of Governance). The Clerk will be entirely independent of the College Executive	
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Section E: Declaration of Interests

No.	Standing Order	Additional Info
E1	<p>The Clerk to the Corporation shall maintain a register of the interests of members of the Corporation which are disclosed to the Corporation. The register shall be made available during normal office working hours at the College to any person wishing to inspect it.</p> <p>The register will be updated at least annually, members should advise the Clerk of any amendments that arise throughout the year.</p> <p>At the beginning of any Corporation or Committee meeting they attend members have a duty to disclose an interest as set out in the Instrument of Government.</p>	See clause 10 of the Instrument of Government for more details.
E2	The Clerk should alert the Chair and the member involved if a potential conflict of interest is likely to arise.	
E3	A declaration of interest by a Corporation member will be recorded in the minutes.	

Section F: Meetings

No.	Standing Order	Additional Info
F1	The Corporation shall meet at least once in every term with other meetings as necessary.	
F2	<p>A special meeting of the Corporation may be called at any time by the Chair or at the request in writing of any five members.</p> <p>Where urgent matters need to be considered then with the Chair's approval less than seven days' notice is required for the meeting.</p>	

F3	<p>Members are expected to attend in person, as far as is reasonably practicable, all meetings of the Corporation and those committees of which s/he is a member.</p> <p>It is recognised that there may be occasions when attendance is not possible. On such occasions:</p> <ul style="list-style-type: none"> i. members shall notify the Clerk and will give as much notice as possible of their absence to enable decisions on quoracy. ii. members are encouraged in advance of the meeting to raise any issues that they would have raised at the meeting with the Chair, in order that the Chair can introduce those issues into the meeting discussion. <p>Meetings can be held by use of video or telephone conferencing facilities where agreed by the Clerk and the Chair of the Corporation (for Board meetings) and the Clerk and relevant committee chair for committee</p>	
	<p>meetings provided all members can see or hear each other where remote communication is used.</p> <p>Where meetings are held in person, in agreed circumstances a member can use video or telephone conferencing facilities external to the College to attend, participate and be counted towards the quorum of a meeting with the agreement of the Clerk and Chair of the Corporation (for Board meetings) or relevant Committee Chair provided all members can see or hear each other where remote communication is used.</p> <p>If a member wishes to do this they should give the Clerk and Chair or relevant Committee Chair at least a week's notice of their request and the respective Chair and the Clerk will decide on whether access via visual or tele-conferencing facilities will be permitted and will notify the member of their decision</p>	

F4	<p>In agreed circumstances to be determined by the Chair of the Corporation, Clerk and any relevant Committee Chair business can be conducted by written resolution. This will be emailed to all members of the Corporation or Committee. Members will be asked to reply to the Clerk by email either accepting or rejecting the resolution. Electronic confirmation will be accepted and a 51% response of eligible members' approval will be needed to pass the resolution. Any business conducted by written resolution will be reported at the next meeting.</p>	<p>Clause 14 Instrument of Government</p>
F5	<p>A schedule of meetings for the Corporation and its Committees for the following academic year shall be submitted by the Clerk to the July Board meeting.</p>	
F6	<p>Meetings will be called by the Clerk to the Corporation who shall (at least seven calendar days before the date of the meeting) send a written notice of the meeting and the proposed agenda to members. At the same time the Clerk will, where reasonably practicable, send copies of all relevant papers unless the Chair has agreed that a paper may be tabled at the meeting. If a meeting is to discuss matters relating to the Clerk, the meeting will be called by the Chair.</p>	
F7	<p>Any member may request an item be included on the agenda of a meeting. Such a request should be submitted at least two weeks before the meeting to the Clerk who will clear the item through the Chair prior to finalisation of the agenda. If a paper is requested from College staff then Governors should allow enough time for this to be prepared.</p>	
F8	<p>No resolution made by the Board may be rescinded or varied unless its reconsideration appears as a specific item on the agenda of a subsequent meeting. Such items cannot be changed under matters arising.</p>	

F9	<p>A policy on Public Access to Corporation meetings has been determined by the Board. This statement of policy must be published on the college's website:</p> <ul style="list-style-type: none"> ● meetings of the Corporation and its committees are not open to the public. However, access to information about the work of the Corporation is made available by the Clerk and is generally accessible unless there are sound reasons for maintaining confidentiality ● application by any non-member to gain access, exceptionally, to a Corporation meeting as an observer must be made to the Clerk to the Corporation in writing not less than five working days prior to the meeting ● a decision on such a request will be made by the Chair (or the Vice-Chair), the Chief Executive and the Clerk in the light of the overall circumstances and after consultation with Corporation members where practicable 	
F9	<ul style="list-style-type: none"> ● the decision will be notified to the applicant in writing by the Clerk <p>A non-member (such as Senior Post-holders, other staff, and professional advisers) may attend meetings of the Corporation and its committees by invitation of the Chair of the Corporation or the Chair of the relevant committee.</p>	
F10	<p>The Corporation has the power to pay to a member such travelling, subsistence or other allowances as the Corporation may determine, other than allowances which remunerate members for their services as members (except by approval of the Secretary of State and/or Charities Commission as appropriate).</p> <p>The Corporation has determined that members of the Corporation may claim legitimate expenses associated with Corporation work and that mileage and subsistence rates are to be the same as accorded to members of staff.</p>	See Annex E Guidance on Corporation expenses for more details

F11	<p>The following rules apply to the withdrawal of Staff Members:</p> <ul style="list-style-type: none"> • where a matter under consideration by the Corporation or any of its committees relates to the pay and conditions of all staff, or all staff in a particular class, a staff member may take part, vote and be counted in the quorum, as long as he/she acts in the best interests of the Corporation as a whole • if the matter under consideration is under negotiation with staff, and the staff member is representing any of the staff concerned, then the staff member must withdraw • staff Corporation members including the Chief Executive are obliged to withdraw from any part of a Corporation or committee meeting at which staff matters relating solely to that member of the staff, to his/her reappointment or to appointment of his/her successor are to be considered 	
F12	<p>The following rules apply to the withdrawal of Student Members:</p> <ul style="list-style-type: none"> • a Student Corporation member shall withdraw from that part of any meeting of the Corporation or any of its committees at which his/her conduct, suspension or expulsion is to be considered • a Student Corporation member must take no part in the consideration or discussion, not vote and also withdraw from any part of a meeting, if requested to do so by a majority of members other than student members, where there is consideration of staff matters relating to a member or prospective member of the staff of the college. Whether or not withdrawal is requested, a student member may not participate in the discussion or vote 	
F13	<p>The Clerk to the Corporation must withdraw from that part of any Corporation or committee meeting at which his/her remuneration, conditions of service, conduct, suspension, dismissal or retirement in his/her capacity as clerk are being considered. In such a case, the meeting shall appoint from their number a person to act as Clerk for that part of the meeting.</p>	
F14	<p>The Clerk shall report annually to the Board attendance figures at Board and Committee meetings.</p>	

F15	Other than at special Corporation or Committee meetings the following standard items will be included on all agendas <ul style="list-style-type: none">● apologies for absence● approval of the minutes of the previous meeting matters arising from the minutes not covered elsewhere.	
F16	Minutes of special Corporation or Committee meetings will be reported at the next usual meeting.	

Section G

Quoracy and Voting Procedures

No.	Standing Order	Additional Info
G1	<p>a. The arrangements in relation to quoracy for meetings of the Corporation are as follows:</p> <ul style="list-style-type: none"> i. for meetings of the Corporation, meetings shall be quorate if the number of members present is at least 40% of the number of members in post with at least half of those present being external members. ii. on occasions when the Principal, staff and/or student members are required to leave the meeting due to the nature of the item under discussion, the quorum will be 40% of the total number of members in post entitled to remain in the meeting <p>b. The arrangements in relation to meetings are as follows:</p> <ul style="list-style-type: none"> i. a meeting is deemed to include a meeting at which the members attending are present in more than one room, provided that by use of visual or tele-conferencing facilities it is possible for every person present at the meeting to communicate with each other. Such members will count towards the quoracy of a meeting. ii. if the Clerk judges that a meeting will not be quorate, s/he will immediately inform the Chair. iii. if the number of members present for a meeting of the Corporation or committee does not constitute a quorum within 30 minutes of the advertised starting time, the meeting shall not be held iv. if during a meeting of the Corporation or a committee there ceases to be a quorum, the meeting shall be terminated at once. v. If a meeting cannot be held or cannot continue for lack of quorum, the Chair may call a special meeting as soon as it is possible. 	Clause 12 Instrument of Government
G2	The quorum of each committee will be set by the Corporation, to be specified in the committee terms of reference.	

G3	The withdrawal of the right to vote of a member with a declared personal interest is covered in clause 10 of the Instrument of Government.	See clause 10 of the Instrument of Government.
G4	If there is no clear majority of members in favor of a resolution, the Clerk is advised to record the number of votes for and against the resolution. Where a vote is taken the Chair has the casting vote. Dissenting members have the right to have their disagreement recorded in the minutes.	
G5	Governors have the right to decide whether a secret ballot should be held or whether names of those voting for and against should be taken.	
G6	Every member of the Corporation shall act in the best interests of the Corporation and accordingly shall not be bound in speaking and voting by mandates given to him/her by any other body or person.	
G7	A student Corporation member who is under the age of 18 shall not vote on any question concerning any proposal for the expenditure of money by the Corporation, or under which the Corporation, or any members of the Corporation, would enter into any contract, or would incur any debt or liability.	

Section H: Corporation & Committees' Minutes and Papers

No.	Standing Order	Additional Info
H1	A copy of the Instruments and Articles of Government shall be available free of charge to every member of the Corporation and at a charge not exceeding the cost of copying or free of charge to any other person who requests a copy.	
H2	Unless deemed confidential by the Board, the Corporation shall ensure that a copy of the following shall be made available during normal office hours, to anyone wishing to inspect them: <ul style="list-style-type: none"> ● the agenda for each meeting of the Corporation; ● the draft minutes, if they have been approved by the Chair; ● the approved minutes; ● any report, document, or other paper considered at the meeting, including committee minutes ● a copy of the Instrument & Articles of Government 	Also see H5

H3	A copy of the draft or approved minutes of every meeting of the Corporation will be placed on the college's website for a minimum period of 12 months.	Also see H5
H4	Minutes and papers will be archived by the Clerk for a period of at least ten years except where statutory requirements deem they must be held for a longer period.	
H5	All minutes and papers determined by the Corporation to be confidential will not be made available for public inspection. This includes material relating to: <ul style="list-style-type: none"> • a named person employed at or proposed to be employed at the college • a named student at, or candidate for admission to, the college • the Clerk to the Corporation, or • any matter which, by reason of its nature, the Corporation is satisfied should be dealt with on a confidential basis, in accordance with the approved policy on openness and confidentiality. 	
H6	Separate minutes shall be taken of those parts of meetings from which the Clerk to the Corporation or staff or student members have withdrawn. In such a case, those who have withdrawn from a meeting shall not be entitled to see the minutes of that part of the meeting or any related papers.	

Section I:

Committees and Working Groups

No.	Standing Order	Additional
11	<p>The Corporation shall establish the following functions required under the Articles of Government:</p> <ul style="list-style-type: none"> ● Audit Committee ● Governance Committee (with responsibility for search)) <p>The following information must be published on the College’s website and be made available for inspection by any person during normal office hours:</p> <ul style="list-style-type: none"> ● terms of reference of the Governance Committee ● rules specifying the way the Governance Committee is conducted ● the Governance Committee’s advice to the Corporation relating to appointments of external governors, if not deemed confidential <ul style="list-style-type: none"> ● A Special Committee to consider dismissal of a Senior Post-holder, if required ● An Appeals Committee - if required - to consider an appeal that may arise from the dismissal of a Senior Post-holder by the special committee; the membership of the Appeal Committee should exclude those who sat on the particular Special Committee that considered the dismissal. <p>The Corporation has made rules specifying the way in which the Special Committee will be established and conducted.</p>	<p>Articles 5 and 6</p> <p>See the Senior Post-holder employment policies and framework</p>
12	<p>The Corporation may establish a committee of the Corporation for any purpose or function, and may delegate powers to such a committee.</p> <p>The Corporation has established the following committees in</p>	

13	<p>Delegated authority must be formally recorded, either as part of approved terms of reference, in approved College policies (such as the Financial Regulations), as set out in these Standing Orders or in the minutes or written resolution of the Corporation or relevant Committee</p> <p>The Corporation may not delegate authority to its Committees in respect of:</p> <ul style="list-style-type: none"> ● the determination of the educational character and mission of the institution; ● the modification or revocation of the Articles of Government ● ● the approval of the annual estimates of income and expenditure; ● the responsibility for ensuring the solvency of the institution and the Corporation and the safeguarding of their assets; <p>In addition, the Corporation may not delegate powers it does not possess, such as those specifically assigned by the Articles of Government to the Chief Executive or Clerk. The Corporation may only delegate the case for dismissal and the power to determine an appeal in connection with the dismissal of a Senior Post-holder to a Committee of its Governors (referred to as the Special Committee).</p>	Article 9
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13i

Chair's action

Where it is determined as appropriate by agreement between the Chair and Clerk for:

(a) Items of routine business that would not normally merit discussion at a meeting of the Corporation;

(b) Matters relating to the implementation of policies that have already been approved by the Corporation; and

(c) Any issue which, in the view of the Chair, Principal and Clerk, is too urgent and important for consideration to be deferred until the next scheduled meeting of the Corporation, and cannot be dealt with via electronic written resolution to board members, especially where any lack of timely action could damage the interests of the College.

d) Any issue which in the view of the Chair, Principal and Clerk should be dealt with via Chair's action to ensure governors will not be prevented in taking part in a discipline or grievance panel relating to a senior post holder. Should the matter relate to potential discipline or grievance procedures in respect to the Principal or Clerk, then the decision on Chair's action would not include the person who is the subject of such potential procedures

This assessment will be based on:

(a) An assessment of the likelihood and impact of the risk materialising in the case of no action (or lack of timely action); and

(b) A comparison of this in line with the College's risk appetite (as measured by the College's agreed approach set out in the risk management policy and debated from time to time); or

(c) Consideration of potential personnel procedures that may require governor involvement. The Chair and Clerk or Chair and Principal may seek legal advice on this if desired.

The criteria to be adopted by the Chair and Clerk in considering the need for Chair's Action:

- Adherence to the College values; Student focus, High Performance, Openness, honesty & respect
- Requirements of regulators and statute do not explicitly require the decision to be taken by the Corporation or the Audit and Risk Management Committee (i.e. approval of annual budget etc.).
- Advice of the Principal and any relevant committee (unless the matter in question may result in a discipline or grievance procedure against the Principal)
- Adherence to the Instrument and Articles of Government and the Corporation's own Standing Orders.
- Whether the decision is a simple and straightforward follow-on from a decision already made by the Corporation.
- Whether legal or other external advice is required before taking this decision.
- Whether any delay in making this decision would seriously damage the interests of the College.

Any decisions taken under this authority will be reported to the next meeting of the Corporation. (The Chair and Clerk will decide whether the board members should also be advised sooner via electronic communication but the action should still be a formal item at the next meeting of the Corporation).

14	<p>The Corporation should ensure that Committees make an effective contribution to the governance of the college and the management of its business. Committees should reduce and not duplicate the business of the full Corporation or other committees.</p>	
15	<p>The Corporation determines the numbers and terms of office of members on each committee, and the role of committee chair, membership and quoracy of committees.</p> <p>The Corporation reviews and approves the terms of reference of committees and, if appropriate, of Board working groups annually.</p>	
16	<p>Any committee (other than a Special Committee or Appeal Committee referred to under I1 above) may include persons who are not members of the Corporation.</p>	
17	<p>The policy on Public Access to Corporation meetings determined by the Board and detailed under Standing Order F9 applies to attendance at committee meetings.</p>	
18	<p>The minutes of committee meetings (other than those determined to be confidential) will be made available to the Public.</p>	

Annex A

The Corporation of Bedford College has adopted the 17th edition model College Code of Conduct provided by Eversheds

Annex B

Complaints against the Corporation

1. A complaint against the Corporation, a member of the Corporation or the Clerk to Corporation may be made by an individual, business or an organisation.
2. A complaint against the Corporation or a member of the Corporation should be made in writing and addressed to:

The Clerk to the Corporation
Bedford College, Cauldwell Street, Bedford, MK42 9AH.
3. The letter should clearly state the nature of the complaint and, if appropriate, provide copies of any related documentation.
4. The Clerk to the Corporation, in conjunction with the Chair or Vice-Chair will:
 - i. Acknowledge receipt of the complaint where possible within three working days
 - ii. Investigate the complaint and, if relevant, inform the member of the Board against whom the complaint is made
 - iii. Endeavour to provide a response to the complainant within four weeks and, if this is not possible, provide the complainant with an interim statement.
5. When carrying out an investigation on a complaint against the Corporation or an individual member of the Corporation, the Clerk to the Corporation, the Chair and the Vice-Chair will have the authority to refer the issue to the Corporation's auditors (external and/or internal) or other appropriate advisers.
6. After receipt of the Clerk's final response, the complainant may wish to take the matter further and may write to:

The Education & Skills Funding Agency

7. The Clerk to the Corporation will keep the Chair and Vice-Chair informed and will provide the Corporation with a report of the complaint at the following Corporation meeting. If it is felt necessary to inform members without delay, the Clerk will circulate a report prior to a Board meeting.

8. If a complaint is made against three or more members of the Corporation the above procedure will be followed except that an independent external person, such as the chair of another FE Corporation will be asked to investigate the matter.

9. A complaint against the Clerk to the Corporation should be made in writing and addressed to:

The Chair of the Corporation (marked 'personal and confidential') Bedford College,
Cauldwell Street, Bedford, MK42 9AH

10. The letter should clearly state the nature of the complaint and, if appropriate, provide copies of any related documentation.

11. The Chair or Vice-Chair of the Corporation will:

- i. Acknowledge receipt of the complaint where possible within three working days
- ii. Investigate the complaint and inform the Clerk
- iii. Endeavour to provide a response to the complainant within four weeks and, if this is not possible, provide the complainant with an interim statement.

12. When carrying out an investigation on a complaint against the Clerk, the Chair or Vice-Chair of the Corporation will have the authority to refer the issue to the Corporation's auditors (external and/or internal) or other appropriate advisers.

13. After receipt of the Chair or Vice Chair's final response, the complainant may wish to take the matter further and may write to:

The Education & Skills Funding Agency

14. The Chair or Vice-Chair will provide the Corporation with a report of the complaint at the following Corporation meeting. If it is felt necessary to inform members without delay, the Chairman or Vice-Chairman will circulate a report prior to a Board meeting.

[Approved by the Corporation, 06.07.04, Resolution 6; amended in response to internal audit, May 2005; reviewed by the Corporate Governance Committee, 16.09.08 and revised by Corporation November 2014]

ANNEX C Committee Terms of Reference

Terms of Reference of the Audit Committee

Purpose:

In accordance with the Instruments and Articles of Government and Post 16 Audit Code of Practice to advise on matters relating to the Corporation's audit arrangements and systems of internal control and to provide reports to the Corporation on the adequacy and effectiveness of the College's systems of Internal Control. The Audit Committee will monitor the College's risk management procedures,

The Audit Committee will not adopt an executive role.

Membership and Clerking

- The Committee shall have a minimum of 3 and up to six members
- The Audit Committee shall include individuals with an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the committee shall have recent, relevant experience in risk management, finance and assurance.
- Corporation members must constitute the majority of the membership of the Audit Committee
- Persons who are not members of the Corporation but are deemed to have the skills required to enhance skills of the Committee relevant to their responsibilities may be appointed as co-opted members but may not hold the position of Chair.
- The Chair of the Committee shall be a Corporation member.
- The Committee is clerked by the Clerk to the Corporation or their designated substitute.
- Membership shall **not** include
 - The Chief Executive, senior post-holders, staff governors or staff with; management, financial or budgetary responsibilities;
 - The Corporation Chair or members of the Corporation's Resources Committee;
 - Members with significant financial and personal interests in the College;
 - Employees, partners or those with a significant interest in any of the college's professional advisers (such as internal and external auditors,

solicitors, bankers, insurers and property advisers) or suppliers of other significant goods or services;

Operation

- The Committee meets at least three times a year; at least once in each academic term.
- The Board has determined a quorum of two or 50% of membership whichever is higher, one of whom must be the Chair or Vice-Chair of the Committee.
- Membership and Chairing of the Committee is reviewed at least every two years and approved by the Corporation.
- Minutes of the Committee are submitted to the Corporation, at which time the Chairman of the Committee gives a verbal report if appropriate.
- The Committee has the right, whenever it is satisfied that it is appropriate to do so, to go into confidential session and exclude any, or all, participants and observers, except the Clerk. In so doing, it must remain quorate.
- The internal auditor and the financial statements auditor must be invited to attend all meetings where business relevant to them is being discussed.
- Senior management should be invited to attend meetings where it is deemed appropriate by the Chair of the Committee.
- The Committee must consider all significant audit findings or recommendations. Detailed findings should not normally be discussed unless members agree that the Audit Committee needs to be satisfied of the findings or internal controls in this area.
- The audit committee has the authority to investigate any activity within its terms of reference.
- The audit committee has the right of access to obtain all the information and explanations it considers necessary, from whatever source, to fulfil its remit
- The Corporation, advised by the Committee, is ultimately responsible for ensuring that management take appropriate action on those reports that call for it, or to recognise and accept the risks of management not taking action.

Terms of Reference

1. To advise the Corporation on the adequacy and effectiveness of the College's assurance arrangements, framework of governance and its arrangements for risk management and control processes for the effective and efficient use of resources, the solvency of the institution and the safeguarding of assets
2. To produce an annual report for the Corporation which will summarise the Committee's work relating to the financial year under review which shall;

- include significant issues arising up to the date of preparation of the report
 - include any significant matters of internal control included in the management letters and reports from auditors or other assurance providers.
 - include the Committee’s opinion on the adequacy and effectiveness of the College’s audit arrangements, its framework of governance, risk management and control, and its processes for the effective and efficient use of resources, solvency of the institution and safeguarding of its assets.
 - be submitted to the Corporation before the Statement of Corporate Governance and Internal Control in the accounts is signed.
 - be submitted to be relevant funding body with the annual accounts.
3. To advise the Corporation on the appointment, reappointment, dismissal and remuneration of the external auditor, reporting accountant and other assurance providers (if applicable) and to ensure that the auditors adhere to relevant professional standards;
 4. To consider and advise the Corporation on the audit strategy and annual internal audit plans for the IAS;
 5. To advise the Corporation on internal audit assignment reports, annual reports and on control issues included in the management letters of the financial statements auditor (including their work on regularity) and the funding auditor (where appointed), and management’s responses to these;
 6. To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, the financial statements auditor’s management letter and of any other reports submitted by
 7. To provide the Corporation with a rag rated assurance matrix after each meeting other providers of audit and assurance services to the College;
 8. To consider and advise the Corporation on relevant reports by the National Audit Office and funding bodies and, where appropriate, management’s response to these;
 9. To receive the college’s annual financial statements to assist the Committee’s review of the management letter of the financial statements auditor
 10. to consider the statements on Corporate Governance, Responsibilities of Members of the Corporation and the System of Internal Control and advise the Corporation on these;
 11. Under delegated authority from the Corporation to consider any banking discrepancy in excess of £5,000
 12. To oversee the Corporation’s policies relating to fraud, whistleblowing or irregularity and to ensure;
 - the proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity

- that investigation outcomes are reported to the Audit Committee
 - that the external auditor (an internal auditor if applicable) has been informed and that appropriate follow up action has been planned/actioned

 - that all significant cases of fraud or suspected fraud or irregularity are reported to the appropriate funding body
13. To inform the Corporation of all additional services undertaken by the reporting accountant, the external auditors and other assurance providers (if applicable) and explain how independence and objectivity were safeguarded;
 14. Following review by the Estates Advisory Group to review any major capital project (as defined in the Financial Regulations) and to assess how well the project met the original aims and delivered value for money to learners and the community.

Note: By agreement of the Corporation, and in conjunction with the Chair of the Corporation and the Clerk, the Committee Chair shall be able to give authority for reports to be made to regulatory bodies as appropriate to the Committee's terms of reference.

Terms of Reference of the Resources Committee

Purpose:

To monitor the management of the College's financial and human resources and capital expenditure to ensure financial solvency and sustainability. To ensure people management and financial strategies are aligned with the Strategic Plan and to monitor the achievement of the strategic objectives and strategic Plan and report to the Board. To monitor compliance with legislation and regulations relevant to its terms of reference

The Resources Committee will not adopt an executive role

Membership and Clerking

1. The Committee shall have a membership of at least four members including the Chief Executive.
2. Persons who are not members of the Corporation but are deemed to enhance the skills of the Committee relevant to their responsibilities may be appointed as co-opted members but may not hold the position of Committee Chair.
3. The quorum of the Committee is two members or 50% of membership whichever is the higher.
4. The Committee is clerked by the Clerk to the Corporation or his/her designated substitute.

Operation

1. The Committee meets at least three times a year, with a meeting each academic term. It is helpful to have two Resources Committee meetings in the summer term in order to provide early oversight of the budgets and get feedback.
2. Membership and-Chairing of the Committee is reviewed at least every two years and approved by the Corporation.
3. Minutes of the Committee are submitted to the Corporation, at which time the Chair of the Committee gives a verbal report if appropriate.

Terms of Reference

1. Reviewing and making recommendations to the Corporation on;
 - a) People strategy, including review of supply/skills demand, people plan to deliver strategic plan.
 - b) Human Resources KPIs as agreed by the Committee.
 - c) Annual estimates of income and expenditure and recommend their approval by the Corporation
 - d) Capital expenditure, including loans;
 - e) The college's investment and borrowing programme
 - f) Any matters relating to the solvency of the institution or the safeguarding of the Corporation's assets;
 - g) Approval of the Financial Regulations and schemes of delegation
 - h) The framework for determining pay and conditions of staff other than senior post-holders
 - i) Appropriate disciplinary and grievance procedures for staff including senior post-holders
 - j) Approval of Pensions statement on the exercise of discretionary function in connection with the LGPS in accordance with Regulation 66 of the LGPS (Administration) Regulations 2008
 - k) Review of performance, impact and policy frameworks of associated undertakings of Bedford College within the scope of the terms of reference of the Committee
 - l) Review of framework and monitoring of Service Level Agreements covering services between Bedford College and its associated undertakings and third parties
 - m) To provide the Corporation with a rag rated report

2. Within the approved estimates and Accommodation Development Plan, to implement such decisions as shall be necessary on behalf of the Corporation, including:
 - a. approving capital expenditure within the approved programme, and monitoring projects;

- b. the approval of building work contracts in excess of £30,000 not in the capital budget or long term maintenance plan;
3. To consider advice from the Estates Advisory Group, through their minutes or formal reports.
4. To advise the Corporation on the development of the College's strategic policies relating to finance, estates, people management and development.
5. Under delegated authority from the Corporation;
 - a) to approve debt write-offs in excess of £120,000 per annum to approve grants, contracts and ventures as set out in the financial regulations;
 - b) approving the write off of fixed assets, inventory, store or stock losses in excess of £500,000 per annum
 - c) To bring to the attention of the Corporation any matters within the remit of the Committee which it feels to be necessary or which are outside agreed policy;
 - d) To consider matters referred to it by the Corporation and keep the Corporation informed of its deliberations;
 - e) To ensure that decisions previously agreed by the Corporation are carried through in an appropriate manner;
 - f) To act on the Corporation's behalf on financial estates or people matters requiring urgent decision, subject to a report by the Committee Chair at the next Corporation meeting.
 - g) To receive and monitor the College Information Report.

Note 1: Where authority is vested in the Corporation Chair by the Corporation Financial Regulations and Procedures, this power can be formally delegated to the Chair of the Resources Committee.

Note 2: By agreement of the Corporation, and in conjunction with the Chair of the Corporation and the Clerk, the Committee Chair shall be able to give authority for reports to be made to regulatory bodies as appropriate to the Committee's terms of reference.

Terms of Reference of the Quality, Standards and Achievement Committee

Purpose:

To report to the Board on the adequacy and effectiveness of the College's systems of quality assessment and assurance, and on the effectiveness of the quality (improvement) strategy. The Committee will have oversight of quality processes, monitor the quality of educational provision, including: student success and levels of achievement and the student experience.

The QSA Committee will not adopt an executive role.

Membership and Clerking

1. The Committee will have a membership of at least four members, the majority of which shall be external members.
2. Persons who are not members of the Corporation but are deemed to enhance the skills of the Committee relevant to their responsibilities may be appointed as co-opted members but may not hold the position of Chair.
3. The quorum of the Committee is two or 50% of the membership whichever is the higher.
4. The Committee is clerked by the Clerk to the Corporation or his/her designated substitute.

Operation

1. The Committee will meet at least three times a year, once each academic term.
2. Membership and Chairing of the Committee will be reviewed at least every two years and approved by the Corporation.
3. Membership shall include at least one student governor and at least one staff governor.
4. Minutes of the Committee will be submitted to the Corporation, at which time the Chair of the Committee will give a verbal report if appropriate.
5. The Committee will agree an outline schedule of the matters to be considered.
6. The Committee will receive a "quality dashboard" at each meeting to give an overview of College educational/academic performance.
7. The Vice Principle responsible for Quality, is the lead Executive link for this Committee.

Terms of Reference

1. To advise the Corporation on any matters relating to quality and the quality framework, specifically including the approval of the Quality Strategy.
2. To consider and advise the Corporation on the quality of teaching and learning, levels of student satisfaction, retention, achievement and success.
3. To participate in the review of the Self-Assessment Report (SAR) recommending alterations and approving its submission to the Board.
4. To monitor the implementation of the strategy for quality improvement and consider (reports on) the effectiveness of quality improvement plans To monitor and challenge college performance in relation to its strategic objectives in particular regarding the quality of teaching, learning and the appropriateness of the curriculum.
5. To specifically consider any issues requested by the Corporation relating to the remit of the Committee
6. To provide the Corporation with a rag rated Assurance Matrix after each meeting.

Note : By agreement of the Corporation, and in conjunction with the Chair of the Corporation and the Clerk, the Committee Chair shall be able to give authority for reports to be made to regulatory bodies as appropriate to the Committee's terms of reference.

Terms of Reference of the Remuneration Committee

Purpose

The Committee will ensure that designated senior post-holders are fairly rewarded for their individual contribution to the College's performance and will demonstrate that the pay of designated senior post-holders is set by an impartial committee with due regard to public interest and financial health of the College.

The Remuneration Committee will not adopt an executive role.

Membership and Clerking:

- The Committee shall have a membership of at least four members of the Corporation.
- The Chair of the Committee shall be the Corporation Vice-Chair.
- Membership of the Committee shall include the Chair and Vice-Chair of the Board and Committee Chairs.
- The Chief Executive, the staff and student members on the Corporation may not be members of the Remuneration Committee.
- The Committee is clerked by the Clerk to the Corporation or his/her designated substitute; when the remuneration for the Clerk is being considered, the Clerk is asked to withdraw, and other arrangements for minute-taking are put in place.

Operation:

- Membership and Chairing of the Committee is reviewed at least every two years and approved by the Corporation.
- Minutes of the Committee are submitted to the external members of the Corporation, at which time the Chair of the Committee gives a verbal report if appropriate.
- The Committee shall normally invite the Chief Executive to attend meetings, except where his/her remuneration package is being considered.
- The Committee shall meet at least once a year.
- The Board has determined a quorum of two or at least 50% of the membership whichever is the higher.

Terms of Reference:

1. The Committee shall, in respect of the appointment of a Chief Executive or other designated senior post-holder, recommend to the Corporation for approval the specific remuneration and terms and conditions for each appointment. In doing so the Committee will have regard to the Remuneration of Senior Post-holders Policy and other relevant policies and make proposals in respect of:
 - Basic salary
 - Additional benefits which may include benefits in kind
 - Annual bonus/performance related elements
 - Pension provisions
 - The main terms and conditions of employment for each designated senior post-holder
2. The Committee shall, after consultation on regulatory and legal requirements, recommend to the Corporation for approval specific severance pay and related arrangements (to include but not be limited to contractual and statutory entitlements on termination of employment) of the Chief Executive and other designated senior post-holders, should circumstances so require.
3. The Committee shall, after an annual evaluation of performance against pre agreed performance objectives, consideration of benchmarking and consideration of the Remuneration of Senior Post-holders and other relevant policies, recommend to the Corporation for approval the specific remuneration packages of the Chief Executive and other designated senior post-holders
4. The Committee shall recommend to the Corporation for approval performance objectives at the commencement of the relevant period and determine whether such objectives have been achieved at the end of the relevant period.
5. The Committee shall review on a continuing basis the Corporation's policy in relation to all aspects relating to the remuneration and terms and conditions of employment of the Chief Executive and other designated senior post-holders, the effectiveness of the annual appraisal and development process and the extent to which performance of objectives has been monitored. The Committee shall recommend any changes to the Corporation for approval.
6. The Committee shall, in relation to senior post-holders, have oversight of and provide advice to the Corporation as appropriate on:

- Management of and assurance around expenses
- Consequences of not achieving objectives, dependent on how performance related pay is managed
- Detailed relevant benchmarking and comparators
- Policies on roles generating additional income and required disclosure
- Multiples of the remuneration and median earnings of the whole workforce annually
- Remuneration statement in the annual accounts.

Note : By agreement of the Corporation, and in conjunction with the Chair of the Corporation and the Clerk, the Committee Chair shall be able to give authority for reports to be made to regulatory bodies as appropriate to the Committee's terms of reference.

Terms of Reference of the Governance Committee

Purpose:

To advise the Corporation on all corporate governance matters where so required, including the appointment of members.

The Governance Committee will not adopt an executive role

Membership and Clerking

- Membership of the Committee shall be drawn from:
- The current chairs of the Corporation and its committees and at least one other member who is not a chair of a committee or the Corporation.
- The quorum of the Committee is two or 50% of the membership whichever is the higher.
- The Committee is clerked by the Clerk to the Corporation or his/her designated substitute.

Operation

The Committee shall meet at least once a year but will normally meet twice a year.

- Membership and Chairing of the Committee is reviewed at least every two years and approved by the Corporation.
- The Committee shall report to the Corporation in the same way as all other committees and the Chair of the Committee shall give a verbal report if appropriate.

Terms of Reference

With the advice of the Clerk to the Corporation the Committee shall advise the Corporation on:

1. The effectiveness of corporate governance, including the operation of the governance, the size and structure of the Corporation, and compliance with legal and regulatory requirements including relevant codes of

- conduct.
2. The effectiveness of the performance of the Corporation, its committees and its members.
 3. The effectiveness of the institution's community engagement strategy and the place of governors within it.
 4. The appointment of members of the Corporation, including external Corporation and co-opted members none of whom shall be appointed unless first being considered by the Committee. This includes the process of gathering, screening and shortlisting external candidates, ensuring the application of the College's equal opportunity and diversity policy, and evaluating the contribution made by Corporation members before proposing reappointment.
 5. The appointment of committee chairs.
 6. The support and development of members of the Corporation in relation to their role, including the oversight of funding that may be associated with it.
 7. The effectiveness of the governance arrangements concerning any of the Corporation's subsidiary bodies.
 8. Other matters referred to it by the Corporation concerning corporate governance and the effective operation of the Board.

Note : By agreement of the Corporation, and in conjunction with the Chair of the Corporation and the Clerk, the Committee Chair shall be able to give authority for reports to be made to regulatory bodies as appropriate to the Committee's terms of reference.

ANNEX D – Expenses

These guidelines are based on the guidance issued by HMRC and the procedures given to College staff.

Mileage can be claimed at the standard HMRC rate per mile but for long journeys the College will normally cap the claim at the cost of standard class rail travel.

Standard HMRC rates are paid for all employee claims. All latest rates can be found at <http://www.hmrc.gov.uk/rates/travel.htm>

Mileage can, and should be claimed for travel in respect of governor meetings, development events, and other events where you are acting in an official capacity e.g. Achievements Evening. They should not be claimed for general invitations to college events to which you chose to attend e.g. art exhibitions, plays etc.

You can claim for car parking charges if you are not able to park in the College's staff car park.

If you travel by public transport you can claim for the full cost of the standard class rail or bus journey, you will need to attach a receipt to your claim form.

The College provides light refreshments for governor meetings. Expenses for food and drink can be claimed only if:

1. You attend an event or training course that lasts over 6 hours and refreshments aren't provided at the venue
2. Your expenses are within the following limits and do not include alcoholic drinks:
 - a. Breakfast – up to £10.
 - b. Lunch/daytime refreshments – up to £15
 - c. Evening meal – up to £25

Any other items need to be approved in advance by the Clerk and Chief Executive.

(rates changed at October 2022)

Annex E

Board Engagement and Protocols – *with learners, potential learners, employers, the community and other stakeholders*

1) Context

Governors' responsibilities include determining and reviewing the educational character, overall strategic aims and mission of the college, and college solvency. To that end, to enable them to have an informed perspective when making decisions on mission and strategy, governors need an appropriate level of understanding of the core business of The Bedford College Group ("TBCG") and the context in which TBCG operates.

Much of this understanding will be gained through induction; through briefings from managers; through meetings themselves and through the meeting papers. Governors will also attend external training events, join webinars, visit other colleges and attend a variety of other conferences and sector events.

Governors themselves bring with them their own experiences of TBCG's community, both as residents, as employers or employees, and of course as Principal, staff and students at the college. Some will have membership of other organisations in the community in a number of different sectors.

Given that TBCG provision covers a wide selection of learners and potential learners, across a large number of delivery sites, it is unrealistic to expect that governors can engage with all of their learners or potential learners, or with all areas of the community that TBCG serves. Much of the duty to consult and engage with learners, employers and the community will be undertaken by the college management and staff, and will be reported on to the Board. It is however possible that board members, most likely the Chair, will on occasions be called upon to engage with key stakeholders alongside the management team, e.g. local authority meetings, consultations with local groups, even commissioner and government department meetings and more.

But it is also important that governors take opportunities to visit college campuses, and to attend college events, and this will provide opportunity to engage with the college's learners, potential learners, and staff, along with other stakeholders. These visits provide opportunities to go beyond written reports and management assurance, to develop members' understanding of the daily reality for learners and staff, and the community TBCG serves, along with those who may wish to attend TBCG. Such visits can bring reports and data to life and enable informed decision making.

2) An active and informed board

Engagement with potential learners, learners, staff, employers and other stakeholders can help shape organisational culture, with members learning from engagement to assist strategy and policy decisions. A board that puts themselves in situations where they can listen and learn is more likely to take TBCG in a strategic direction that is viable and responsive to the community needs.

Interactive governance goes beyond receiving assurance from board papers. But it doesn't have to be complicated or formal. There are, for example, numerous events within TBCG that governors can attend that will enable engagement.

Open evenings provide an excellent opportunity to meet with potential learners (and often their parents), with current college learners and with staff. Award evenings across schools, FE and HE, provide a varied view of the work and achievements of learners, and again an opportunity to speak to current learners and those who are progressing, either further in TBCG or elsewhere, and with employers and other stakeholders.

Governors if invited may attend meetings such as a student conference or focus group. Both will bring them into contact with a variety of students from across TBCG's provision.

Equally, members' visits during the college day, whether as a group as part of a meeting agenda, or as individuals, can take them into the classroom itself – to see learning in action and to engage with learners and staff – crossing a wide selection of TBCG's provision. Such visits, taken across all of TBCG's campuses, give a greater understanding of the different atmospheres and learner experiences at each of those campuses, and of what it is like to be a learner at TBCG. Members, from such visits, will take back to the boardroom a greater understanding of the reality of staff and learner experiences, painting a picture that no paper can portray.

3) Visit Protocols

On appointment, members agree to observe the Corporation's Code of Conduct, other governance procedures and relevant college policies which incorporate good practice and high standards in behaviour, such as confidentiality and discretion.

Governors should inform the Director of Governance of any planned visits to the College even if organised by others within the College. The following points emphasise the areas where governors may value clarification of the roles and the parameters for visits and engagement, including those of a virtual nature:

- a) Our governance structure operates on the clear parameters of delegated responsibilities that can be summarised as – governors govern, managers manage. To that end, the day to day management of the college's operations is the responsibility of the Principal and Chief Executive, and management

team. Respective responsibilities are set out in more detail in the Instrument and Articles of Government.

- b) Governors should therefore avoid expressing strong opinions or making commitments on their or the board's behalf; this should be adhered to during attendance at college events and engagement with any stakeholders.
- c) Individual staff or learners may give personal views on matters; these should be taken, if considered necessary, to the college management team for their consideration and action. The Director of Governance should also be informed if this occurs.
- d) Governors should particularly be mindful of avoiding engagement with learners or staff on any management issues where relevant internal learner or staff procedures are in place.
- e) Any particular concern arising during a visit should be brought to the attention of the Principal. Again, the Director of Governance should also be informed if this occurs.

The Director of Governance can be contacted for advice.

4) Advocate roles and contact details

Governors have been identified as potential ambassadors of TBCG in the Community Engagement Strategy and will work with management to identify mutually beneficial relationships. The Register of Interests is a publically available record but governors may share additional information. Governors will not provide contact details for Bedford College staff or other governors without first obtaining the consent of the person whose information is being shared.

5) Post engagement evaluation by Governors

Members will be given the opportunity at each board meeting, as a standing item, to give appropriate (including verbal) feedback on any college or external engagements they have undertaken.

Approved by the Corporation, 25.03.21