

# **GOVERNOR INDUCTION PROGRAMME**

## Introduction booklet



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## **Governor Induction Programme: Calderdale College**

Congratulations on your appointment as a Member of the Calderdale College Further Education Corporation.

### **1. Introduction**

The Governing Body (of which you are a Member) places considerable importance on training and development. Governor Induction is a key part of this training and development.

The aims of the Governor Induction Programme are:

(a) to give newly appointed Members of the Governing Body the knowledge and understanding of the role and purpose of college governance; and

(b) to provide an introduction to Calderdale College – its students, staff and stakeholders.

The Governor Induction Programme is provided in six parts

- (i) Meeting with the Clerk to the Corporation
- (ii) Meeting with the Principal
- (iii) Meeting with Deputy Principals
- (iv) Tour of the College
- (v) Meeting with the Chair of the Corporation
- (vi) Subsequent meetings during your first year as a Governor

In addition there is the opportunity to be supported by a mentor who will be a more experienced Member of the Governing Body. This is optional.

### **2. Background (i): Legislation**

There are many Acts of Parliament which have implications for the practice of governance at Calderdale College FE Corporation. This section will refer to key legislation only. It should be noted that the Governing Body is expected to operate within all relevant legislation relating to **Human Rights, Employment, Health/Safety & Welfare, Equality and Diversity** etc.

The **Further and Higher Education Act 1992** is very significant as this legislation provided for the movement of further education colleges from being funded and overseen by local authorities to the Further Education Funding Council. An FE Corporation was created for each college, which has the legal personality of an exempt charity i.e. a charity which is not directly regulated by the Charity Commission.

The **Learning and Skills Act 2000** transferred the funding and planning of college provision to the Learning and Skills Council (which ceased on 31 March 2010).

The **Apprenticeship, Skills, Children and Learning Act 2009** created the Skills Funding Agency for 19+ learners and the Young People's Learning Agency for 16–18s (now replaced by the Education & Skills Funding Agency (ESFA)).

The **Education Act 2011** modified the framework for governance by providing a range of governance 'freedoms' or flexibilities for local decision making with effect from April 2012.

### **3. Background (ii): Key Documents**

The most significant document is the Instrument and Articles of Government. This document sets out the arrangements by which the Governing Body can operate and the responsibilities of the Board, the Principal and the Clerk to the Corporation (see below). The Instrument and Articles can be significantly modified by individual corporations through the powers contained in the Education Act 2011.

The Instrument of Government permits the determination of 'local rules'. The Governing Body of Calderdale College has a detailed set of Standing Orders, which provide additional information on governance working arrangements.

There is a Post-16 Audit Code of Practice with which the Governing Body is expected to comply and will be used to consider the performance of the Governing Body and its Audit Committee.

There is a Financial Memorandum between the Governing Body and the College's principal funders i.e. ESFA.

Colleges are also required to adopt and comply with either the Association of Colleges' Code of Good Governance or the Financial Reporting Council's Corporate Governance Code.

### **4. Background (iii): Powers of the Governing Body**

Legislation provides the power for the Governing Body.....

- To provide further and higher education
- To provide secondary education to 14 – 16 year olds in school
- To supply goods or services in support of the provision of education
- To conduct an educational institution
- To subscribe for or acquire shares or securities of a company
- To acquire and/or dispose of assets
- To borrow money
- To invest money

It should be appreciated that the legal power described above resides with the Governing Body as a whole, and not with individual Governors. Any use of Governing Body decision making which is inconsistent with this framework could be judged to be 'ultra vires' and would take the Governing Body into serious difficulty.

The Code of Conduct for Governors requires that

- All Members of the Governing Body must accept and demonstrate collective responsibility for decisions;
- No Member of the Governing Body should speak on behalf of the Governing Body unless authorised to do so. (N.B. The Chair of the Corporation is authorised to do so);
- All Governors must respect confidentiality
- All Governors should promote and protect the College's reputation and act in its best interests;
- All Governors must respect the relative roles of management and governance;
- All Governors should abide by the seven Nolan principles of public life: honesty, accountability, leadership, objectivity, selflessness, openness, integrity.

## **5. Responsibilities of the Governing Body**

The Articles of Government list the seven responsibilities of the Governing Body as

- (a) the determination and periodic review of the educational character and mission of the institution and oversight of its activities;
- (b) the requirement to take account of staff and student views when reviewing the mission and purpose of the institution
- (c) approving the quality strategy of the institution
- (d) the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets;
- (e) approving annual estimates of income and expenditure;
- (f) the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk
- (g) setting a framework for the pay and conditions of service of all other staff.

As a Governor you should feel confident that the Governing Body is addressing and meeting these responsibilities.

## **6. Membership of the Governing Body**

The membership of the Governing Body is as follows

- 2 x Staff Governors
- 2 x Student Governors
- 1 x Principal/Chief Executive
- 15 x 'External' Governors

.....producing a total of 20 Governors. A quorum for Governing Body meetings is 8 Governors. Details of Members of the Governing Body can be found at [www.calderdale.ac.uk](http://www.calderdale.ac.uk) (governance section).

Governors are normally appointed for a four year term of office and would normally serve for a maximum of two terms.

The Chair of the Corporation is appointed biennially by the Governing Body to serve for two years in office. There are up to two Vice Chairs of the Corporation who are also appointed biennially by the Governing Body and serve for two years in office.

## **7. Committee Structure of the Governing Body**

Under the Articles of Government, the Governing Body is required to operate an Audit Committee and a Search Committee.

The full committee structure is as follows:

- Audit Committee
- Finance & Resources Committee
- Curriculum, Quality & Standards Committee
- Search & Governance Committee
- Senior Staff Employment Committee

You will be asked to serve on at least one committee of the Governing Body.

## 8. Governor Procedures and Protocols

### (a) Register of Interests

It is your responsibility to ensure your entry in the Board's Register of Interest is up to date. This is updated annually, or more frequently if individual circumstances change.

### (b) Declaring an Interest at Meetings

From time to time, there may be a matter under discussion which you closely involved associated with in an aspect of your work or social interests. You should ensure the meeting membership knows about your involvement at the time such matters are being discussed by 'declaring and interest'. If in doubt ask the Clerk to the Corporation for guidance. It is your responsibility to make sure that your entry in the Register of Interests is up-to-date.

### (c) Eligibility to be a Governor

You will be asked annually to confirm that you remain eligible to be appointed as a Member of the Governing Body. However, if and when your circumstances change, you should inform the Clerk to the Corporation in writing.

### (d) Disclosure & Barring Service

All new and existing Governors are required to undertake a DBS check. This will be co-ordinated by the College and will be at no cost to the Governor.

### (e) Apologies

If you are unable to attend a meeting of the Governing Body or a Committee you are a member of, please communicate your apologies to a member of the Executive Support Team at the earliest possible opportunity.

### (f) Governor Expenses Policy

The Governing Body has established a Governor Expenses Policy. This policy includes the opportunity to claim for travel to and from governance meetings. If you wish to utilise this policy you should contact the Head of Executive Support for an expenses claim form. Claims should be submitted promptly.

### (g) Mandatory Training

Members of the Governing Body are required to undertake Mandatory training. Governors are required to undertake the following training;

Training	Type	Frequency
Safeguarding	Online	Every two years
Equality, Diversity and Inclusion	Online	Every three years
Prevent	Face to face	Every three years
Data Protection, GDPR version	Online	Every three years

On appointment, Governors will be provided with login details to ensure that training can be undertaken and will be provided with reminders when training is due.

#### (h) Association of Colleges (AoC) Training

The AoC provides thirteen self-study modules designed to give Governors a thorough overview of Governor responsibilities.

They cover the following topics:

Module 1 Overview of the further education system and its governance

Module 2 Values and ethical framework

Module 3 The main statutory framework

Module 4 Working relationships

Module 5 The process of effective governance

Module 6 Strategy and educational character

Module 7 Collaboration and partnership

Module 8 Curriculum

Module 9 Quality and standards

Module 10 Finance

Module 11 Human resources

Module 12 The audit committee

Module 13 Governor recruitment and succession

They can be accessed through the following link;

<https://www.aoc.co.uk/funding-and-corporate-services/governance/governors/training-materials-governors>

Governors can access these modules as they wish, these are optional.

### **9. Corporate Processes and Documentation**

The business cycle for the corporate year (1 August to 31 July) includes governance work-planning, self-assessment of institutional performance, strategic planning, implementation/monitoring, and evaluation of performance. The corporate risk register and risk management processes are considered by the Audit Committee.

There are various forms of external assurance including the Board's internal audit service and financial statements auditors, OfSTED, higher education quality assurance and the Education & Skills Funding Agency.

The Governing Body conducts an annual self-assessment of its performance.

The governance meetings calendar is usually established in April/May for the coming corporate year.

### **10. Learner Centred Governing**

The Governing Body aims to achieve learner centred governance i.e. taking proper account of the students as the prime users of the College's services and programmes. All Governors are encouraged to take this approach to the Governing Body's responsibilities and to undertake development to help appreciate the students' perspective.

### **11. Governor Strategic Planning sessions**

The Governing Body has three Strategic Planning sessions each year which all Governors are encouraged to prioritise for attendance where possible. In addition, personal and committee development can be arranged as necessary. If you have any particular requirements and ideas please contact the Clerk to the Corporation.

External opportunities for development arise throughout the year, details of which will be forwarded to Governors by the Clerk to the Corporation.

If you would like to attend an external event, please contact the Head of Executive Support who will confirm whether you will be able to attend (following consideration by the Clerk to the Corporation and Chair of the Corporation if necessary) and make the appropriate arrangements for you.

## **12. Opportunities for Governors**

If you would like to act as chair of a committee or a working group, act as a College ambassador, and/or provide specialist advice you should contact the Clerk to the Corporation or the Principal.

## **13. What Makes a Good Governor?**

- a. Prioritising attendance at Governing Body (75% target) and committee meetings (75% target) and participation in governor development and non-formal governance activities
- b. Preparing for meetings by reading reports and any other relevant material from the internet, papers, journals etc.
- c. Demonstrating a clear understanding of the role of the College Governor
- d. Being challenging (through query, testing, exploring ideas, questioning assumptions) and scrutinising (checking, seeking assurance, following up) and providing constructive support
- e. Being an independent thinker
- f. Being a team worker and problem solver
- g. Having a learner centred approach
- h. Being ambitious for Calderdale College
- i. Sharing corporate values and long term vision
- j. Being willing and able to develop as a Member of the Governing Body
- k. Being an effective contributor to formal and non-formal governance activity

Governors are encouraged to reflect on their personal and collective performance each year through

## **14. About the Principal and Chief Executive, and designated Senior Staff**

The Articles of Government state that the Principal and Chief Executive (John Rees) is responsible for the following functions

- (a) making proposals to the Corporation about the educational character and mission of the institution and implementing the decisions of the Corporation;
- (b) the determination of the institution's academic and other activities;
- (c) preparing 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 holders of senior posts or the Clerk;
- (f) maintaining student discipline and, within the rules and procedures provided within the Articles of Government, suspending or expelling students on disciplinary grounds or expelling students for academic reasons.

The Governing Body has determined three posts as designated senior posts:-

- Executive Director (Finance & Funding)
- Vice Principal (Curriculum)
- Vice Principal (Quality & People Services)

## **15. About the Clerk to the Corporation**

The Articles of Government state that the Clerk to the Corporation is responsible for the following functions:-

- (a) advising the Corporation with regard to the operation of its powers;
- (b) advising the Corporation with regard to procedural matters;
- (c) advising the Corporation with regard to the conduct of its business;
- (d) advising the Corporation with regard to matters of governance practice

The Clerk to the Corporation is Jane Taylor-Holmes who is directly responsible to the Governing Body (the role is part-time).

The Clerk to the Corporation can be contacted on 01422 357357 or 07879686964 or [jane.taylor-holmes@calderdale.ac.uk](mailto:jane.taylor-holmes@calderdale.ac.uk)

The Clerk to the Corporation will send out a meeting agenda and any papers seven days in advance of the meeting date. Please ensure the address you have provided for communication from the College is the most useful for you.

The Clerk to the Corporation will send out an occasional e-newsletter to all Governors from time to time. Please ensure the email address you have provided for communication from the College is the most useful for you.

## **16. Evaluating Your Governor Induction Programme**

Your impression of the Governor Induction Programme is very valuable and can highlight additional support for you and/or help improve the Governor Induction Programme for future new Governors.

What comes next? Your personal priorities.....

We hope you enjoy your period of office as a Governor at Calderdale College.

Jane Taylor-Holmes  
Clerk to the Corporation  
Calderdale College