

Section D

The Corporation of Salford City College

Standing Orders

Appendices

2017 - 2018

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Appendix 1 - Summary of the Responsibilities of the Corporation

Responsibilities of the Corporation, the Principal and the Clerk

1. The Corporation shall be responsible for the following functions:
 - (a) the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
 - (b) approving the quality strategy of the institution;
 - (c) the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets;
 - (d) approving annual estimates of income and expenditure;
 - (e) 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 of a Member of staff; and
 - (f) setting a framework for the pay and conditions of service of all other staff.

- (2) Subject to the responsibilities of the Corporation, the Principal shall be the Chief Executive of the institution, and shall be 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 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 or expelling students for academic reasons.

Note: the following responsibilities, which cannot be delegated:

- the determination of the educational character and mission of the institution
- the approval of the annual estimates of income and expenditure;
- ensuring the solvency of the institution and the Corporation and the safeguarding of their assets;
- the modifying or revoking of the Articles of Government;
- the appointment the Principal or holder of a senior post;
- the appointment of the Clerk

- (3) The Clerk shall be 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; and
 - (d) advising the Corporation with regard to matters of governance practice.

Appendix 2 - Summary of the Powers of the Corporation of Salford City College

Principle Powers

Under Section 18 of the Further and Higher Education Act 1992 a further education corporation may:

- (a) provide further and higher education; and
- (b) supply goods or services in connection with their provision of education.

These powers are known as the Corporation's 'principle powers'

Supplementary Powers

Under Section 19 of the 1992 Act a further education 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:

- (a) the power to acquire and dispose of land and other property;
- (b) the power to enter into contracts, including in particular:
 - 1. 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 their principal powers; and
 - 2. contracts with respect of carrying on by the Corporation of any such activities;
- (c) the power to borrow such sums as the Corporation think fit for the purposes of carrying on any activities they have power to carry on or to meet any liability transferred to them 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. This power may not be exercised without the consent of the Education and Skills Funding Agency, which may give its consent for a particular borrowing or for borrowing of a particular class;
- (d) power to invest any sums not immediately required for the purposes of carrying on any activities it has the power to carry on;
- (e) power to accept gifts of money, land or other property and apply it, or hold and administer it on trust, any of those purposes; and
- (f) power 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.

The Corporation may also provide facilities of any description (including boarding accommodation and recreational facilities for students and staff 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 Act are known as 'supplementary powers'.

Appendix 3 - Composition of the Corporation

Twelve independent Members
One Student Member
CEO/Principal
One Staff Member (either Teaching or Non Teaching)

Appendix 4 - Appointment and Removal of Members of the Corporation

Appointment of Members

Background

Retiring members are eligible for re-election.

Co-optee members are appointed by the Corporation, as are co-optee members of Committees.

Appointments shall be for four years with the exception of student governors who shall normally be appointed for two years and shall cease to be governors when they are no longer a student at the College.

The Governance and Search Committee reviews the membership of the Corporation, proposes means of recruitment, meets prospective governors and makes recommendations on membership and co-option onto committees.

The Secretary of State only becomes the appointing authority in exceptional circumstances.

Procedure

The Governance and Search Committee will consider applications from prospective members and make a recommendation to the Corporation accompanied by the details required by the Corporation, which will be circulated with the Agenda for the Corporation Meeting.

The Governance and Search Committee will consider and make a recommendation on the re-appointment of existing members accompanied by the details required by the Corporation, which will be circulated with the Agenda for the Corporation Meeting.

The appointment of members shall, where practicable, be the first agenda item.

The vote shall be by a show of hands unless a member requests a secret ballot.

Where there is a tie then a secret ballot will be held.

Where two candidates still receive an equal number of votes the appointment shall be decided by lot.

Nominated Members - Staff

There is one staff Member.

Vacancies are notified by the Human Resources Director to staff and nominations sought in writing by a set date.

Where there is one nomination, the name of the nominee and a copy of their CV are provided to the Clerk who will then arrange for the nomination to go on the agenda of the next Corporation meeting.

Where there are two nominees, a secret ballot arranged by the Personnel Manager, normally by electronic means, will take place as soon as possible. In the event of a tie the issue will be decided by lot.

The name of the successful candidate and a copy of their CV are provided to the Clerk who will then arrange for the nomination to go on the agenda of the next Corporation meeting.

Nominated Members - Student

There is one student Member and this will normally be the person elected to be President of the Student Council.

Student Services will oversee the process for the election of the President of the Student Council. The student Council elections are open candidates from amongst all students at all centres (with previous members eligible to stand for re-election) with voting for all the candidates across all college locations.

The name of the successful candidate is provided to the Clerk who will then arrange for the nomination to go on the agenda of the next Corporation meeting.

Appointment of Chair and Vice Chair of the Corporation

Retiring Chair and Vice Chair are eligible for re-election.

Chair and Vice Chair are appointed by Members of the Corporation.

The Principal, staff or student Member(s) are not eligible for appointment.

The meeting appointing Chair and Vice Chair has to be quorate.

Procedure

The appointment of the Chair shall be the first item on the agenda of the appropriate meeting and the Clerk shall chair the Corporation meeting for that item.

Prior to the scheduled Corporation meeting, the Clerk will invite nominations from governors who wish to be considered for the positions. Those interested will be asked to submit a short written statement to support their nomination.

All nominations must be seconded.

If there is only one nomination that person is appointed unopposed.

If there is a tie then a Chair shall be appointed for that meeting only.

The Chair then takes over the running of the meeting and follows the same procedure for the appointment of Vice Chair, which will be the next item.

Appointment of the Chair and Vice Chair shall normally be for 24 months.

The person elected to the position of Chair of Corporation will also be the Chair of the Strategy Finance and Resources Committee.

The person elected as Vice Chair of Corporation will also be the Chair of the Governance and Search Committee.

Procedure for the removal of a Corporation Member from Office

1. Absence from meetings for a period longer than six months

The Instrument of Government provides, in paragraph 10(2) for the Corporation to consider removing a Member from office if he/she has been absent from meetings of the Corporation for a period longer than six consecutive months without the permission of the Corporation.

It is important, therefore, for apologies for absence to be submitted so that the Corporation may consider if the circumstances are such that removal from Membership is *not* justified. In the light of individual circumstances it may be appropriate for the Corporation to grant leave of absence to a Member from her/his duties as Member of the Corporation.

The Clerk will be responsible for monitoring the attendance of Members at formally summoned Corporation and Committee meetings. Where a Member has not attended a meeting for six months, for whatever reason, the Clerk will bring this to the attention of the Chair and to the next Corporation meeting.

The Corporation will terminate the Membership, at the next scheduled meeting, of any Member who has been absent from the meetings of the Corporation for six consecutive months, irrespective of any apologies that have been offered or accepted, and will terminate the Membership of any Member who is absent for six consecutive months from any committee of which they are a Member, irrespective of any apologies that have been offered or accepted.

The Clerk will then write on behalf of the Chair to the Member concerned explaining the position regarding his/her attendance and advising that this has caused the Member's removal from office.

Members removed from office by reason of non attendance for six months may re-apply for Membership following a review for re-appointment in the normal way by the Governance and Search Committee; in such circumstances the Governance and Search Committee may require also the Member to attend for interview.

2. Inability or unfitness

Any question, regardless of its source, as to whether or not a Member may be unable or unfit to discharge the functions of a Member must be referred to the Clerk.

When such a question is brought to the attention of the Clerk (s)he will immediately notify the Chair of the Corporation. If it appears to the Chair that the matter should be pursued, (s)he will decide, in consultation with the Clerk, whether or not further investigation is necessary and, if so, how this should be carried out.

The Chair will decide, in consultation with the Clerk, whether or not the matter should be referred to the Governance and Search Committee and, if necessary, will authorise the Clerk to convene a special meeting. If the Governance and Search Committee consider that there may be grounds for the removal of the Member from office, they will instruct the Clerk to convene a special meeting of the Corporation to consider whether the Member should be removed from office.

Meetings of the Corporation regarding the removal of a Member by reason of Inability or Unfitness

Meetings of the Corporation at which the removal of a Member is to be considered will be convened by the Clerk giving at least seven days notice in writing to all parties entitled to attend the meeting. The Member whose removal is being considered (“the Member”) should be provided with written notification setting out why the Corporation is considering taking such action.

The meeting will be attended by Members of the Corporation, the Clerk, and the Member. The Member has the right to be accompanied and/or represented by a person of his/her choice.

The Member will be entitled to attend all parts of the meeting relating to whether (s)he should be removed from office save that (s)he will not be entitled to be present during any discussion or voting by the Corporation that takes place after the hearing of the facts relevant to the Corporation’s decision.

At the meeting, the reasons why consideration is being given to the removal of the Member will be explained to the Member and the Member will have the opportunity to state his/her case in full. Both the Member and the Corporation will have the right to examine witnesses if appropriate.

The Corporation will decide whether or not the Member should be removed from office. In either case the Clerk will notify the Member of the Corporation’s decision in writing as soon as practicable after the meeting and, in any event, within fourteen days.

A Member removed from office will have no right of appeal against the Corporation’s decision.

3. No Longer in the best interests of the Corporation

Any question, regardless of its source, as to whether or not it may no longer be in the best interests of the Corporation for a member to continue in office must be referred to the Clerk.

When such a question is brought to the attention of the Clerk (s)he will immediately notify the Chair of the Corporation. If it appears to the Chair that the matter should be pursued, (s)he will decide, in consultation with the Clerk, whether or not further investigation is necessary and, if so, how this should be carried out.

The Chair will decide, in consultation with the Clerk, whether or not the matter should be referred to the Governance and Search Committee and, if necessary, will authorise the Clerk to convene a special meeting. If the Governance and Search Committee considers that there may be grounds for the removal of the Member from office, they will instruct the Clerk to convene a special meeting of the Corporation to consider whether the Member should be removed from office.

Meetings of the Corporation regarding the removal of a Member by reason of it no longer being in the best interests of the Corporation for them to remain a member

Meetings of the Corporation at which the removal of a Member is to be considered will be convened by the Clerk giving at least seven days notice in writing to all parties entitled to attend the meeting. The Member whose removal is being considered (“the Member”) should be provided with written notification setting out why the Corporation is considering taking such action.

The meeting will be attended by Members of the Corporation, the Clerk, and the Member. The Member has the right to be accompanied and/or represented by a person of his/her choice.

The Member will be entitled to attend all parts of the meeting relating to whether (s)he should be removed from office save that (s)he will not be entitled to be present during any discussion or voting by the Corporation that takes place after the hearing of the facts relevant to the Corporation's decision.

At the meeting, the reasons why consideration is being given to the removal of the Member will be explained to the Member and the Member will have the opportunity to state his/her case in full. Both the Member and the Corporation will have the right to examine witnesses if appropriate.

The Corporation will decide whether or not the Member should be removed from office. In either case the Clerk will notify the Member of the Corporation's decision in writing as soon as practicable after the meeting and, in any event, within fourteen days.

A Member removed from office will have no right of appeal against the Corporation's decision.

4 Suspension of Governors

In certain prescribed circumstances the governing body can decide to suspend a governor, as a neutral act, until further notice. The governing body can only suspend a governor if one or more of the following grounds apply;

- The governor is paid to work at the College and is the subject of a disciplinary proceedings in relation to his or her employment
- The governor is a student at the College and is the subject of disciplinary proceedings in relation to their study at the College
- The governor is the subject of any court or tribunal proceedings, the outcome of which may be that he or she is disqualified from continuing to hold office as a governor
- The governor has acted in a way that is inconsistent with the College's ethos and values and has brought, or is likely to bring, the College, governing body or his or her office in to disrepute
- The governor is in breach of his or her own duty of confidentiality to the College, the staff or to the Students

The Corporation can vote to suspend a governor on any of the above grounds but does not have to do so. The Corporation should only use suspension as a last resort after seeking to resolve any difficulties or disputes in more constructive ways.

Any motion to suspend must be specified as an agenda item of a meeting for which at least 7 clear days notice in writing must be given. Before the governing body votes to suspend a governor, the governor proposing the suspension must give the reasons for doing so. The governor who is proposed for suspension must be given the opportunity to make a statement in response before withdrawing from the meeting and a vote then takes place.

The Corporation will decide whether or not the Member should be removed from office. In either case the Clerk will notify the Member of the Corporation's decision in writing as soon as practicable after the meeting and, in any event, within fourteen days.

A Member removed from office will have no right of appeal against the Corporation's decision.

A governor who has been suspended must be given notice of any meetings and must be sent agendas, reports and papers for any meetings they were due to attend during his or her suspension. They will not be entitled to vote on resolutions while they are suspended.

A governor who has been suspended cannot be disqualified from holding office for failure to attend meetings.

5. Removal of a Co-optee Member (non-Member) from a Committee

A person co-opted by the Corporation to serve as a Member of a Committee (“the Member”) may be removed from Membership of that Committee if he or she has failed to attend meetings of the committee for a period of six months or more, or for any other reason, at the sole discretion of the Corporation.

In the event that the Corporation is considering the removal of a Member, the Member will be provided with written notification setting out why the Corporation is considering taking such action.

The Member will be notified of the time and place of the Corporation meeting at which the Member’s removal is to be considered and the Member has the right to provide written representations as to why (s)he should not be removed from Membership of the relevant committee or to attend the meeting to state his/her case as to why (s)he should not be removed. The Member will not be entitled to attend any part of the meeting not relating to his/her removal and will not be entitled to be present during any discussion or voting by the Corporation that takes place after the hearing of the facts relevant to the Corporation’s decision.

The Corporation will decide whether or not the Member should be removed from Membership of the committee and the Member will be notified of the Corporation’s decision in writing as soon as practicable after the meeting, and in any event within fourteen days.

A co-optee Member removed from Membership of a committee will have no right of appeal against the Corporation’s decision.

Appendix 5 - Committees of the Corporation

The Corporation has established eight committees to consider matters relevant to its work. These are:

Audit
Governance & Search
Capital (not currently active)
Committee of Chairs
Human Resources & Organisational Development
Remuneration
Quality & Standards
Strategy, Finance & Resources

Decision making powers are vested in some committees but the Corporation will, from time to time, empower them to make decisions on matters other than those which the Articles of Government state may not be delegated.

Term of Office, Co-option to Committees, Quorum, Clerking and Frequency of Meetings

1. Chair and Vice Chair of the Committee: appointed for 24 months at the last meeting of the Academic Year.
2. Term of Office of Members: four years
3. Co-option onto a committee: a committee may co-opt such Corporation Members, or non Members, as it sees fit subject to the approval of the Corporation excluding, in the case of the Audit Committee, the College's audit providers, bankers and insurers. Should the Corporation delegate any decision-making powers to the Committee, co-opted Members will not have voting rights.
4. Co-opted Committee Members need not be Members of the Corporation.
5. Clerking: the Clerk to the Corporation shall be the Clerk to all Committees.
6. Quorum: a committee shall be quorate when 40% of its Membership is present rounded to the nearest whole number. Committees may set themselves a higher target.
7. Frequency: each committee except Remuneration shall normally meet at least once each term, Remuneration shall normally meet at least once a year.

Audit Committee Terms of Reference

Authority:

The Committee is authorised by the Corporation to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee plus relevant information from sub-contractors and other third parties and all employees are directed to co-operate with any request made by the Committee.

Collectively, the members of the Committee should include individuals with an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the committee should have recent, relevant experience in risk management, finance and audit and assurance.

The Committee is authorised by the Corporation to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary.

The responsibilities of the Committee shall not extend to an executive role and shall not require members of the committee to offer professional advice to the Corporation.

Duties:

To advise the Corporation on the adequacy and effectiveness of the College's systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money).

Attendance:

- The CEO/Principal, Director of Finance and Internal Auditor Service (IAS) shall normally attend the meetings.
- The Financial Statement Auditors may attend.
- At least once a year the committee shall be able to meet with all auditors without any member of the Senior Management Team being present.
- Auditors may request a meeting if they consider it necessary and the committee will endeavour to comply with such requests.

Terms of Reference

1. To assess and produce an opinion, via an annual report which summarises the committee's activities relating to the financial year under review, for the Corporation and accounting officer, which should include comment on:
 - a) the adequacy and effectiveness of the College's audit arrangements, its framework of governance, risk management and control and its processes for securing economy, efficiency and effectiveness
 - b) the solvency of the institution
 - c) the safeguarding of its assets
 - d) any significant matters arising from the work of the IAS, the funding auditors (where appointed) and the financial statements auditor
 - e) the committee's view of its own effectiveness and how it has fulfilled its terms of reference
2. To advise the Corporation on the appointment, reappointment, dismissal and remuneration of the financial statements and regulatory auditors and other assurance providers including the internal audit service (IAS) and ensure that all assurance providers adhere to relevant professional standards

3. To advise the Corporation on the scope and objectives of the work of the IAS, the financial statements auditor and the funding auditor (where appointed)
4. To ensure effective coordination between the IAS, the funding auditor (where appointed) and the financial statements auditor, including whether the work of the funding auditor should be relied upon for internal audit purposes
5. To consider and advise the governing body on the audit strategy and annual internal audit plans for the IAS
6. To advise the Corporation on internal audit assignment reports and 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
7. To monitor, within an agreed timescale, the implementation of agreed recommendations arising from the management letters and reports of the financial statements and regulatory auditor, and of any reports submitted by other providers of audit and assurance services to the College
8. To inform the Corporation of any additional services provided by the financial statements, regularity and other audit and assurance providers, and explain how independence and objectivity are safeguarded.
9. To consider and advise the Corporation on relevant reports by the National Audit Office (NAO), and funding bodies, and, where appropriate, management's response to these
10. To establish, in conjunction with the College management, relevant annual performance measures and indicators, and to monitor the effectiveness of the IAS and financial statements auditor through these measures and indicators and to decide, based on this review, whether a competition for price and quality of the audit service is appropriate
11. To ensure that all allegations of fraud and irregularity are properly followed up and in this connection, ensure:
 - a) the proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity
 - b) that investigation outcomes are reported to the committee and that the external auditors, and internal auditors where appointed, have been informed
 - c) that appropriate follow up action has been planned / actioned
 - d) that all significant cases of fraud or suspected fraud or irregularity are reported to the chief executive of the appropriate funding body
12. To be informed of all additional services undertaken by the IAS, the financial statements auditors and the funding auditors (where appointed).
13. To monitor and ensure control actions are implemented in respect of Risks identified within the Risk Register (monitored either directly by this Committee or via other Committees)
14. To monitor progress against of Key Performance Indicators assigned to the Committee for oversight

Composition: 3 - 6 Members

Note: the following may not be members of this Committee

- Chair of Corporation,
- Principal
- Members of Strategy and Finance Committee (other than by temporary arrangement)

- Co-opted members from the College's audit providers, College bankers and insurers

Quorum: 40% (minimum 3)

Meeting Frequency: Normally 3 - 4 meetings per year, timed to facilitate the committee's schedule of business

Terms of Reference: Approved: May 2017

Next Review Date: May/June 2018

Committee of Chairs Terms of Reference (current, for review Autumn 2017)

Background

The Corporation, at its meeting on 1 July 2013 authorised that a new committee, the Committee of Chairs (C of C), made up of the Chairs of the College's existing Standing Committees and the Principal of the College, should be established from the beginning of the Autumn Term 2013, to undertake work in the areas of responsibility indicated below, and any other areas subsequently agreed by the Corporation on its behalf.

i) Terms of Reference

The Committee of Chairs will report directly to the Corporation, through its Chair, and will bring proposals / resolutions for its approval. Items under consideration may be passed to an agreed existing standing committee for further detailed consideration, where the items fall under their specific terms of reference.

Composition

The C of C will be comprised of the Chair from each of the Corporation Standing Committees and the CEO/Principal of the College. Chairs may nominate their Vice Chair to attend on their behalf and exercise their vote. Additional Members may be added following a proposal by the Chair and with the agreement of the existing committee members.

Quorum

50% to include the Chair and / or Vice Chair of the Corporation.

Chair / Vice Chair

The current Chair and Vice Chair of the Corporation will be the Chair and Vice Chair of the committee.

Meeting Frequency:

Meetings will be held on an agreed schedule or ad hoc basis depending on specific elements of the C of C's remit or as circumstances dictate (with adequate notice provided for ad hoc meetings).

A minimum of 1 meeting per term is anticipated but not mandated.

ii) Remit

It has been agreed that the following areas shall fall within the Committee's remit:

1. Governance Arrangements – Constitution, Membership & Ways of Working

2. Organisational Development

The Corporation is committed to a longer term and more comprehensive review of the College's organisational development structure, and governance arrangements which began in the 2013/14 academic year, with a view to enabling the College to meet its medium and longer term strategic objectives.

The C of C will in the first instance, review potential options and authorise the development of proposals to be considered by the Strategy & Finance Committee, and the Corporation.

Proposals for amendments to the current Constitution and ways of working may also be considered by the Committee, for recommendation to the Corporation.

3. Initial & On-going Assessment of Business Opportunities

The CoC will be the mechanism whereby the CEO/Principal and senior officers will be able to have preliminary consideration and on-going assessment of business opportunities in a timely manner by a representative body of the Corporation. Following preliminary assessment, opportunities that are agreed for further consideration will be developed and passed to the Strategy & Finance Committee, and /or other appropriate sub committees for detailed consideration and where appropriate, recommendation for approval by the Corporation.

4. Consideration of Key Risks

In response to the increasingly challenging external environment for FE Colleges, it was agreed the Committee will consider key risks facing the College, brought to its attention by the CEO/Principal

5. Early Communication of Key Topics

The CoC will be the mechanism whereby the CEO/Principal and other senior College managers can advise / brief the Chairs of the Corporation's Standing Committees on key topics in an ad hoc manner.

These topics will be of key interest and be likely to affect the management and/ or governance of the College, and will enable Chairs of Committees to onward brief their Committee members on these topics. The C of C will provide guidance on how matters raised are to be communicated to the wider Corporation.

6. Succession Planning

The CoC will consider matters connected with succession planning both in terms of the CEO/Principal and senior managers in addition to Corporation officers. The C o C will produce proposals for consideration by the Corporation and/or the CEO/Principal.

Terms of Reference: Approved: October 2016

Review Date: October 2017

Human Resources and Organisational Development Committee Terms of Reference 2017 - 2018

Note: The Remuneration Committee deals with the remuneration and conditions of service matters concerning the Senior Post Holders.

Responsibilities:

1. To consider and advise the Corporation on all matters connected with the College workforce and its development, including the current and projected staffing needs, recruitment policy and working conditions
2. To consider and advise the Corporation with regard to the College Workforce Development Plan, the impact it is having and alignment with the College Strategic Plan
3. To monitor Health and Safety at each meeting on behalf of the Corporation (the Chair of the Human Resources Committee is the representative of the Corporation with responsibility for Health and Safety) and report annually on this to the Corporation, making recommendations when required
4. To monitor Safeguarding at each meeting on behalf of the Corporation (the Corporation's Nominated Safeguarding Member(s) are normally members of the Committee), to include the PREVENT strategy, in relation to staff matters and report on this annually to the Corporation, making recommendations when required
5. To monitor Equality and Diversity on behalf of the Corporation (the Corporation's Nominated Equality and Diversity Member(s) are normally members of the Committee).
6. To monitor the effectiveness of all policies relating to the college workforce, including (but not limited to) all aspects of equality and diversity, job evaluation, staff appraisal and performance management. Also to recommend associated new or amended policies to the Corporation for approval
7. To receive reports on staffing matters and contracts entered into by the Human Resources Department.
8. To advise the Corporation on the conduct, composition and procedures of any selection panel for senior post holders and generally on the appointment of senior post holders (unless the Corporation agree to appoint a separate task and finish group for this purpose).
9. To monitor employment issues raised by the Employers Forum and Trade Unions.
10. To monitor and ensure control actions are implemented in respect of Risks identified within the Risk Register as being assigned to the Committee for review.
11. To agree and monitor actions needed to implement the strategic priorities in the current College Strategic Plan (Business transformation Plan) where there is an impact on the College's organisational development related to its human resources and monitor agreed Key Performance Indicators assigned to it for oversight

Terms of Reference: Approved January 2017

Review Date: January 2018

Composition: 5 - 7 Members

Note: the following may not be members of this Committee / hold position of Chair or Vice Chair

- No current restriction on membership
- Staff and Student members may not hold position of Chair or Vice Chair

Quorum: 40% (minimum 3)

Meeting Frequency: Normally 3 meetings per year, timed to facilitate the committee's schedule of business

Governance and Search Committee Terms of Reference 2015 - 2016

Responsibilities:

Recruitment and Development

1. Investigate and recommend to the Corporation policies and processes for recruiting new members taking into account equality and diversity, and the needs of the Corporation and the local community.
2. Consider applications from all non elected prospective members and make recommendations to the Corporation on appointments.
3. Evaluate the contribution made by existing members for consideration prior to re-appointment.
4. Monitor the induction and retention and succession planning of Corporation members and recommend action where appropriate.
5. With the Chair of Corporation, consider the outcome of the annual governor development meetings and Skills Audit to identify training, development and recruitment needs and associated planning and organising appropriate development sessions

Governance

6. Monitor governance arrangements against best practice, including input from the annual governor development process and make recommendations for changes to the arrangements, to the Corporation
7. Contribute to and approve the governance element of the College Self Assessment Report (SAR) and the Annual Report on Governance, including the elements relating to compliance with the AoC Code of Good Governance

Structures

8. Review the Committee structures and membership as required and recommend to the Corporation appropriate changes and the appointment of Committee Members.
9. Recommend to the Corporation a means of smooth transition in the event of a change in the Corporation structures.

Risk

10. To monitor and ensure control actions are implemented in respect of Risks identified within the Risk Register as being assigned to the Committee for review

Strategy

11. To agree and monitor actions needed to implement the strategic objectives and priorities of the current College Strategic Plan (Business Transformation Plan) falling within the committee's terms of reference and make recommendations to the Corporation.

Terms of Reference: Approved April 2017 **Review Date:** April 2018

Composition: 3 - 5 Members
Quorum: 40% (minimum 3)

Note:
The CEO/Principal will be a member of this committee

The following may not be members of this Committee / hold position of Chair or Vice Chair

- No current restriction on committee membership
- Staff and Student members may not hold position of Chair or Vice Chair

Meeting Frequency: Normally 1 meeting per term, timed to facilitate the committee's schedule of business

Quality and Standards Committee Terms of Reference

Responsibilities:

1. To advise the Corporation on matters concerning the quality and effectiveness of the College educational provision and consider proposals for improvements in performance.
2. To agree appropriate targets for college performance and improvements in students' achievements for recommendation to the Corporation.
3. To consider matters referred by the Corporation such as areas of outstanding or weak performance.
4. To contribute to the annual self- assessment cycle and to approve and recommend to the Corporation the annual Self - Assessment Report.
5. To consider the Learner and other stakeholder Voice in relation to the quality of provision and receive reports on the feedback received from students and others and to review the arrangements for dealing with those responses.
6. To receive reports on, and monitor, student achievement, student retention and achievement targets, student destinations and teaching and learning, and performance against targets, consistency of performance across the college and other performance indicators and to draw key issues to the attention of the Corporation
7. To consider and make recommendations on matters, including policies and strategies, relating to quality assurance and improvement activity
8. Review the impact of College policies (including Equality, Diversity and Inclusivity, Safeguarding (including PREVENT Duty) and Disability Discrimination Act) on minimising performance gaps across cohorts of students and draw key issues to the attention of the Corporation
9. To monitor and ensure control actions are implemented in respect of Risks identified within the Risk Register as being assigned to the Committee for review
10. To agree and monitor actions needed to implement the KPI's of the current College Strategic Plan assigned to the Committee

Composition: Not less than 4 Members

Quorum: 40% (minimum 3 members)

Note: the following may not be members of this Committee / hold position of Chair or Vice Chair

- No current restriction on membership
- Staff and Student members may not hold position of Chair or Vice Chair (potential conflict of interest)

Meeting Frequency: At least 1 meeting per term

Terms of Reference: **Approved March 2017 Review March 2018**

Salford City College Corporation Strategy Finance & Resources Committee

Remit and Terms of Reference

The Corporation is responsible for the approval of overall strategy and of the annual estimates of income and expenditure ensuring solvency of the Corporation and safeguarding its assets.

Responsibility is devolved by the Corporation to the Strategy Finance & Resource Committee to undertake the following duties on its behalf.

To consider and make recommendations to the Corporation about Strategy, Policy and Finance including:

Strategy and Policy

1. Advising on the philosophy, purpose and ethos of the College and all matters related to these areas.
2. Working with the Senior Management Team to shape strategic options.
3. Recommending to the Corporation approval of policies relevant to the ethos, financial probity and sound governance of the College.
4. Ensuring the Terms of Reference recommended by each Corporation Committee avoids duplication of responsibilities.

Finance

5. Making recommendations about all aspects of the Corporation's finances, financial policies and controls (except those matters which are the responsibility of the Audit Committee), including making recommendations to the Corporation about the appropriate level of fees and charges for services provided to students.
6. Monitoring the effectiveness of contracts for the supply of goods or services over £100,000 entered into by the College and making recommendations to the Corporation about the renewal of major contracts e.g. for cleaning or catering.
7. Reviewing the annual financial statements before submission to the Corporation, focusing on the going concern assumption, and compliance with Funding Body and legal requirements, current accounting standards, policies and practices.
8. Making recommendations to the Corporation about the Annual Review of Financial Regulations, and any necessary changes to the Corporation's Standing Orders.
9. Monitoring the development and management of College Estate, other than those matters considered by the Capital Committee.
10. To monitor and ensure control actions are implemented in respect of Risks identified within the Risk Register as being assigned to the Committee for review
11. To agree and monitor actions needed to implement the key strategic objectives (in line with agreed key performance indicators), contained in the current College Strategic Plan (Business Transformation Plan), assigned to the Committee

Aims and priorities relevant to the committee taken from the BTP 2015 - 2020

- Outstanding financial health
- Outstanding accommodation and facilities
- Development of innovative learning strategies
- Growth in key markets
- Raise awareness of the College

Composition: 4-7 Members
Quorum: 40% (minimum 3 members)
Meeting Frequency: At least 1 meeting per term
Terms of Reference: Approved: February 2017
Review Date: February 2018

Salford City College Corporation Remuneration Committee

Terms of Reference

Responsibilities:

To advise and make recommendations to the Corporation within the framework set by the Corporation on:

1. the remuneration of Senior Post Holders (as defined by the Corporation) taking into account the outcomes of the annual Senior Post Holder appraisal process;
2. matters relating to the conditions of service of Senior Post Holders;
3. matters relating to the conditions of service and remuneration of the Clerk.

Composition: 4 - 6 Members
Quorum: 40% (minimum 3 members)
Meeting Frequency: At least 1 meeting per year
Terms of Reference: Approved **December 2017**
Review Date: **December 18**

Appendix 6 - Complaints against the Corporation and Clerk

A complaint against the actions of the Corporation, any Member of the Corporation or the Clerk to the Corporation may be made by an individual, business or an organisation.

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. Members have 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. Under the Charter for Further Education, students, employees and other third parties have a right to make a complaint to the Education and Skills Funding Agency in respect of the College or of any of its decisions, and this right is referred to in the College's relevant complaints and Grievance procedures. Copies of these procedures can be obtained from the Clerk.

The Corporation prefers to resolve matters in an informal way whenever possible and the options to do this should initially be discussed with the Clerk to the Corporation, or with the Chair of Corporation if a complaint is about the Clerk. Where a satisfactory resolution cannot be found via an informal approach, the formal procedures will be invoked.

Complaints against the Corporation or a Member of the Corporation should be made in writing and addressed to:

The Clerk
Salford City College
Frontier House
Merchants Quay
Manchester

A complainant will be expected to state clearly the nature of the complaint and if appropriate provide copies of any related documentation. The complainant should also state the redress sought.

Complaints should be made as soon as possible after the event about which the complaint is made and should normally be lodged within a period of three months.

Anonymous complaints will not be considered unless there are allegations of serious irregularity regarding use of public funds or a serious offence against a student.

The Clerk will:

- Acknowledge receipt of the complaint without delay;
- investigate the complaint; and,
- endeavour to provide a response to the complainant within 10 working days and if this is not possible provide the complainant with an interim statement.

The written response of the Clerk will include details of any arrangements for pursuing the matter with an independent body (e.g. the Secretary of State for Education and Skills, the Education and Skills Funding Agency).

The Clerk will keep the Chair informed of the situation and will provide the Corporation with a written statement of the nature of the complaint and the response at the first available meeting. A report shall be circulated to Members within 10 working days of the response of the Clerk to the complainant so that Members are aware of the situation.

When carrying out an investigation on a complaint against the Corporation, or an individual Member of the Corporation, the Clerk will have authority to refer issues to the Corporation's auditors (internal audit service and financial statement auditors) or other appropriate advisors.

A complaint against the Clerk shall be forwarded to the Chair of the Corporation for investigation and response. Letters of complaint should be addressed to the Chair of the Corporation (Private and Confidential) at the address shown above. The approach to be adopted by the Chair in investigating and responding to a complaint against the Clerk will be similar to that outlined above for complaints against the Corporation

In all cases, the procedures used to investigate a complaint will be consistent with the College's Grievance Policy and associated procedures, including those for senior post holders.

Appendix 7 Administrative Standing Orders for Meetings

Background

To enable the Corporation and Committee Meetings to be conducted efficiently, and to enable Corporation Members to be properly briefed information should be presented in a consistent and easy to understand format.

This appendix sets out the way papers should be prepared to enable everyone to understand the administrative processes for governance and their role in ensuring that it runs as smoothly as possible.

Meetings

The Corporation needs to make decisions on a variety of issues and needs to be kept informed of many more. The Corporation and most Committees meet at least once a term. The duration of committee meetings varies, typically ranging between 2 and 3 hours and meetings of the full corporation can be longer. Committee meetings are usually held on Monday or Thursday evenings. Corporation meetings are normally held on a Monday afternoon. There is a right of public access. The annual timetable is shown in **Annex A**.

Agendas

The Agendas set the structure for each meeting, and are drafted by the Clerk, in consultation with the Principal and Chair, prepared 3 weeks before each meeting, and circulated to the Executive Management Team, to arrange for the preparation of the appropriate papers.

Circulation of Papers

Meeting Papers are sent to Corporation Members 7 days before each meeting.

To allow time to for papers to be printed and collated they must reach the Clerk to the Corporation by 5 p.m. on two days before despatch, and ideally before this deadline. Annex A shows the delivery dates.

Papers should be sent electronically in the required format to Nigel.Tyrer@salfordcc.ac.uk.

Nigel Tyrer
Clerk to the Corporation
The Clerk
Salford City College
Frontier House
Merchants Quay
Manchester M50 3SR

Tel No: 0161 631 5144

Meeting Papers

The papers for each meeting are:

Corporation
Agenda

Previous Corporation meeting minutes (for approval)
Minutes of committee meetings held since the last Corporation meeting (for approval)
Reports for each agenda item, with cover sheet
Evaluation of Meetings Form

Committees

Agenda
Previous Committee meeting minutes (for approval)
Terms of Reference (if required) - copied on the reverse side of the agenda
Reports for each agenda item, with a cover sheet

Reports

Corporation Members have relatively little time to consider each item, and reports have to be clear and concise. Reports should start with a cover sheet; a template is shown in Annex B.

The cover sheet should contain a brief background paragraph, followed by a statement of the key issues, and an indication of any decisions required. It should indicate whether the report's contents will have any impact on the implementation of the Equality and Diversity Policy, and confirm that the Health and Safety implications of any proposals have been considered.

Reports should be prepared in accordance with Salford City College Brand Guidelines. Where possible diagrams or graphics should be used, and statistical data should be accompanied by explanatory text. *See Corporation Intranet* below.

Reports, documents and papers considered by the Corporation are available for public inspection. Such documents can be made confidential if employees or students are named or the Corporation considers any matters confidential. The status of confidential items is reviewed at least annually by the Corporation.

During meetings introductions to papers or presentations should be as concise as possible and concentrate on key issues and the decision or action needed. There should not be a read through of a report.

If material is to be tabled, sufficient copies should be prepared in advance, and an electronic copy must be sent to Clerk to the Corporation for inclusion in the Corporation files and circulation via the Corporation Intranet.

Corporation Intranet

All Corporation and Committee papers, except those classed as confidential, are made available on the Corporation Intranet with secure access for Members to allow them to view committee papers for the committees that they do not attend.

Where a report to Members includes a large volume of data (e.g. detailed Financial Accounts) it may be distributed via the Corporation Intranet prior to the despatch of papers, with the summaries and explanatory notes for the report distributed as normal within the meeting papers. Members must be advised by e-mail that the data is shown on the Intranet.

Minutes

Minutes are produced by the Clerk and normally approved by the Chair within seven days of a meeting and are formally approved at the next meeting. It is an external regulatory requirement that minutes are available to the public, and shown on the College Website.

Minutes are consecutively numbered for the Corporation and for each committee starting with a year prefix i.e. 10 for 2010 - 2011 and then the minute number i.e. 10/22 followed by 10/23.

Contingency cover for the production of minutes and papers

Contingency cover is arranged for the Clerk' tasks by agreement between the Chair of Corporation and the Principal

The Clerk also works in collaboration with the Executive Assistant at Frontier House to ensure effective co-ordination of activities with the Executive Management Team.

Appendix 7 Annex A Schedule of Meetings 2017 – 2018

SALFORD COLLEGE CORPORATION MEETING SCHEDULE 2017 - 2018 (v3) updated after Corp review June 17				
COMMITTEE	DAY	DATE	TIME	LOCATION
Governance and Search	Friday	08-Sep	4pm	Frontier Hse
CORPORATION *to include presentation before meeting tbc	Monday	25-Sep	1pm	TBC
AUDIT	Monday	09-Oct	4.00	Frontier Hse
STRATEGY FINANCE & RESOURCES -	Monday	16-Oct	4.00	Frontier Hse
Half Term Monday 23 - Friday 27 October 2017				
COMMITTEE OF CHAIRS	Monday	30-Oct	4.00	Frontier Hse
HUMAN RESOURCES & OD	Monday	06-Nov	4.00	Frontier Hse
GOVERNANCE & SEARCH	Thursday	09-Nov	4.00	Frontier Hse
QUALITY & STANDARDS	Monday	13-Nov	4.00	Frontier Hse
AUDIT	Monday	20-Nov	4.00	Frontier Hse
STRATEGY FINANCE & RESOURCES	Monday	27-Nov	4.00	Frontier Hse
REMUNERATION COMMITTEE	Monday	04-Dec	4.00	Frontier Hse
Corporation *to include presentation before meeting tbc Followed by Christmas Meal	Monday	18-Dec	1pm	Walkden
Xmas Break Monday 25 December 2017 to Fri 5 January 2018 inc				
COMMITTEE OF CHAIRS	Thursday	18-Jan	4.00	Frontier Hse
SAR EVENTS IN JAN TBC	Tuesday		12.30	TBC
GOVERNANCE & SEARCH	Monday	22-Jan	4.00	Frontier Hse
Audit	Monday	12-Feb	4pm	Frontier Hse
Half Term Monday 19 - Friday 23 February 2018 inc				
STRATEGY FINANCE & RESOURCES	Monday	26-Feb	4.00	Frontier Hse
HUMAN RESOURCES & OD	Monday	05-Mar	4.00	Frontier Hse
QUALITY & STANDARDS	Monday	12-Mar	4.00	Frontier Hse
CORPORATION *to include presentation before meeting tbc	Monday	26-Mar	1.00	TBC
Friday 30 March (Good Friday) Friday 13 April inc				
GOVERNANCE & SEARCH	Thursday	26-Apr	4.00	Frontier Hse
HUMAN RESOURCES & OD	Monday	14-May	4.00	Frontier Hse
AUDIT	Monday	21-May	4.00	Frontier Hse
Half Term Monday 28 May - Friday 1 June inc				
QUALITY & STANDARDS	Monday	04-Jun	4.00	Frontier Hse
STRATEGY FINANCE & RESOURCES	Monday	25-Jun	4.00	Frontier Hse
CORPORATION *to include presentation before meeting tbc	Monday	02-Jul	1pm	TBC
CORPORATION STRATEGY EVENT	Tuesday	03-Jul	10am - 5pm	TBC
College Closes 12 July 2018				

Appendix 7 Annex B Corporation Papers Cover Sheet Template



Meeting:

Agenda Item: *Taken from the draft Agenda* **Appendix**

Report:

Report by: *Name with Role Title*

For: Information, Discussion and Decision (*Delete as appropriate*)

Background

Comments / Issues

Action Required: To

To approve proposal, action, document etc, or to note report, action taken etc”

**Typeface: “Titles” and “Action Required” content in Arial, regular 11 point bold,
With content in Arial regular 11 point**

Notes: a) Give references for any key background documents or website.

b) Where applicable, indicate whether the report’s contents will have any impact the implementation of the Equality and Diversity Policy, or Every Child Matters and confirm that the Health and Safety implications of any proposals have been considered.

Appendix 7 Annex C Corporation Meetings' Checklist C1
Before a meeting

	ACTION	NOTES	Person Responsible
1	Fix date	Normally approved annually by Corporation, otherwise with Chair and Principal	Clerk
2	Confirm location	Agreed with Corporation and Committee Chairs, using all three main College sites where possible	Clerk
3	Book room, refreshments AVA		Clerk
4	Prepare Draft Agenda	28 days prior to meeting After consultation with Chair and CEO/Principal	Clerk
5	Circulate Draft Agendas to Executive	Corporation agenda to all Executive team Committee agenda to appropriate Executive Members 28 days prior to the meeting by e-mail	Clerk
6	Publish Agenda on Corporation Intranet	14 days prior to the meeting	Clerk
7	Prepare Reports	Provide electronic version with Header Sheet by 5 p.m. at two days before despatch to Nigel.Tyrer@salfordcc.ac.uk. Nigel tyrer Clerk to the Corporation The Clerk Salford City College Frontier House Merchants Quay Manchester M50 3SR	Report Authors
8	Review Papers	Prior to printing	Clerk
9	Collate reports and arrange printing and copying		Clerk
10	Despatch agenda and meeting papers	To arrive seven days prior to the meeting Copies to auditors where appropriate Prepare spare copies for the meeting Place copies on Corporation Intranet, unless confidential	Clerk
11	Prepare meeting material	One day prior to meeting: Attendance Sheet Previous Minutes for signing Standing Orders Corporation Seal Spare agendas and papers Any notes, apologies, correspondence	Clerk
12	Prepare Meeting Room		Clerk / PA

Appendix 7 Annex C Corporation Meetings' Checklist

C2 After a meeting

13	Draft minutes	Issued to Chair and Principal within seven days of meeting	Clerk
14	Clerk's Action Points	Update Attendance Records Check for any changes in dates, appointments to committees etc Other actions within fourteen days of meeting	Clerk
15	Circulate Approved Minutes	By e-mail, for information and to ensure actions points followed up. - for the Corporation to all Executive, - for Committees to appropriate Executive Members	Clerk
16	Update Media	Add approved minutes to the College Internet Site and Corporation Intranet	Clerk
17	Routine Action Points	File Attendance Sheet File signed Minutes File complete paper set of meeting papers, tabled papers and minutes. To be available for inspection and for public access on request (subject to any confidentiality aspects)	Clerk

Appendix 8 Scheme for the reimbursement of costs associated with Membership of the Corporation

Also see Section G Members Handbook

Attendance at meetings of the Corporation and Committees of the Corporation

1. Payments for travel to meetings and on the business of the Corporation are paid per mile at the College rate.
2. Payment for all other expenses including telephone, postage, photocopying, other reprographic work, wear and tear on personal equipment and other eligible expenditure not to exceed £100 per year.
3. Any claims, which exceed this sum, must be approved by the Corporation.
4. Any claim for payment must be submitted on the appropriate form and authorised by the Clerk within the limits set out above. Forms should be obtained from the Finance Manager.

Participating in approved training programmes for Members of the Corporation

1. The tuition fee (if any) will be paid by the College in approved cases.
2. Travel costs (based on second class rail fares) will be reimbursed by the College in approved cases.
3. Any relevant subsistence costs will be reimbursed by the College in approved cases.

How to apply for reimbursement of costs

If a Member of the Corporation has the opportunity to participate in a training programme it is suggested that he/she contacts the Clerk to discuss the arrangements before any commitments are made. The Clerk will consult the Chair of the Corporation as appropriate.

Appendix 9 – Governor Role Descriptions and Person Specifications

Post:	Corporation Chair
Salary Grade:	Voluntary position
Responsible to:	Corporation

Key Purpose:

1	To preside over meetings of the Corporation.
2	The Chair has specific responsibilities defined in the Articles of Government and, in addition, the Corporation has delegated a general power to take action in appropriate circumstances (set out in Section 9 of the Standing Orders).

Duties and Responsibilities: (in addition to those for a Member)

1	<p>Provide effective leadership to ensure that the Corporation:</p> <ul style="list-style-type: none"> • meets its statutory duties and responsibilities, • monitors the financial health of the College, • maintains a strategic oversight of the College, • articulates its vision, and sets corporate objectives, • maintains and develops the educational character, values and ethos of the College, • establishes high standards of integrity, • observes the Nolan principles of public life and declares any conflicts of interest, • acts reasonably, fairly and in line with what is morally right, • ensures members conflicts of interest are declared and managed appropriately • operates together as a group, while recognising different views, and appoints, supports and authorises suitably-qualified people to key roles and committees
2	Exercise a second or casting vote where there is an equality of votes on any issue at a Corporation Meeting.
3	Develop an effective working relationship with the Principal and the Clerk based on a full understanding of the role of the Corporation in the governance of the College.
4	Where appropriate, to offer both general and specific support to the Principal where strategic, major or contentious issues are involved.
5	<p>Lead the assessment of:</p> <ul style="list-style-type: none"> • Members' individual and joint performances, and • the performance of the Principal and the Clerk.

6	Ensure that appropriate arrangements are in place for appointing, suspending and dismissing people who hold senior posts.
7	<p>With the support of the Clerk, to ensure that:</p> <ul style="list-style-type: none"> • appropriate issues are brought to the Corporation, • the business at Corporation Meetings is conducted efficiently and effectively, • issues are debated fully and that all Members have the opportunity to contribute, • discussions and decisions are properly summarised and recorded, and • the Corporation communicates the decisions it has taken to all those who need to know.

Additional information and duties:

External Role:

The Chair may be asked to:

- Represent the Corporation and College at external meetings, presentations and conferences (this is not an exclusive role and can be extended to other members)
- Play an agreed ambassadorial role on the College's behalf
- Participate in activities as agreed with the Corporation on a regional and national level to the benefit of the College and the Corporation i.e. Governors Council and AoC Regional Committee

Time Commitment:

A minimum of three Corporation meetings and three Committee meetings per year.
 Note; Corporation meetings are normally held in the afternoon and Committee meetings are normally held in the afternoon / early evening

Participation in; strategic planning, College self-assessment validation and training events

In addition to the minimum commitment of 100 hours per academic year required of a Corporation Member, the Chair's role usually needs 10 days for consultations with the Principal, and other organisations.

The Chair will undertake an annual one to one assessment of individual Corporation members and arrange for their own annual assessment – estimated to be 25 - 30 hours annually. They will also take part in an annual evaluation by the members of the Corporation.

The Chair is appointed for a two year term in the role. This term may extend beyond their term of office as a member of the Corporation to enable the full 2 years to be completed

Remuneration:

No remuneration, but travel and some other agreed expenses may be claimed in accordance with Standing Orders.

Variations to the job description may be required from time to time and when these arise they will be discussed with the post holder and agreed by the Corporation.

All post holders are expected to comply with the College's policies and codes of practice.

Person Specification – Corporation Chair

		<u>Essential / Desirable</u>
Experience	1 Genuine interest in driving and promoting excellence	E
	2 Recent experience / evidence of continuing professional engagement in an area that will support the Corporation in successfully guiding the College	E
	3 Senior role holder / experience of management oversight in an organisation	E
	4 Experience of leadership roles in an organisation	E
	5 Experience of developing and guiding strategy for an organisation or large division	E
	6 Experience of chairing / running meetings with senior staff	E
Skills	6 Able to communicate effectively at all levels	E
	7 Able to work effectively as part of a team	E
	8 Able to network effectively	E
	9 Able to analyse and interpret significant amounts of information	E
	10 Able to question and challenge effectively	E
	11 Demonstrate tenacity	E
	12 Flexible approach with capacity to meet required time commitments as a n active Governor	E
	13 Make reasoned decisions and act honestly, diligently and in good faith	E
	14 Establish an effective course of action for self and others to achieve required performance standards	E
	15 Good leadership skills.	E
	16 Impartiality, fairness and the ability to respect confidences.	E
	17 Ability to ensure decisions are taken and followed-up.	E
	18 Good time-keeping.	E
19 Tact and diplomacy	E	
Other	20 Commitment and responsibility to safeguarding and promoting the welfare of children and vulnerable adults	E
	21 Commitment to College policies	E

Post:	Corporation Vice Chair
Salary Grade:	Voluntary position
Responsible to:	Chair of the Corporation and the Corporation Board

Key Purpose:

1	The Chair has specific responsibilities defined in the Articles of Government and, in addition, the Corporation has delegated a general power to take action in appropriate circumstances (set out in Section 9 of the Standing Orders). The Vice Chair needs to be cognisant of these and be prepared to stand in for the Chair in the event that they are not able to do so. Normally, the exercise of any responsibilities or powers will be ratified by the Chair.
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Duties and Responsibilities:

1	<p>Provide effective leadership in support of the Chair, including in their absence, to ensure that the Corporation:</p> <ul style="list-style-type: none"> • meets its statutory duties and responsibilities, • monitors the financial health of the College, • maintains a strategic oversight of the College, • articulates its vision, and sets corporate objectives, • maintains and develops the educational character, values and ethos of the College, • establishes high standards of integrity, • observes the Nolan principles of public life and declares any conflicts of interest, • acts reasonably, fairly and in line with what is morally right, • ensures members conflicts of interest are declared and managed appropriately • operates together as a group, while recognising different views, and appoints, supports and authorises suitably-qualified people to key roles and committees
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2	<p>In the absence of the Chair or where deputised to do so, the Vice Chair ensures that they:</p> <ul style="list-style-type: none"> • Exercise a second or casting vote where there is an equality of votes on any issue at a Corporation Meeting. • Develop an effective working relationship with the Principal and the Clerk based on a full understanding of the role of the Corporation in the governance of the College. • Where appropriate, to offer both general and specific support to the Principal and Chair where strategic, major or contentious issues are involved. • Lead the assessment of: <ul style="list-style-type: none"> • Members' individual and joint performances, and • the performance of the Principal and the Clerk. • Ensures that appropriate arrangements are in place for appointing, suspending and dismissing people who hold senior posts.
3	<p>In the absence of the Chair or when deputised to do so, with the support of the Clerk, ensures that:</p> <ul style="list-style-type: none"> • appropriate issues are brought to the Corporation, • the business at Corporation Meetings is conducted efficiently and effectively, • issues are debated fully and that all Members have the opportunity to contribute,
4	To participate in key College processes as required.
5	To act at all times in accordance with College policies and codes of practice
6	To work flexibly in the interests of the organisation as required.
7	To participate in performance reviews
8	To be responsible for promoting and safeguarding the welfare of children,

Additional information and duties:

External Role:

The Vice Chair may be asked to (in the absence of the Chair and with the consent of the external organisation concerned):

- Represent the Corporation and College at external meetings, presentations and conferences (this is not an exclusive role and can be extended to other members)
- Play an agreed ambassadorial role on the College's behalf
- Participate in activities as agreed with the Corporation on a regional and national level to the benefit of the College and the Corporation i.e. Governors Council and AoC Regional Committee

Time Commitment:

A minimum of three Corporation meetings and three Committee meetings per year.

Participation in strategy, training and quality evaluation events (typically no more than 2 days per academic year)

Normally, a minimum commitment of 60 hours per academic year is required. Deputising for the Chair may involve additional hours, as described in the Role Description of the Chair of Governors

*The Vice Chair will normally serve for a period of 2 years. The term of office for a Governor is 4 years. The Vice Chair can complete their term in office if their membership of the Corporation expires sooner.

Remuneration:

No remuneration, but travel and some other agreed expenses may be claimed in accordance with Standing Orders.

Variations to the role description may be required from time to time and when these arise they will be discussed with the post holder and agreed by the Corporation.

All post holders are expected to comply with the College's policies and codes of practice.

Person Specification – Vice Chair

		<u>Essential /Desirable</u>
Experience	1 Genuine interest in driving and promoting excellence	E
	2 Recent experience / evidence of continuing professional engagement in an area that will support the Corporation in successfully guiding the College	E
	3 Senior role holder / experience of management oversight in an organisation	E
	4 Experience of leadership roles within an organisation	E
	5 Experience of developing and guiding strategy for an organisation or large division	E
	6 Experience of chairing / running meetings with senior staff	D
Skills	7 Able to communicate effectively at all levels	E
	8 Able to work effectively as part of a team	E
	9 Able to network effectively	E
	10 Able to analyse and interpret significant amounts of information	E
	11 Able to question and challenge effectively	E
	12 Demonstrate tenacity	E
	13 Flexible approach with capacity to meet required time commitments as a n active Governor	E
	14 Make reasoned decisions and act honestly, diligently and in good faith	E
	15 Establish an effective course of action for self and others to achieve required performance standards	D
	16 Good leadership skills.	E
	17 Impartiality, fairness and the ability to respect confidences.	E
	18 Ability to ensure decisions are taken and followed-up.	E
	19 Good time-keeping.	E
	20 Tact and diplomacy.	E
Other	21 Commitment and responsibility to safeguarding / Equality and Diversity and promoting the welfare of children and vulnerable adults	E
	22 Commitment to College policies	E

The Corporation of Salford City College Governance Documents

Post:	Corporation Member / Governor
Salary Grade:	Voluntary position
Responsible to:	Corporation Chair

Key Purpose:

1	To be jointly accountable for exercising the responsibilities of the Corporation of Salford City College in accordance with the Instrument and Articles of Government and Standing Orders.
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Responsibilities of the Corporation of Salford City College:

1	Determine and periodically review the educational character and mission of the College and oversee its activities.
2	Approve the quality strategy of the College.
3	Ensure the effective and efficient use of resources, the solvency of the College and the Corporation and the safeguarding of assets.
4	Approve the annual estimates of income and expenditure.
5	Appoint the senior staff, and determine the pay and conditions of service of all staff.

Duties and Responsibilities of Corporation Members:

a	To act within the Instrument and Articles, Standing Orders and Code of Conduct and policies of the Corporation, including supporting majority decisions, retaining confidentiality and declaring potential conflicts of interest.
b	To work co-operatively and flexibly with other Members of the Corporation, particularly the Chair and Vice Chair, the Principal of the College and the Clerk to the Corporation.
c	To be a Member of at least one Committee of the Corporation.
d	To attend Corporation meetings and Committee meetings in order to meet the agreed attendance target of 80%.
e	To participate in annual development reviews and in training to enhance personal effectiveness as a Corporation Member.
f	To gain an understanding of, and undertake training where necessary, in order to fully embrace the Corporation and College's approach to Safeguarding, Equality and Diversity and Health and Safety.
g	To operate in accordance with the seven Nolan Principles of Public Life.
h	To support and champion the work of the Corporation, the College, its staff and students.

The Corporation of Salford City College Governance Documents

Additional information and duties:

Time Commitment:

A minimum of three Corporation meetings and three Committee meetings per year.
Note; Corporation meetings are normally held in the afternoon and Committee meetings are normally held in the afternoon / early evening

Participation in strategic planning, College self-assessment validation and training events

Overall, a minimum commitment of 50 hours per academic year is required.

Remuneration:

No remuneration, but travel and some other agreed expenses may be claimed in accordance with Standing Orders.

Term of Office:

Governors are appointed for a term of 4 years

Variations to the job description may be required from time to time and when these arise they will be discussed with the post holder and agreed by the Corporation

All post holders are expected to comply with the College's policies and codes of practice.

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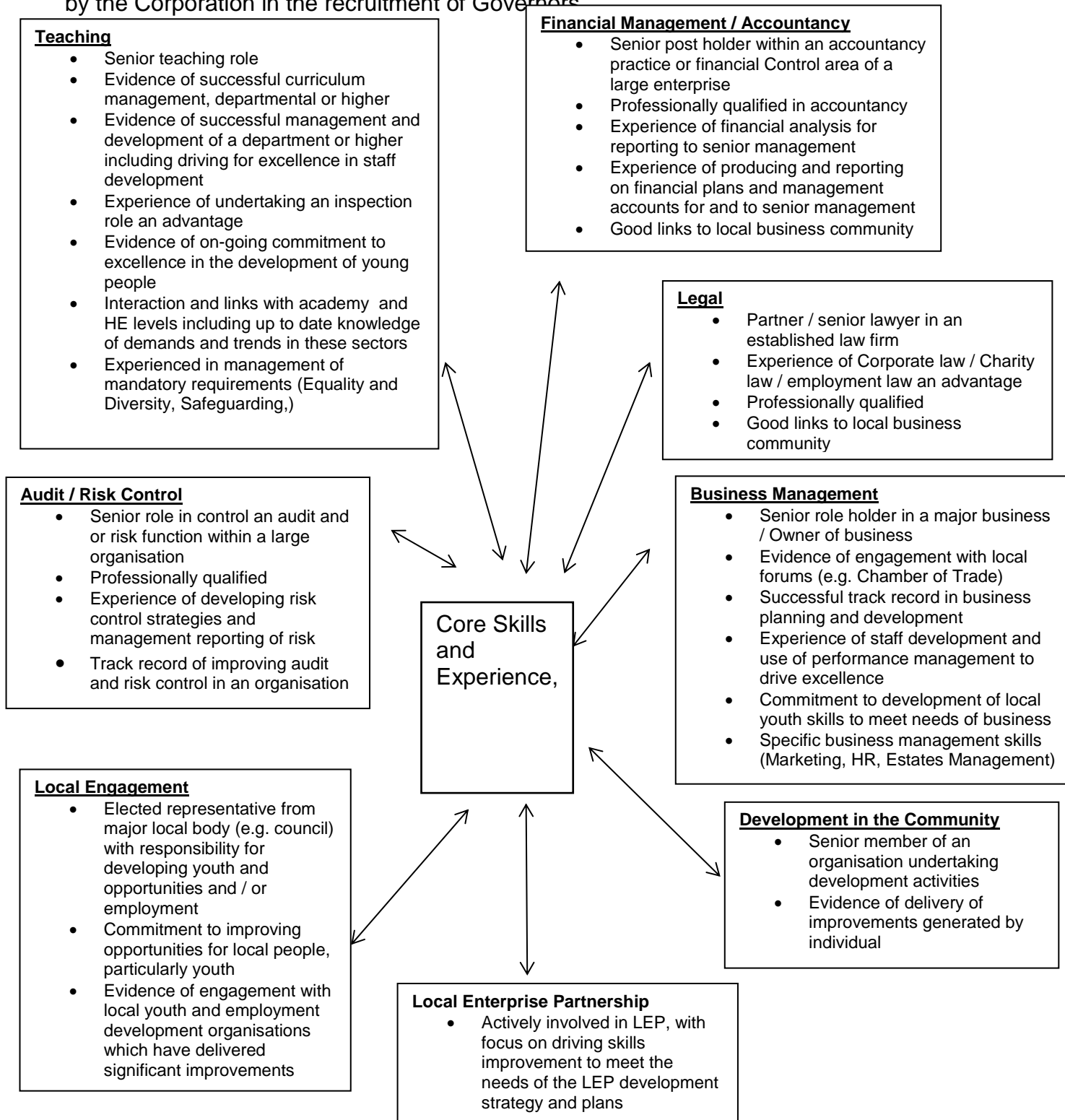
Person Specification – Corporation Member / Governor

- Generic skills and experience requirements, plus specific skill sets to consider (see Appendix 1 and 2)
- Current or recent experience preferred for all elements

		<u>Essential / Desirable</u>	
Experience	1	Genuine interest in driving and promoting excellence	E
	2	Recent experience / evidence of continuing professional engagement in an area that will support the Corporation in successfully guiding the College	E
	3	Senior role holder / experience of management oversight in an organisation	D
	4	Experience of developing and guiding strategy for an organisation or large division	D
	5	Experience of chairing / running meetings with senior staff	D
Skills	6	Able to communicate effectively at all levels	E
	7	Able to work effectively as part of a team	E
	8	Able to network effectively	D
	9	Able to analyse and interpret significant amounts of information	E
	10	Able to question and challenge effectively	E
	11	Demonstrate tenacity	D
	12	Flexible approach with capacity to meet required time commitments as an active Governor	E
	13	Make reasoned decisions and act honestly, diligently and in good faith	E
	14	Establish an effective course of action for self and others to achieve required performance standards	E
Other	15	Commitment and responsibility to safeguarding and promoting equality and diversity and the welfare of children and vulnerable adults	E
	16	Commitment to College policies	E

Appendix 1

In addition to the above, the following are some examples of skill sets that may be sought by the Corporation in the recruitment of Governors



Appendix 2

Additional Information Relating to Governors who Chair a sub Committee of the Corporation

The Chairperson ensures that the Committee functions properly, that there is full participation at meetings, all relevant matters are discussed and that effective decisions are made and carried out.

Key aspects to ensure the Committee functions properly:

- To ensure matters are dealt with in an orderly, efficient manner.
- To bring impartiality and objectivity to meetings and decision-making.
- To facilitate change and address conflict within the committee.
- To plan for recruitment and renewal of the Committee.

Ensure the Committee is managed effectively:

- To liaise with the Corporation Chair, as appropriate, to keep an overview of the College's affairs and be aware of current issues that might affect the organisation.
- To co-ordinate the Committee to ensure responsibilities for particular aspects are met and specialist expertise is employed as required..

Provide support and supervision to Committee Members:

- To support and mentor Committee members as required

Essential Qualities and Skills Required:

- Good leadership skills.
- Impartiality, fairness and the ability to respect confidences.
- Ability to ensure decisions are taken and followed-up.
- Good time-keeping.
- Tact and diplomacy.
- Understanding of the roles/responsibilities of a Committee.

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Post:	Corporation Co-optee
Salary Grade:	Voluntary position
Responsible to:	Corporation Chair

Key Purpose:

1	To contribute to Governors exercising the responsibilities of the Corporation of Salford City College in accordance with the Instrument and Articles of Government and Standing Orders.
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Responsibilities of the Corporation of Salford City College:

1	Determine and periodically review the educational character and mission of the College and oversee its activities.
2	Approve the quality strategy of the College.
3	Ensure the effective and efficient use of resources, the solvency of the College and the Corporation and the safeguarding of assets.
4	Approve the annual estimates of income and expenditure.
5	Appoint the senior staff, and determine the pay and conditions of service of all staff.

Duties and Responsibilities of Corporation Co-opted Members:

Co-optee appointments provide valuable expertise in their area of experience and do not have to make the full time commitment or take on the full range of responsibilities of College Governors.

Many co-optee's subsequently apply to become full Governors, once they have more knowledge and understanding of the College and the commitment of the Governor role. This is an approach that is supported by the College and co-optee's can progress to becoming a full member of the Corporation.

Within the overall responsibilities of the Corporation, and as set out in the Instrument and Articles of Government, Co-optee's will be responsible for:

a	Providing input, advice and professional expertise to assist Corporation Committees in their work, arising from their personal and professional experience and expertise on matters pertaining to the strategic direction of the College
b	Acting within the Instrument and Articles, Standing Orders and Code of Conduct and policies of the Corporation, including supporting majority decisions, retaining confidentiality and declaring potential conflicts of interest.

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c	Working co-operatively and flexibly with Members of the Corporation, particularly the Chair and Vice Chair, the Principal of the College and the Clerk to the Corporation.
d	Being a Co-optee of at least one Committee of the Corporation, supporting and advising Governors and the Chief executive/Principal as appropriate and when required, providing an impartial and independent view with regard to the remit of the Committee(s)
e	Attending designated Committee meetings and optionally Corporation meetings, aiming to meet agreed attendance target of 80%. When required, attending other meetings within the College at the request of the Chair of the Corporation, with adequate notice
f	Participating in annual development reviews and in training to enhance personal effectiveness as a co-optee.
g	Gaining an understanding of, and undertake training where necessary in order to fully embrace the Corporation and College's approach to Safeguarding, Equality and Diversity, and Health and Safety.
h	Operating in accordance with the seven Nolan Principles of Public Life.
l	Supporting and championing the work of the Corporation, the College, its staff and students.

Additional information and duties:

Time Commitment:

Co-optee's are normally asked to support at least one Committee and can attend Corporation Meetings. There are a minimum of three Corporation meetings a year and each Committee normally meets a minimum of three times per year.

Note; Corporation meetings are normally held in the afternoon and Committee meetings are normally held in the afternoon / early evening

Optional Participation in strategic planning, College self-assessment validation.
Participation in training events

Overall, a minimum commitment of 25 - 50 hours per academic year is required.

Remuneration:

No remuneration, but travel and some other agreed expenses may be claimed in accordance with Standing Orders.

Term of Office

Co-optee's are normally appointed for a term of 4 years, subject to review.

Variations to the job description may be required from time to time and when these arise they will be discussed with the post holder and agreed by the Corporation

All post holders are expected to comply with the College's policies and codes of practice.

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Person Specification – Corporation Co-optee

Generic skills and experience requirements

Current or recent experience preferred for all elements

Specific skill sets to consider (see Appendix 1)

		<u>Essential / desirable</u>	
Experience	1	Genuine interest in driving and promoting excellence	D
	2	Recent experience / evidence of continuing professional engagement in an area that will support the Corporation in successfully guiding the College	E
	3	Senior role holder / experience of management oversight in an organisation	D
	4	Experience of developing and guiding strategy for an organisation or large division	D
	5	Experience of chairing / running meetings with senior staff	D
Skills	6	Able to communicate effectively at all levels	E
	7	Able to work effectively as part of a team	E
	8	Able to network effectively	D
	9	Able to analyse and interpret significant amounts of information	E
	10	Able to question and challenge effectively	E
	11	Demonstrate tenacity	D
	12	Flexible approach with capacity to meet required time commitments as a Co-opted Governor	E
	13	Make reasoned decisions and act honestly, diligently and in good faith	E
	14	Establish an effective course of action for self and others to achieve required performance standards	E
Other	13	Commitment and responsibility to safeguarding / Equality and Diversity and promoting the welfare of children and vulnerable adults	E
	14	Commitment to College policies	E

Appendix 1

In addition to the above, the following specific skills are examples of the skill sets that could be sought for the Corporation through recruitment of Governors, when required, from a wide range of professions, including; education, businesses, business development and community support organisations. The key is to ensure mix of skills and experience available to the Corporation is right to support the College in achieving its strategic objectives.

