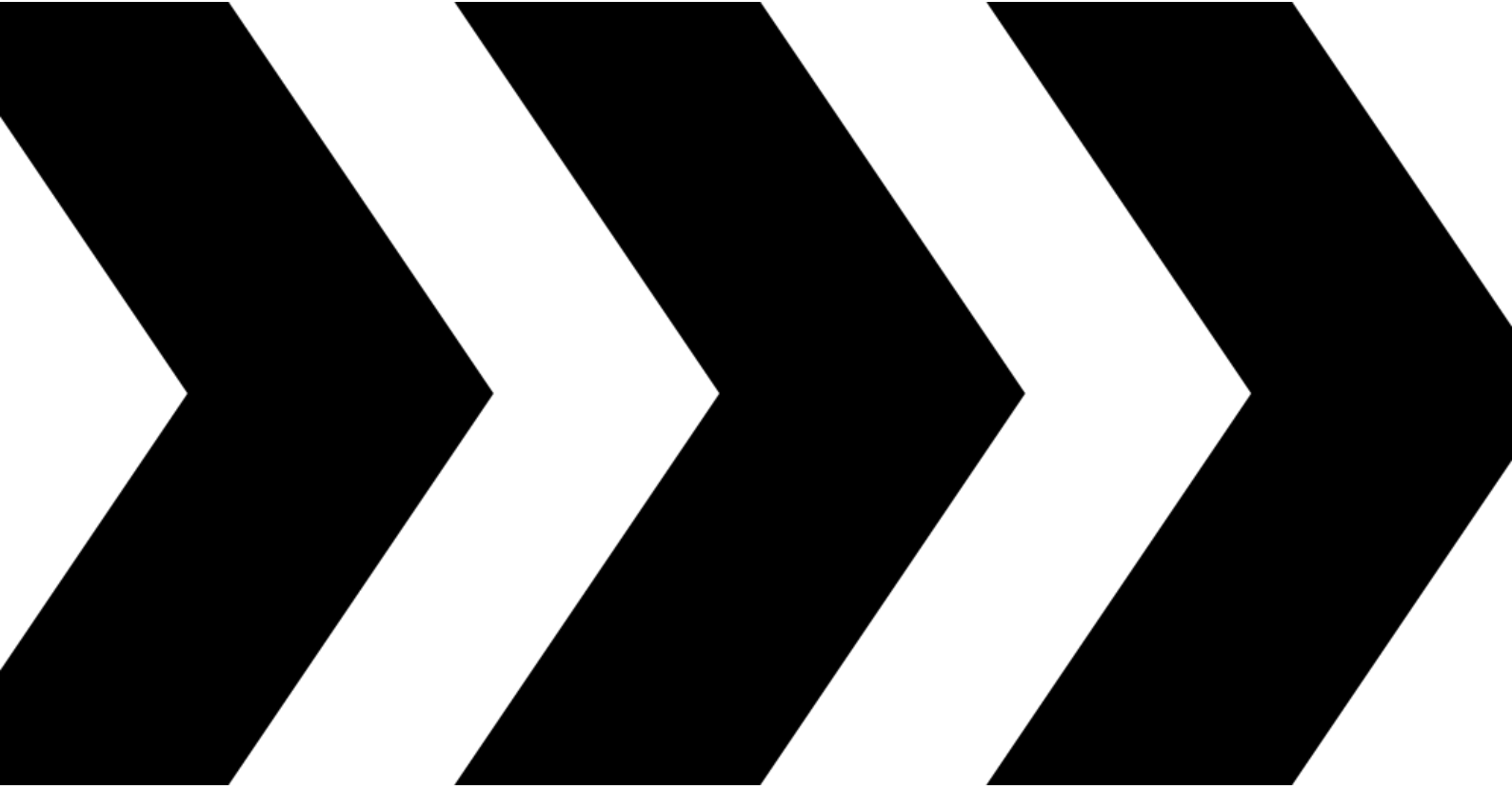




ACTIVATE  
LEARNING



# **ACTIVATE LEARNING FRAMEWORK FOR GOVERNANCE**

GROUP BOARD HANDBOOK AND POLICY REGISTER

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# 1 INTRODUCTION

The Board has agreed that the structure for governance of the Activate Learning Group (“the Group”) will be based on a Carver, policy driven structure that focuses on the ‘ends’ or outcomes and impact, whilst ensuring all other statutory Board requirements are effectively met.

The purpose of the handbook for governors is to capture the essence of what the Board, led by the Chair, is seeking to achieve through governance.

The handbook details the ‘policy limitations’ or conditions, expectations and behaviours of the Executive and governors, in all cases the test of reasonableness will be applied to the interpretation.

## 2 AIM

The aim is for the Board to focus on ends, and the Executive to determine the means. However, within the framework, governors set their expectations on what limits they wish the Executive Team to take into account when acting on behalf of the Board.

## 3 POLICY TYPE AND MONITORING REPORTS

### 3.1 THE ENDS:

- 3.1.1 The long term Strategic Plan, including the aims and priorities for key milestones and timelines;
- 3.1.2 The vision, mission, values and character of the business;
- 3.1.3 Key priorities, including meeting the needs of the range of stakeholders, and community interests (it is intended that the annual business plan will define who the stakeholders are and they how we intend to meet their needs and work effectively with them);
- 3.1.4 Key targets, outcomes and impacts in the short, medium and long term;
- 3.1.5 Any joint venture company agreements and other formal partnership agreements.

The Policy Framework for the Group will also identify which of the total number of the organisation’s policies will be directly the responsibility of the Board, and which will be delegated to the Audit and Risk Committee for oversight and scrutiny, the remainder being the delegated responsibility of the CEO.

**Note:** The Policy Framework in this context refers to the wide range of policies that form part of the statutory and operational responsibility of the individual and collective organisations that form part of the Activate Learning Group.

## 4 EXECUTIVE LIMITATIONS

### 4.1 GLOBAL EXECUTIVE CONSTRAINTS

- 4.1.1 The CEO is responsible and accountable to the Board and will ensure that the CEO does not cause or allow any practice, activity, decision, or organisational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practice, in line with the appropriate codes of good governance e.g. AOC.

## **4.2 FINANCIAL CONDITIONS ON ACTIVITIES (FINANCIAL REGULATIONS)**

4.2.1 The CEO will, with regard to financial policies and practice, ensure that financial regulations and policies are kept up to date in line with relevant codes of practice, all staff are made aware of their individual responsibility and accountability for knowing and understanding their role and requirements, and work within these defined requirements.

4.2.2 The CEO will ensure regular monitoring and reviewing of compliance to the approved group financial regulations, and work with the external and internal audit and quality review teams to provide scrutiny, monitoring and reporting in accordance with the Board's policy framework.

## **4.3 BUSINESS PLANNING AND FINANCIAL BUDGETING**

4.3.1 The CEO will not cause or allow business planning and budgeting for any financial year to deviate materially from the Board's agreed priorities with regard to ends, without going back to the Board for agreement.

## **4.4 ASSET PROTECTION**

4.4.1 The CEO will not take unreasonable risks or allow assets to be unprotected or inadequately maintained.

The CEO will ensure:

4.4.2 Estates, facilities and equipment to be on an inventory, adequately insured, or otherwise able to be replaced if damaged or destroyed, including coverage for any losses incurred due to business interruption;

4.4.3 The Group is not exposed to unnecessary exposure to liability or lack of insurance protection from claims of liability;

4.4.4 There is adequate security of premises and property, data, intellectual property, or files to be protected from loss, theft or significant damage;

4.4.5 There is no improper usage of staff, students' and other customers' and stakeholders' personal information;

4.4.6 There is controlled purchasing, subject to the financial regulations and no purchasing subject to conflicts of interest listed in the governors' register of interests;

4.4.7 There is due diligence in contracts;

4.4.8 All reasonable steps are taken to ensure there is no damage to the Group's public image.

# **5 BOARD ACCOUNTABILITY AND RESPONSIBILITY / EXECUTIVE ACCOUNTABILITY AND RESPONSIBILITY**

## **5.1 EXECUTIVE RESPONSIBILITY AND ACCOUNTABILITY**

The CEO will:

5.1.1 Keep governors informed of their rights and responsibilities and provide reports,

data and information to enable the Board to undertake its role and responsibility for outcomes, achievement and impact defined in the targets and ends;

- 5.1.2 Provide governors with the necessary information to enable them to fulfill their duties that are subject to legislation, government policy and funding body requirements.

## **5.2 THE TREATMENT OF STUDENTS AND OTHER CUSTOMERS**

The CEO will:

- 5.2.1 Ensure that the systems and processes are in place to meet reasonable duties of care, and responsive to students and other 'customers' and/or stakeholders needs;
- 5.2.2 Operate an effective system for soliciting, considering and responding to stakeholder's opinion regardless of preference, requests, complaints and suggestions;
- 5.2.3 Seek ways to ensure the curriculum and services portfolio are reviewed and refreshed regularly to meet the defined ends in the Strategic Plan.

## **5.3 THE TREATMENT OF STAFF**

The CEO will:

- 5.3.1 Ensure appropriate systems and procedures are in place to meet duties of care in the treatment of the staff, in a way that is clear, fair and safe;
- 5.3.2 Operate policies that clarify rules and requirements of staff and that are applied consistently;
- 5.3.3 Provide for legal compliance of the fair and thorough handling of staff complaints and grievances;
- 5.3.4 Provide for adequate documentation, security and retention of personnel records and related employment decisions;
- 5.3.5 Establish pay and benefits that are fair and equitable and comply with the law;
- 5.3.6 Provide data and information on both statutory and agreed best practice with regard to the recruitment, retention and management of staff to the Board through the CEO's report;
- 5.3.7 Make reasonable and appropriate efforts to be accessible to all employees;
- 5.3.8 Take the necessary steps to ensure staff are informed of employment status, pay and conditions through the annual appraisal system.

## **5.4 COMMUNICATION WITH THE BOARD**

The CEO will:

- 5.4.1 Ensure the Board is supported and well informed in its work and ensure there are no surprises;
- 5.4.2 Apply for the Board's consent on the agendas and all decisions delegated to the CEO but yet required by law, regulation or contract to be Board approved;

- 5.4.3 Submit all monitoring data and information in a timely, accurate and understandable manner;
- 5.4.4 Inform the Board of any group or public events or activities, trends, external or internal changes which may affect the assumptions upon which the Board policy has previously been established;
- 5.4.5 Ensure the Board is informed about staff treatment and related trends and staff morale through the regular CEO report to the Board;
- 5.4.6 Not withhold his/her opinion if he/she believe the Board is not in compliance with its own policies on Governance Process and Board Management Delegation, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.

## **5.5 THE TREATMENT OF BOARD MEMBERS**

The CEO will:

- 5.5.1 Deal with the Board in such a way that it that does not favour or provide privilege to certain members over each other except when:
  - Fulfilling individual requests for information; or
  - Responding to officers' or committees' duty charged by the Board.

## **5.6 BOARD LOGISTICAL AND OTHER SUPPORT**

The CEO will:

- 5.6.1 Ensure the Board has sufficient staff administration to support governance activities and Board communication;
- 5.6.2 Enable the Board to have a workable clerking and administration support;
- 5.6.3 Ensure board members have up to date information, handbook, and any policy documents agreed with the Policy Framework;
- 5.6.4 Provide adequate information and notice to members concerning Board actions, meetings, activities and events that are part of their roles and responsibilities;
- 5.6.5 Provide training and development to meet governor's individual needs to fulfill their roles.

## **5.7 EMERGENCY SENIOR POST HOLDER PLANNING**

The CEO will:

- 5.7.1 Agree with the Board that the person delegated to deputise for the CEO is sufficiently familiar with the Board and the Group management to allow him/her to take responsibility and any emergency arise should the CEO not be available to perform their duties.

## **5.8 RELATIONSHIP WITH FUNDERS AND SUPPLIERS**

The CEO will:

- 5.8.1 Treat suppliers in a fair and consistent way, consistent with best practice in procurement and contract law;
- 5.8.2 Ensure the relationship management with the funding officers is consistent with Group protocols and practice for fairness and consistency.

## **5.9 WORKING IN A GLOBAL CONTEXT**

- 5.9.1 The CEO leads Activate Learning activities in the global context.
- 5.9.2 The framework for working internationally forms part of the Strategic Plan.
- 5.9.3 The requirement is for the CEO to establish and maintain links with partners and customers on a worldwide basis in accordance the agreed ends.

## **5.10 GOVERNANCE STYLE**

- 5.10.1 The Board has agreed to govern in a way that emphasises empowerment and clear accountability in the CEO.

# **6 BOARD BUSINESS DUTIES AND RESPONSIBILITIES**

## **6.1 THE ROLE OF THE BOARD**

The Board will agree and approve:

- 6.1.1 The Strategic Plan, including the aims and priorities for key milestones and timelines;
- 6.1.2 The vision, mission, values and character of the business;
- 6.1.3 The Quality reports, including Self Assessment for Ofsted;
- 6.1.4 Key priorities, including meeting the needs of the range of stakeholders, and community interests (it is intended that the annual business plan will define who the stakeholders are and how we intend to meet their needs and work effectively with them). This must fall within the financial and educational funding allocations or be self financing;
- 6.1.5 Key targets, outcomes and impacts in the short, medium and long term, the framework for receiving the review of quality and performance, KPIs and Scorecard;
- 6.1.6 An annual framework for business for the Board;
- 6.1.7 The recruitment, remuneration, monitoring and reviewing of performance of the CEO and any other designated senior post holder, through the establishment of appropriate committees;
- 6.1.8 The delegation of responsibility to, and holding accountable of, the CEO;
- 6.1.9 Agreed expectations of the CEO's required performance boundaries, in written form, in governing policies that realistically address the broadest levels of all organisational decisions and situations;
- 6.1.10 The policies that will be determined in the form of ends, executive limitations, Board process, Board management relationship, as described in the governance policy

principles.

The Board will:

6.1.11 Assign responsibility in a way that honours the Board's commitment to empowerment and clear direction of roles;

6.1.12 With regard to communications, use appropriate channels to communicate with the CEO and ensure there are no surprises;

6.1.13 Regularly monitor operational performance in the areas of the ends and defined in the handbook of limitations;

6.1.14 Ensure any issues with regard to the CEO or the Chair are raised with the Clerk (as a senior post holder or acting as a SPH).

## **6.2 EXECUTIVE DIRECTORS ROLES**

6.2.1 The CEO may wish to bring to meeting other senior post holders and staff members in attendance, to speak to or take part in discussions of an agenda item.

## **6.3 BOARD MANAGEMENT RELATIONSHIP**

The Clerk will ensure the Board has the following:

6.3.1 An agreed meetings and business schedule, with timelines and designated reporting;

6.3.2 Essential reporting documentation, scorecards and KPI's to inform board discussions and decisions;

6.3.3 Information relating to the outputs, outcomes and impact of the agreed 'ends' targets and goals.

## **6.4 BOARD MEETINGS**

6.4.1 The board meetings are intended to effectively carry out the work of the Board, defined by the policy framework.

6.4.2 The agenda for the meeting will be determined through discussion with the Chair and the CEO (supported by the Clerk).

6.4.3 All governors will demonstrate collective commitment to effective governance through the efficient use of valuable board meeting time.

## **6.5 GOVERNANCE EFFECTIVENESS AND EXPENSES**

6.5.1 The Board will make sure that board members' skills, board methods and support mechanisms are sufficiently robust to allow them to govern with excellence. The Board will incur governance costs prudently, though not at the expense of endangering the development and maintenance of superior capability.

6.5.2 The Board will use training and retraining to orient new governors and, if appropriate, candidates for designated senior posts, as well as to maintain and increase existing governor's skills and understandings. This will include Health and Safety, child protection, PREVENT and any other statutory or essential



development.

- 6.5.3 The Board will arrange outside monitoring assistance as necessary, so that the Board can exercise confident control over organisational performance.
- 6.5.4 The Board will use outreach mechanisms as needed to ensure its ability to listen to owner viewpoints and values.
- 6.5.5 The Board will use professionally qualified, experienced administrative support to ensure compliance with requirements.
- 6.5.6 The Board will develop the Board's annual budget in a timely way so as to not interfere with the development of the Group annual budget. In no case will the Board complete this work later than August.
- 6.5.7 Board members are entitled to claim expenses incurred as a direct result of their board duties in accordance with the Standing Orders and financial regulations.

## **6.6 ANNUAL PLAN OF BUSINESS**

- 6.6.1 The Board will follow the annual governance plan that focuses attention on meeting the needs of our stakeholders groups.
- 6.6.2 The Board's annual plan runs from September to August. The calendar of activity will include:
  - Board meeting schedule;
  - Policy monitoring schedule;
  - Monitoring and evaluation documentation;
  - Reviewing the policy handbook items.

## **6.7 BOARD CODE OF CONDUCT AND BEHAVIOUR**

- 6.7.1 Governors are encouraged to consider diverse viewpoints, work in openness and transparency, embrace diversity and respect that everyone can be present as themselves.
- 6.7.2 Every governor agrees to the seven principles of public life, and to obey all laws and any points contained in the Standing Orders.
- 6.7.3 Every governor, when joining the Board, commits to maintain group discipline, authority and responsibility.
- 6.7.4 Every governor agrees to ensure they can clearly distinguish between the role of the Governor and that of the CEO.
- 6.7.5 Every governor is responsible at all times for acting in good faith, in a manner which she/he reasonably believes to be in the best interests of the organisation, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
- 6.7.6 Governors must demonstrate loyalty to the collective agreement and decision making following group discussions and agreement by a majority of governors.
- 6.7.7 Governors must demonstrate loyalty to the interests of the Activate Learning Group.

This accountability supersedes any conflicting loyalty, such as that to advocacy or interest groups, membership on other Boards or staffs, and the personal interest of any governor acting as an individual consumer or member-owner.

- 6.7.8 Governors will agree that there will be no self-dealing or any conduct of private business or personal services between any member and Activate Learning Group, unless it is procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information.
- 6.7.9 When the Board is to decide on an issue about which a governor has an unavoidable conflict of interest, the matter should have regard to the other documents e.g. Standing Orders and legal documents such as the Instruments and articles.
- 6.7.10 Governors agree to come to meetings prepared, having read the documentation, and to have asked any detailed questions of clarification beforehand.
- 6.7.11 If governors are not able to be present at meetings, any pre questions and queries should be highlighted to the Clerk before the meeting, to inform the debate and not be allowed after the meeting to retrospectively influence the decisions. No proxy attendance is allowed.
- 6.7.12 Once a decision has been made, governors will not undermine the decision through negative comment outside the Board.
- 6.7.13 Governors may not attempt to exercise individual authority over the Executive Team or the organisation.
- 6.7.14 When interacting with the staff, governors must carefully and openly recognise their lack of authority.
- 6.7.15 When interacting with the public, the press, or other entities, governors must recognise the same limitation and the inability of any governor to speak for the Board, except to repeat explicitly made Board decisions.
- 6.7.16 Governors will respect the confidentiality appropriate to issues of a sensitive nature and must continue to honour confidentiality after leaving Board service.
- 6.7.17 Governors will prepare for and attend as many board meetings and trainings as possible. In the case of unavoidable absence, a governor will notify the Clerk in advance.
- 6.7.18 Governors will have access to e-mail, and will commit to responding on a timely basis to those e-mails that require action.
- 6.7.19 Governors will support the legitimacy and authority of the Board’s decision on any matter, irrespective of the Governor’s personal position on the issue.
- 6.7.20 A governor who does not follow the code of conduct may be asked to resign from the Board as provided for in the Standing Orders.
- 6.7.21 It should be noted that the Instruments and Articles take precedence over the guidance in the handbook.

## **6.8 THE BOARD'S ROLE / INSTRUMENT AND ARTICLES / TERMS OF REFERENCE**

### **Stakeholders**

6.8.1 The Group's primary charitable beneficiaries are the students, who take priority.

6.8.2 This list of other stakeholders is indicative and not intended as exclusive:

- Students and parents, local, regional, national and International;
- Staff, unions and parent bodies;
- Schools and Universities including administrators, teachers and governors;
- Businesses and employers, Local Enterprise Partnerships (LEP) and professional business support groups;
- Community groups, charities, societies and associations;
- Advocate groups, collective entities and media outlets;
- Local authorities, councilors, and other public service agencies;
- The Government, MP's, funding agencies, awarding bodies and banks;
- International governments, agencies and funders.

### **Community**

6.8.3 The Board is mindful that to serve the wider community it has a duty and responsibility to represent the interests of, and communicate with, the people who have an active connection with any one or more of the services and operations offered by Activate Learning.

6.8.4 This duty and responsibility may be educational, social or economic in nature.

## **7 APPENDICES**

1. Activate Learning Instrument and Articles
2. Standing Orders for the Conduct of Business
3. Terms of Reference – Audit and Risk Assurance Committee
4. Terms of Reference – Search and Governance Committee
5. Terms of Reference – Remuneration Committee

*Flow Chart A – The Annual Calendar – To be added*

*Flow Chart B – The Decision Tree – To be added*

## **ACTIVATE LEARNING**

# **INSTRUMENT AND ARTICLES OF GOVERNMENT**

TITLE: INSTRUMENT & ARTICLES OF GOVERNMENT
REVIEW DATE: 22 October 2018
LEAD PERSON: CORPORATE – CLERK TO THE CORPORATION

## INSTRUMENT OF GOVERNMENT

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## 1 INTERPRETATION OF THE TERMS USED IN THIS INSTRUMENT AND ARTICLES OF GOVERNMENT

Articles	Means these Articles of Government
Chair and Vice Chair	Means respectively the Chair and Vice Chair of the Corporation
Chief Executive	Means the Principal and Chief Executive of Activate Learning. Any reference to the Chief Executive shall include a person acting as Chief Executive
Clerk	Means the Clerk to the Corporation and any reference to the Clerk includes a person acting as Clerk
Corporation	Means any further education corporation to which this Instrument applies.
External members	Those members who are not the Chief Executive, staff or student members of the Corporation
Instrument	Means this Instrument of Government
Institution	Means the institution which the Corporation is established to conduct and any institution for the time being conducted by the Corporation in exercise of its powers under the Further and Higher Education Act 1992
Meeting	Includes a meeting at which the members attending are present in more than one room, provided that by use of visual or tele-conferencing facilities it is possible for every person present at the meeting to communicate with each other
Necessary skills	Means skills and experience, other than professional qualifications, specified by the Corporation as appropriate for members to have
Secretary of State	Means the Secretary of State for Business, Innovation and Skills
Senior post	Means the post of Chief Executive and such other senior posts as the Corporation may decide for the purposes of the Instrument and Articles
Staff matters	Means the remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement of staff
Staff member and student member	Have the meanings given to them in clause 2
The staff	Means all staff who have a contract of employment with the Corporation
Government funding agency	Means any government agency or department from which the Corporation receives a funding allocation

Variable category	Meaning any category of members where numbers may vary
Written resolution	<p>A resolution in writing agreed by a simple majority of the members who would have been entitled to vote upon it had it been proposed at a meeting shall be effective provided that:</p> <ul style="list-style-type: none"> <li>(a) a copy of the proposed resolution has been sent to every eligible member;</li> <li>(b) a simple majority of the members have signified agreement to the resolution; and</li> <li>(c) it is contained in a document authenticated by the Clerk which has been received at the address specified by the Corporation for the receipt of documents within the period of 28 days beginning with the circulation date.</li> </ul> <p>A resolution in writing may comprise several copies to which one or more members have signified their agreement.</p> <p>A written resolution will lapse if it is not passed before the end of the period of 28 days beginning with the circulation date.</p> <p>For the purposes of this clause, "circulation date" is the day on which copies of the written resolution are sent or submitted to members or, if copies are sent or submitted on different days, to the first of those days.</p>

## **2 COMPOSITION OF THE CORPORATION AND DETERMINATION OF MEMBERSHIP NUMBERS**

- 2.1 The Corporation shall consist of:
  - 2.1.1 A minimum of five external members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions and responsibilities;
  - 2.1.2 The Chief Executive of the Corporation;
  - 2.1.3 One staff member who is a member of the Corporation's staff and has a contract of employment with the Corporation, and who has been nominated and elected by the staff of the Corporation;
  - 2.1.4 At least one student member who is enrolled as a student at the Corporation and has been nominated and elected by their fellow students, or if the Corporation so decides, by the recognised body representing such students;
  - 2.1.5 A person, who is not for the time being enrolled as a student at the institution, shall nevertheless be treated as a student during any period of authorised absence from the institution for study, travel or for carrying out the duties of any office held by that person on behalf of a body representing students.
- 2.2 The number of members of the Corporation, and the number of members of each variable category, shall be that decided by the Corporation.
- 2.3 No determination under this clause shall terminate the appointment of any person who is already a member of the Corporation at the time when the determination is made.
- 2.4 The Corporation, as the appointing authority, will decide whether a person is eligible for nomination, election and appointment as a member of the Corporation under clauses 3.3 and 4.

## **3 APPOINTMENT OF MEMBERS OF THE CORPORATION**

- 3.1 Subject to paragraph 3.2 the Corporation is the appointing authority in relation to the appointment of its members.
- 3.2 If the number of members falls below the number needed for a quorum, the Secretary of State is the appointing authority in relation to the appointment of those members needed for a quorum.
- 3.3 The appointing authority may decline to appoint a person as staff or student member if:
  - 3.3.1 it is satisfied that the person has been removed from office as a member of a further education corporation in the previous ten years; or
  - 3.3.2 the appointment of the person would contravene any rule or bye-law made under the Articles of Government concerning the number of terms of office which a person may serve; or



3.3.3 the person is ineligible to be a member of the corporation because of clause 4.

3.4 Where the office of any member becomes vacant the appointing authority shall as soon as practicable take all necessary steps to appoint a new member to fill the vacancy.

#### **4 PERSONS WHO ARE INELIGIBLE TO BE MEMBERS**

4.1 The Corporation will decide whether a person is eligible for nomination, election and appointment as a member of the Corporation.

4.2 No-one under the age of 18 years may be a member, except as a student member.

4.3 The Clerk may not be a member.

4.4 A person who is a member of staff of the Corporation may not be, or continue as, a member, except as a staff member or in the capacity of Chief Executive of the Corporation.

4.5 Subject to paragraphs 4.6 and 4.7, a person shall be disqualified from holding, or from continuing to hold, office as a member, if that person has been adjudged bankrupt or is the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order or a bankruptcy restrictions undertaking within the meaning of the Insolvency Act 1986, or if that person has made a composition or arrangement with creditors, including an individual voluntary arrangement.

4.6 Where a person is disqualified by reason of having been adjudged bankrupt or by reason of being the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order or a bankruptcy restrictions undertaking, that disqualification shall cease:

4.6.1 on that person's discharge from bankruptcy, unless the bankruptcy order has before then been annulled; or

4.6.2 if the bankruptcy order is annulled, at the date of that annulment; or

4.6.3 if the bankruptcy restrictions order is rescinded as a result of an application under section 375 of the Insolvency Act 1986, on the date so ordered by the court; or

4.6.4 if the interim bankruptcy restrictions order is discharged by the court, on the date of that discharge; or if the bankruptcy restrictions undertaking is annulled, at the date of that annulment.

4.7 Where a person is disqualified by reason of having made a composition or arrangement with creditors, including an individual voluntary arrangement, and then pays the debts in full, the disqualification shall cease on the date on which the payment is completed and in any other case it shall cease on the expiration of three years from the date on which the terms of the deed of composition, arrangement or individual voluntary arrangement are fulfilled.

4.8 Subject to paragraph 4.9, a person shall be disqualified from holding, or from continuing to hold, office as a member if:

- 4.8.1 within the previous five years that person has been convicted, whether in the United Kingdom or elsewhere, of any offence and has received a sentence of imprisonment, whether suspended or not, for a period of three months or more, without the option of a fine; or
  - 4.8.2 within the previous twenty years that person has been convicted as set out in sub- paragraph 4.8.1 and has received a sentence of imprisonment, whether suspended or not, for a period of more than two and a half years; or
  - 4.8.3 that person has at any time been convicted as set out in sub-paragraph 4.8.1 and has received a sentence of imprisonment, whether suspended or not, of more than five years.
- 4.9 Subject to paragraph 4.10, a person shall be disqualified from holding, or from continuing to hold, office as a member if that person is disqualified from holding the office of trustee of a charity under the Charities (Protection and Social Investment) Act 2016.
- 4.10 For the purpose of this regulation there shall be disregarded any conviction by or before a court outside the United Kingdom for an offence in respect of conduct which, if it had taken place in the United Kingdom, would not have constituted an offence under the law then in force anywhere in the United Kingdom.
- 4.11 Upon a member of the Corporation becoming disqualified from continuing to hold office under paragraphs 4.5 or 4.8, the member shall immediately give notice of that fact to the Clerk.

## **5 TERMINATION OF MEMBERSHIP**

- 5.1 A member may resign from office at any time by giving notice in writing to the Clerk.
- 5.2 If at any time the Corporation is satisfied that it would be in the best interest of the Corporation for a member's appointment to the Corporation to be terminated or that any member –
- 5.2.1 is unfit or unable to discharge the functions of a member; or
  - 5.2.2 has been absent from meetings of the Corporation for a period longer than six consecutive months without the permission of the Corporation,
- the Corporation may by notice in writing to that member remove the member from office and the office shall then be vacant.
- 5.3 Any person who is a member of the Corporation by virtue of being a member of the staff at the institution, including the Chief Executive, shall cease to hold office upon ceasing to be a member of the staff and the office shall then be vacant.
- 5.4 A student member shall cease to hold office-
- 5.4.1 at the end of the student's final academic year, or at such other time in the year after ceasing to be a student as the Corporation may decide; or
  - 5.4.2 if expelled from the institution,

and the office shall then be vacant.

## **6 PROCEDURES AND CONDUCT OF THE CORPORATION**

- 6.1 Every member shall act in the best interests of the Corporation and shall not be bound to speak or vote by mandates given by any other body or person.
- 6.2 A member shall disclose to the Corporation the nature and extent of any interest: and
  - 6.2.1 if present at a meeting of the Corporation, or any of its committees, at which such supply, contract or other matter relating to the Corporation is to be considered shall not take part in the consideration or vote on any question with respect to that item and not be counted in the quorum present at the meeting in relation to a resolution on which that member is not entitled to vote and;
  - 6.2.2 withdraw, if present at a meeting of the Corporation, or any of its committees, at which such supply, contract or other matter relating to the Corporation is to be considered, where required to do so by a majority of the members of the Corporation or committee present at the meeting.
- 6.3 This clause should not prevent the members considering and voting upon proposals for the Corporation to insure them against liabilities incurred by them arising out of their office or the Corporation obtaining such insurance and paying the premium.
- 6.4 Where the matter under consideration by the Corporation or any of its committees relates to the pay and conditions of all staff in a particular class, a staff member:
  - 6.4.1 need not disclose a financial interest; and
  - 6.4.2 may take part in the consideration of the matter, vote on any question with respect to it and count towards the quorum present at that meeting, provided that in so doing, the staff member acts in the best interests of the Corporation as a whole and does not seek to represent the interests of any other person or body, but
  - 6.4.3 shall withdraw from the meeting if the matter is under negotiation with staff and the staff member is representing any of the staff concerned in those negotiations.
- 6.5 The Clerk shall retain a register of the interests of the members which have been disclosed and the register shall be made available during normal office hours at the Corporation to any person wishing to inspect it.
- 6.6 Notice of meetings, agendas, written resolutions and other communications to members can be sent in writing or by electronic means.
- 6.7 The Corporation will approve Codes of Conduct for the Corporation.

## **7 APPOINTMENT OF THE CHIEF EXECUTIVE**

- 7.1 The Corporation shall appoint a person to serve as the Chief Executive of the Corporation.

## **8 APPOINTMENT OF THE CLERK TO THE CORPORATION**

- 8.1 The Corporation shall appoint a person to serve as its Clerk.
- 8.2 In the temporary absence of the Clerk, the Corporation shall appoint a person to serve as a temporary Clerk.
- 8.3 The Chief Executive may not be appointed as Clerk or temporary Clerk.
- 8.4 Subject to Corporation rules relating to proceedings of meetings, the Clerk shall be entitled to attend all meetings of the Corporation and any of its committees.
- 8.5 The Clerk may also be a member of staff of the Corporation.

## **9 COPIES OF THE INSTRUMENT AND ARTICLES OF GOVERNMENT**

- 9.1 A copy of this Instrument and the Articles of Government shall be given free of charge to every member of the Corporation and at a charge not exceeding the cost of copying or free of charge to any other person who so requests a copy, and shall be available for inspection at the Corporation upon request, during normal office hours, to every member of staff and every student.

## **10 CHANGE OF NAME OF THE CORPORATION**

- 10.1 The Corporation may change its name with the approval of the Secretary of State.

## **11 APPLICATION OF THE CORPORATION SEAL**

- 11.1 The application of the seal of the Corporation shall be authenticated by:
  - 11.1.1 the signature of the Chair (or another member of the Corporation with the exception of the staff and student governors); and
  - 11.1.2 the signature of any other member (with the exception of the staff and student governors).

## ARTICLES OF GOVERNMENT

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## **1 THE RESPONSIBILITIES OF THE CORPORATION**

The Corporation shall be responsible for the following functions:

- 1.1 the determination and periodic review of the educational character and mission of the Corporation and the oversight of its activities;
- 1.2 publishing arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the Corporation and the oversight of its activities;
- 1.3 approval of the Corporation's overarching Quality Strategy and Strategic Plan;
- 1.4 the effective and efficient use of resources, the solvency of the Corporation and safeguarding its assets;
- 1.5 approving annual estimates of income and expenditure; and
- 1.6 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.

## **2 THE RESPONSIBILITIES OF THE CHIEF EXECUTIVE**

Subject to the responsibilities of the Corporation, the Principal shall be the Chief Executive of the Corporation and shall be responsible for the following functions:

- 2.1 making proposals to the Corporation about the educational character and mission of the Corporation and implementing the decisions of the Corporation;
- 2.2 the determination of the Corporation's academic and other activities;
- 2.3 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;
- 2.4 the organisation, direction and management of the Corporation and leadership of the staff;
- 2.5 maintaining student discipline, making and applying rules concerning the conduct of students including suspending or expelling students on disciplinary grounds or expelling students for academic reasons.
- 2.6 setting a framework for the pay and conditions of service, and the appointment, assignment, grading, appraisal, suspension, dismissal and determination 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.

## **3 THE RESPONSIBILITIES OF THE CLERK**

The Clerk shall be responsible for advising the Corporation with regard to the operation of its powers, procedural matters, and the conduct of its business and matters of governance practice.

## **4 CORPORATION'S DELEGABLE AND NON-DELEGABLE FUNCTIONS**

- 4.1 The Corporation shall not delegate the following functions:
  - 4.1.1 the determination of the educational character and mission of the Corporation;
  - 4.1.2 the approval of the Corporation's overarching Quality Strategy and Strategic Plan;
  - 4.1.3 the approval of the annual estimates of income and expenditure;
  - 4.1.4 the responsibility for ensuring the solvency of the Corporation and for safeguarding their assets;
  - 4.1.5 the appointment of the Chief Executive or holder of a senior post;
  - 4.1.6 the appointment of the Clerk;
  - 4.1.7 the modification or revocation of the Instrument and Articles of Government.
- 4.2 The Corporation may not delegate:
  - 4.2.1 the consideration of the case for dismissal; and
  - 4.2.2 the power to determine an appeal in connection with the dismissal, of the Principal, the Clerk or the holder of a senior post, other than to a committee of external members of the Corporation
- 4.3 The Corporation shall make rules specifying the way in which a committee having functions under clause 4.2 shall be established and conducted.

## **5 CHIEF EXECUTIVE'S DELEGABLE AND NON-DELEGABLE FUNCTIONS**

The Chief Executive may delegate functions to the holder of any other senior post (with the exception of the Clerk), other than the management of budget and resources and any other functions that have been delegated specifically to the Chief Executive by the Corporation.

## **6 COMMITTEES**

- 6.1 The Corporation may establish committees for any purpose or function, other than those assigned in these Articles. Any committee established by the Corporation, other than the committee referred to in Article 4.3 may include persons who are not members of the Corporation.
- 6.2 The Corporation shall establish a committee, to be known as the "Audit and Risk Committee", to advise on matters relating to the Corporation's audit arrangements and systems of internal control.
- 6.3 The Audit and Risk Committee shall consist of at least three persons and may include members of staff at the institution with the exception of those in senior posts, and shall operate in accordance with any requirements of the Chief Executive of Skills Funding.

## **7 APPOINTMENT, PROMOTION AND CONDUCT OF STAFF AND STUDENTS**

- 7.1 The Corporation will appoint the Chief Executive and senior post holders, including the Clerk, and shall determine the arrangements for the advertisement, selection and appointment of a successor.
- 7.2 The Chief Executive shall have responsibility for selecting for appointment all members of staff other than:
- 7.2.1 senior post holders; and
  - 7.2.2 where the Clerk is also to be appointed as a member of staff, the Clerk in the role of a member of staff.
- 7.3 The Corporation shall review and approve rules relating to staff conduct, which shall have been developed in consultation with staff.
- 7.4 In approving such rules the Corporation shall have regard to the need to ensure that all staff at the institution have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without putting themselves at risk of losing their jobs or any privileges which they may enjoy at the institution.
- 7.5 The Corporation shall review and approve rules concerning the conduct of students, including procedures for their suspension and expulsion (including expulsion for an unsatisfactory standard of work or other academic reason), which shall have been developed in consultation with representatives of the students.

## **8 CO-OPERATION WITH GOVERNMENT FUNDING AGENCIES**

- 8.1 The Corporation shall co-operate with any person authorised by the government funding agencies to audit any returns of numbers of students or claims for financial assistance, and shall give any such person access to any documents or records held by the Corporation, including computer records.

## **9 INTERNAL AUDIT**

- 9.1 The Corporation shall, at such times as it considers appropriate, examine and evaluate its systems of internal financial and other control to ensure that they contribute to the proper, economic, efficient and effective use of the Corporation's resources.

## **10 ACCOUNTS AND AUDIT OF ACCOUNTS**

- 10.1 The Corporation shall:
- 10.1.1 keep proper accounts and proper records in relation to the accounts; and
  - 10.1.2 prepare a statement of accounts for each financial year of the Corporation.
- 10.2 The statement shall:
- 10.2.1 give a true and fair account of the state of the Corporation's affairs at the end of the financial year and of its income and expenditure in the financial year; and
  - 10.2.2 comply with any directions given by government funding agencies as to the



information to be contained in it, the manner in which the information is to be presented, the methods and principles according to which it is to be prepared and the time and manner of publication.

- 10.3 The accounts and the statement of accounts shall be audited by external auditors appointed by the Corporation in respect of each financial year.
- 10.4 Auditors shall be appointed and audit work conducted in accordance with any requirements of government funding agencies.
- 10.5 The “financial year” means the first financial year and, except as provided for in paragraph 10.7, each successive period of twelve months.
- 10.6 The “first financial year” means the period from the date the Corporation was established up to the second 31st July following that date, or up to some other date which has been chosen by the Corporation with the government funding agency’s approval.
- 10.7 If the Corporation is dissolved:
  - 10.7.1 the last financial year shall end on the date of dissolution; and
  - 10.7.2 the Corporation may decide, with the government funding agency’s approval, that what would otherwise be the last two financial years, shall be a single financial year for the purpose of this article.

## **11 COPIES OF ARTICLES OF GOVERNMENT, RULES AND BYE-LAWS**

- 11.1 The Corporation shall have the power to make rules and bye-laws relating to the government and conduct of the Corporation and these rules and bye-laws shall be subject to the provisions of the Instrument and Articles of Government.
- 11.2 A copy of these Articles, and of any rules and bye-laws, shall be given free of charge to every member of the Corporation and at a charge not exceeding the cost of copying or free of charge, to any other person who requests a copy and shall be available for inspection at the institution upon request, during normal office hours, to every member of staff and every student.

## **12 MODIFICATION OR REPLACEMENT OF THE INSTRUMENT AND ARTICLES OF GOVERNMENT**

- 12.1 Subject to paragraph 12.2 the Corporation may, by resolution of the members, modify or replace its Instrument and Articles of Government, after consultation with any other persons who, in the Corporation’s view, are likely to be affected by the proposed changes.
- 12.2 The Corporation shall not make changes to the Instrument or Articles of Government that would result in the body ceasing to be a charity.

## **13 DISSOLUTION OF THE CORPORATION**

- 13.1 The Corporation may by resolution dissolve itself and provide for the transfer of its property, rights and liabilities.
- 13.2 The Corporation shall ensure that a copy of the draft resolution to dissolve the

Corporation on a specified date shall be published at least one month before the proposed date of such resolution.

**Activate Learning**

**STANDING ORDERS  
FOR THE CONDUCT OF BUSINESS**

**INTERPRETATION**

In these Standing Orders:

‘Chairman’ means the chairman of the Corporation or of a Committee of the Corporation or of a meeting of the Corporation or a Committee as the context requires.

‘Chief Executive’ means the Chief Executive of the Corporation.

‘Corporation’ means any further education corporation to which the Instrument applies. ‘Committee’ means a committee of the Corporation.

‘Co-opted member’ means an external member of a Committee co-opted by the Corporation.

‘External member’ means a member appointed to the Corporation who is not a member of staff of the Corporation or a student of the Corporation.

‘Institution’ means the institution which the Corporation is established to conduct and any institution for the time being conducted by the Corporation in exercise of its powers under the Further and Higher Education Act 1992.

‘Member’ means a member of the Corporation.

‘Staff members’ means members of teaching and support staff who have a contract of employment with the Corporation and who have been nominated and elected by the teaching and business support staff within the Corporation.

‘Student member’ means the member nominated by the Students’ Union or through a process involving student election or sabbatical by the Corporation.

‘Written notice’ includes sending agendas and other communications to members by electronic means.

Words importing one gender shall import all genders and the singular number shall include the plural and vice versa (unless the context otherwise requires).

The ruling of the Chairman of the Corporation or a Committee of the Corporation as to the meaning and/or application of these Standing Orders shall not be challenged at any meeting of the Corporation or a Committee, nor be open to discussion.

The amendment of Standing Orders is by resolution of the Corporation. Application and interpretation of these Standing Orders is subject to the Instrument and Articles of Government and to relevant statutory provisions.

## **1 INTRODUCTION AND GENERAL DUTIES**

- 1.1 These Standing Orders ('Orders') supplement the provisions of the Further and Higher Education Act 1992 ('Act'), as amended by the Education Act 2011, and the Instrument and Articles of Government of the Corporation ('the Instrument and Articles'). In the event of any conflict between these Orders and either or both of the Act and the Instrument and Articles, the Act and the Articles shall prevail.
- 1.2 These Standing Orders will be reviewed by the Corporation at least biennially.
- 1.3 Every member of the Corporation and of its committees shall be bound by these Orders and shall be expected to adhere to the seven principles of public life, as recommended by the Nolan Committee's report 'Standards in Public Life'. In summary, these are:
  - selflessness
  - integrity
  - objectivity
  - accountability
  - openness
  - honesty
  - leadership
- 1.4 All members of the Corporation will be required to comply with the Code of Conduct approved by the Corporation under clause 6 of the Instrument of Government.

## **2 MEETINGS OF THE CORPORATION**

- 2.1 Ordinary meetings of the Corporation shall be held at least once in each academic term, and at such other times as the Corporation may determine from time to time. The Corporation will normally hold six Ordinary meetings in each academic year.
- 2.2 All meetings shall be summoned by the Clerk to the Corporation, who shall send to the members notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting.
- 2.3 A special meeting of the Corporation may be called at any time by the Chairman or at the request in writing of any five members. Where the Chairman, or in his absence the Vice-Chairman, so directs, on the grounds that there are matters requiring urgent consideration, it shall be sufficient if the written notice convening the meeting and the agenda therefore are given within such period, being less than seven days, as he specifies.

If it is proposed to consider at any meeting the remuneration, conditions of service, conduct, suspension, dismissal or retirement of the Clerk, the Chair shall, at least seven calendar days before the date of the meeting, send to the members a copy of the agenda item concerned, together with any relevant papers.
- 2.4 Only the business on the agenda will be discussed at Corporation meetings, except for urgent matters which the Chairman rules may be considered. Full details of such matters must be given to the Chairman two days in advance of the meeting and the Chairman's approval obtained before such items are raised.
- 2.5 Members will sign a register of attendance, any omissions from which may be remedied by

the Clerk.

- 2.6 The Clerk to the Corporation will normally attend all meetings of the Corporation. In the event of the notified absence of the Clerk, the Corporation shall appoint a person to serve as a temporary Clerk to the Corporation.
- 2.7 The Chief Executive or Chairman shall be authorised to invite visitors (which may include members of staff) to attend meetings of the Corporation for the purpose of providing advice and guidance on appropriate matters.
- 2.8 Any question relating to attendance at Corporation and/or Committee meetings by members of the public, members of staff and representatives of other interest groups and the Press shall be determined by the Clerk in accordance with the Corporation's policy relating to such attendances.

### **3 CHAIRMAN AND VICE-CHAIRMAN**

- 3.1 The Corporation shall ensure that a Chairman and Vice-Chairman are appointed from among their number.
- 3.2 At the meeting at which the appointment of the Chairman is before the Corporation, the chair shall be taken for this item by the Clerk or, in his absence, by a member (other than the Chief Executive or the staff or student members) chosen by the members present at the meeting.
- 3.3 Any member who is the Chief Executive, a member of staff at the Corporation or who is a student member shall not be eligible to be appointed as Chairman or Vice-Chairman.
- 3.4 The Chairman and Vice-Chairman will normally be appointed following a show of hands of members present and voting at the meeting. However, if demanded by any one member, the Chairman and/or Vice-Chairman shall be elected by secret ballot.
- 3.5 In this event, the Clerk will write to all members of the Board inviting them to put their names forward if they are willing to be appointed to the position of Chairman or Vice-Chairman (or either) and/or to nominate other governors for these appointments. Any governor wishing to nominate another governor must first ascertain that the prospective nominee is willing to be appointed.
- 3.6 The Clerk will advise all governors of the names of candidates for election as Chairman. A closing date for voting will be given and responses received after that date will not be counted. The ballot will only be valid if the number of votes cast equals or exceeds the quorum for meetings of the Board as required by paragraph 5. If, for any reason, a candidate withdraws from the election, the process will continue with the remaining candidates.
- 3.7 The Clerk will publish to the governors the name of the successful candidate. In the event of a tied vote, the vote cast by the current Chairman shall be counted twice (as a casting vote) provided that person is not a candidate in the election. If the Chairman is a candidate in the election or did not submit a vote, the Clerk shall organise a re-election using the same procedure. When the Chairman has been elected, the Clerk will prepare and distribute a second ballot paper containing the names of candidates for election as Vice-Chairman which will follow the same procedure adopted as for the ballot for the Chairman.
- 3.8 In the event of the Chairman becoming vacant during the academic year, the Vice-Chairman shall assume the Chairman whilst the election procedure for the Chairman is undertaken as described above. However, should the Vice-Chairman be a candidate for election as

Chairman, a governor who does not intend to stand for election shall be selected by the Board to act as Chairman until the appointment of the new Chairman only.

- 3.9 In the event that the Vice-Chairman is subsequently appointed as Chairman, the Clerk shall arrange the election of a replacement Vice-Chairman in accordance with the procedure set out in paragraphs above.
- 3.10 At the earliest opportunity, the Board will appoint as Chairman and Vice-Chairman the persons elected by the governors. The governors elected shall be absent from the meeting whilst the Board conducts this item of business.
- 3.11 The Chairman and Vice-Chairman shall hold office from the date of their appointment for a term of office of three years, with normally a maximum of two terms.
- 3.12 If both the Chairman and Vice-Chairman are absent from any meeting of the Corporation, the members present shall choose one of their number to act as chairman for that meeting, provided that the member chosen shall not be the Chief Executive or a staff or student member.
- 3.13 The Chairman and Vice-Chairman may at any time by notice in writing to the Clerk resign their respective offices.
- 3.14 If the Corporation is satisfied that either the Chairman or Vice-Chairman are unfit or unable to carry out the functions of office (or that it would be in the best interests of the Corporation for either or both of them to leave office), it may give written notice removing the Chairman and/or Vice-Chairman, as the case may be and the office(s) shall then be vacant.
- 3.15 Before the expiry of the term of office of the Chairman or the Vice-Chairman, or following the resignation of the Chairman or Vice-Chairman, the members shall appoint a new Chairman or Vice-Chairman, as the case may be, from amongst their number.
- 3.16 Chairmen and Vice-Chairmen retiring at the end of three years' respective terms of office shall be eligible for reappointment for a further term.

#### **4 MEMBERSHIP, TERM OF OFFICE AND TERMINATION**

- 4.1 The Corporation shall consist of:
  - 4.1.1 A minimum of 5 external members;
  - 4.1.2 1 staff member nominated by the staff;
  - 4.1.3 At least 1 student member nominated and elected by fellow students or by a recognised association;
  - 4.1.4 the Chief Executive of the Corporation.
- 4.2 The term of office for all external nominated members shall be four years; that for nominated staff members shall be two years.
- 4.3 The term of office of the student member(s) shall be one year.
- 4.4 Members retiring at the end of their term of office shall be eligible for reappointment for normally one further period of membership.
- 4.5 Members can be granted a sabbatical for up to 12 months due to work commitments or ill

health. In this case, members retain their position but are granted a leave of absence for a set period of time from all responsibilities. This, together with their re-instatement, is determined and recommended for approval to the Corporation by the Search and Governance Committee.

4.6 The Corporation retains the right to suspend a member if they are facing criminal charges, or have undertaken activity which is deemed by the majority of the Corporation to have contravened the Code of Conduct.

4.7 Should the following occur:

4.7.1 a staff member is suspended as a member of staff; or

4.7.2 a student member is suspended from the Corporation as a student

the Chief Executive should immediately advise the Chairman and the Clerk. In this eventuality, the Corporation may suspend a staff or student member for the duration of the suspension.

4.8 A member may resign from office at any time by giving notice in writing to the Clerk.

4.9 If at any time the Corporation is satisfied that it would be in the best interest of the Corporation for a member's appointment to the Corporation to be terminated or that any member:

4.9.1 is unfit or unable to discharge the functions of a member;

4.9.2 has been absent from meetings of the Corporation for a period longer than six consecutive months without the permission of the Corporation;

4.9.3 has become incapable by reason of mental disorder, illness or injury of managing or administering their own affairs; or

4.9.4 has become ineligible to serve as a Corporation member by reason of bankruptcy, criminal conviction or otherwise as provided in the Instrument and Articles of Government,

the Corporation may by notice in writing to that member remove the member from office and the office shall then be vacant.

4.10 Any person who is a member of the Corporation by virtue of being a member of the staff at the institution, including the Chief Executive, shall cease to hold office upon ceasing to be a member of the staff and the office shall then be vacant.

4.11 A student member shall cease to hold office:

4.11.1 at the end of the student's final academic year, or at such other time in the year after ceasing to be a student as the Corporation may decide; or

4.11.2 if expelled from the institution, and

the office shall then be vacant.

## **5 QUORUM**

5.1 Meetings of the Corporation shall be quorate if 40% or more of the Corporation's members

are present. Members can be deemed present if they attend in person or by video or tele-conference. In the case of Committees of the Corporation, the quorum shall be determined in accordance with the Terms of Reference of the Committee.

5.2 Any member shall be able to participate in meetings by telephone or video conference provided that:

5.2.1 he has given notice of his intention to do so detailing the telephone number on which he can be reached and/or appropriate details of the video conference suite from which he will be taking part at the time of the meeting at least 48 hours before the meeting; and,

5.2.2 Members have access to the appropriate equipment.

If after all reasonable efforts, it does not prove possible for the person to participate by telephone or video conference the meeting may still proceed with its business provided it is otherwise quorate.

5.3 Meetings of the Corporation or of its Committees cannot be held in the absence of a quorum. If in the course of a meeting of the Corporation or one of its Committees, the number of members present ceases to constitute a quorum, the meeting shall be terminated forthwith.

5.4 If, for lack of a quorum a meeting cannot be held or, as the case may be, cannot continue, the Chairman shall, if he thinks fit, cause a special meeting to be summoned as soon as conveniently may be.

## **6 PROCEEDINGS OF MEETINGS**

6.1 Every question to be decided at a meeting of the Corporation shall be determined by a majority of the votes of the members present and voting on the question. Where there is an equal division of votes, the Chairman shall have a second or casting vote. A member may not vote by way of proxy vote.

6.2 A resolution in writing agreed by a simple majority of the Members who would have been entitled to vote upon it had it been proposed at a meeting shall be effective provided that:

6.2.1 a copy of the proposed resolution has been sent to every eligible member;

6.2.2 a simple majority of the Members have signified agreement to the resolution; and

6.2.3 it is contained in a document authenticated by the Clerk which has been received at the address specified by the Corporation for the receipt of documents within the period of 28 days beginning with the circulation date.

6.3 A resolution in writing may comprise several copies to which one or more members have signified their agreement.

6.4 A written resolution will lapse if it is not passed before the end of the period of 28 days beginning with the circulation date.

6.5 For the purposes of this clause "circulation date" is the day on which copies of the written resolution are sent or submitted to members or, if copies are sent or submitted on different days, to the first of those days.

6.6 No resolution of the member's present may be rescinded or varied at a subsequent meeting



unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

6.7 Except for establishing and agreeing the rules and procedures for grievance and disciplinary procedures and policies, a member of the Corporation or an officer of the Corporation in attendance who is a member of the staff of the institution shall withdraw:

6.7.1 from that part of any meeting of the Corporation at which their remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered;

6.7.2 from that part of any meeting of the Corporation at which the appointment of their successor is to be considered; or

6.7.3 if so required by a resolution of the other members present, from that part of any meeting of the Corporation at which the appointment, remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement of any member of staff holding a post senior to their own are to be considered.

6.8 The Clerk to the Corporation:

6.8.1 shall withdraw from that part of any meeting of the Corporation or any committee of the Corporation at which their remuneration, conditions of service, conduct, suspension, dismissal or retirement in their capacity as clerk are to be considered; and

6.8.2 if they are a member of the staff of the institution, they shall withdraw in any case where they would be required to withdraw under paragraph 6.7 if they were attending as a member of the Corporation.

6.9 If the Clerk to the Corporation withdraws from a meeting or part of it under Paragraph 6.8:

6.9.1 the Corporation shall appoint from their number a person to act as Clerk to the Corporation; or (as the case may be)

6.9.2 the committee in question shall appoint from their number a person to act as Clerk to the committee.

6.10 A student member who is under the age of 18 shall not vote on any question concerning any proposal:

6.10.1 for the expenditure of money by the Corporation; or

6.10.2 under which the Corporation, or any members of the Corporation, would enter into any contract, or would incur debt or liability (whether immediate, contingent or otherwise).

6.11 Except for agreeing and establishing the rules and procedures concerning the conduct of students, including procedures for their suspension and expulsion (including expulsion for an unsatisfactory standard of work or other academic reason) a student member shall withdraw from that part of any meeting of the Corporation at which their conduct, suspension or expulsion is to be considered.

6.12 In any case where the Corporation is to discuss the appointment, remuneration, conditions of service, promotion, conduct, suspension, dismissal, retirement of a member or

prospective member of the staff of the institution, a student member shall:

6.12.1 take no part in the consideration or discussion of the matter in question and not vote on any question with respect to the matter; and

6.12.2 where required to do so by any one member of the Corporation present at the meeting, withdraw from the meeting.

## **7 RULES OF DEBATE**

7.1 When speaking, members will address the Chair. If two or more members wish to speak at once, the Chairman will decide who shall speak first. A member who is speaking will immediately be silent if the Chairman so requests, or if another member raises a point of order.

7.2 Every motion or amendment must be moved and seconded, except that the Chairman may move a motion without the requirement for a seconder. If the Chairman so requires, a motion of amendment must be submitted in writing to the Clerk and read aloud before it is put to the meeting.

7.3 Notwithstanding Standing Orders 7.1 and 7.2, debate will be conducted in accordance with the normal conventions and courtesies of such proceedings. The Clerk to the Corporation shall advise the Chairman in respect of the application of these conventions.

## **8 RIGHT TO SPEAK**

8.1 Motions concerning the accuracy of minutes may be made without prior notice.

8.2 Points of order may be raised at any time during a meeting.

8.3 Members may remit items to a committee, other than items requiring resolution by the full Corporation.

8.4 Items may be withdrawn from the agenda unless it is a requirement that they be resolved by the members at that meeting, e.g. the adoption of the budget.

8.5 The Chairman shall determine when a motion shall be decided but, it shall also be possible for a majority of members to move that the question shall not be put.

8.5.1 Motions shall be proposed and seconded before a vote can be taken. If there is no seconder, a motion will fall.

8.5.2 Amendments shall also be proposed and seconded, but shall not be voted upon if the proposer and seconder of the motion indicate acceptance

8.5.3 If there is a vote on an amendment which is passed, then the original motion becomes substantive, and may be further discussed.

8.6 Any member having a personal interest in a motion shall declare that interest and shall take no part in the debate. If it is the Corporation's judgement that a member under such circumstances withdraw, then they shall do so forthwith.

8.7 Standing Orders may be waived for exceptional reasons only by the formal agreement of the Corporation which shall require that decision to be recorded in the Minutes.

## **9 RELEVANCE**

- 9.1 Every member who speaks must direct his speech strictly to the motion or matter under discussion, or to a motion or amendment which he moves, or to a point of order.

## **10 POINTS OF ORDER**

- 10.1 Any member wishing to raise a point of order must say at the outset the Standing Order which he believes has been infringed. Every point of order will be decided immediately by the Chairman, whose decision will be final.

## **11 SUSPENSION OF STANDING ORDERS**

- 11.1 Any Standing Order may be suspended at any meeting provided that a majority of the members present and voting so decide and provided that in so doing there is no conflict with any statutory requirement.

## **12 VOTING AND BALLOTS**

- 12.1 Voting on any resolution will be by show of hands unless at least five members demand a ballot.
- 12.2 On a formal motion put from the Chair, the question may be decided by the voice of the members, unless any member demands a show of hands.
- 12.3 If, immediately after a vote is taken, any member so requires, the way in which he voted (or abstained) will be recorded in the Minutes of that meeting.
- 12.4 In the event of there being a tied vote, the Chairman of the meeting shall have a second or casting vote regardless of whether he has voted when the motion or amendment was put to the meeting.

## **13 DISORDERLY CONDUCT BY MEMBERS**

- 13.1 If at a meeting of the Corporation, any member in the opinion of the Chairman misconducts himself by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly or offensively, or by willfully obstructing the business of the Corporation, that member may be required to leave the meeting.
- 13.2 If the proper conduct of the Corporation is put at risk, the Clerk may take some or all of the following steps:
- 13.2.1 ensure that the reasons for concern have been put in writing and sent to the Chairman and Principal;
- 13.2.2 ensure the Chairman of the Audit and Risk Committee has been informed of those issues relevant to the Committee's terms of reference;
- 13.2.3 report the matter to the next meeting of the relevant committee or full Corporation and ensure the matter is placed in the publicly available minutes;
- 13.2.4 consult the Corporation's external auditors.
- 13.3 If no action results from the preceding sequence of actions and if the grounds for concern still present a threat to the proper governance of the Corporation, the Clerk is authorised to

refer the matter to the appropriate agency and inform the Chairman and Chief Executive that this has been done.

## **14 ADJOURNMENT**

- 14.1 The Chairman may at any time adjourn a meeting of the Corporation. The decision of the Chairman in this matter shall be final and shall not be open to discussion.

## **15 MEMBERS' INTERESTS**

- 15.1 No member shall receive any remuneration for their services as a member – provided that a member who is a member of the staff of the Corporation (including the Chief Executive) may receive remuneration in that capacity.

- 15.2 A member who has any financial or other conflicting interest in:

15.2.1 the supply of work or goods to or for the purposes of the Corporation;

15.2.2 any contract or proposed contract concerning the Corporation; or

15.2.3 any other matter relating to the Corporation, or any other interest of a type specified by the Corporation in any matter relating to the Corporation or any duty which is material and which conflicts or may conflict with the interests of the Corporation,

and is present at a meeting of the Corporation at which the supply, contract or other matter is to be considered, shall at that meeting disclose the fact and shall not take part in the consideration or vote on any question with respect to it, and shall not be counted in the quorum present at the meeting in relation to a resolution on which he is not entitled to vote.

- 15.3 This Standing Order shall not prevent the members of the Corporation considering and voting upon proposals for the Corporation to insure the members of the Corporation against liabilities incurred by them arising out of their office or the Corporation obtaining such insurance and paying the premiums.

- 15.4 The Clerk shall maintain a Register of Interests of members and staff including senior post holders, senior staff and other categories of staff as determined by the Corporation from time to time. It shall be a condition of Corporation membership that members register their interests. The Clerk will also ensure that the Register is available at all meetings of the Corporation and Committees and that it is available for inspection by members of the public during normal office hours.

## **16 MEMBERS' EXPENSES**

- 16.1 Members, excluding the Principal, Staff and Student Members, will be entitled to seek reimbursement of travel expenses for attending Corporation and Committee Meetings. Reimbursement of such expenses will be made subject to receipt of appropriate evidence if travel is by public transport, subject to the amount being claimed being at standard and not first class rates and if by private car at the rate then current for members of the staff of the Corporation using the appropriate form.

## **17 MINUTES**

- 17.1 Written minutes of every meeting of the Corporation shall be prepared, and, subject to Standing Order 17.2, at every meeting of the Corporation the minutes of the last meeting shall be taken as an agenda item.

- 17.2 Standing Order 17.1 shall not require the minutes of the last meeting to be taken as an agenda item at a special meeting, but where they are not taken, they shall be taken as an agenda item at the next meeting which is not a special meeting.
- 17.3 Where minutes of a meeting are taken as an agenda item and agreed to be accurate, those minutes shall be signed as a true record by the Chair of the meeting.
- 17.4 Separate minutes shall be taken of those parts of meetings from which staff or student members have withdrawn. A staff or student member who has withdrawn from a meeting in accordance with Standing Orders 6.7, 6.8 or 6.12, shall not be entitled to see the minutes of that part of the meeting.
- 17.5 Subject to Standing Order 17.6, the Corporation shall ensure that a copy of:
- 17.5.1 the agenda for every meeting of the Corporation;
  - 17.5.2 the draft minutes of every such meeting, if they have been approved by the Chairman of the meeting;
  - 17.5.3 the signed minutes of every such meeting; and
  - 17.5.4 any report, document or other paper considered at any such meeting,
- shall, in each case as soon as may be, be made available during normal office hours at the Corporation to any person wishing to inspect them.
- 17.6 There may be excluded from any item required to be made available in pursuance of Standing Order 17.5, any material relating to:
- 17.6.1 a named person employed at or proposed to be employed at the Corporation;
  - 17.6.2 a named student at, or candidate for admission to, the Corporation; and
  - 17.6.3 any matter which, by reason of its nature, the Corporation is satisfied should be dealt with on a confidential basis.
- 17.7 The Corporation shall ensure that a copy of the draft or signed minutes of every meeting of the Corporation shall be placed on the institution's website, and shall, despite any rules the Corporation may make regarding the archiving of such material, remain on its website for a minimum period of 12 months.
- 17.8 The Corporation shall review regularly all material excluded from inspection and make any such material available for inspection where it is satisfied that the reason for dealing with the matter on a confidential basis no longer applies, or where it considers that the public interest in disclosure outweighs that reason.

## **18 COMMITTEES OF THE CORPORATION**

- 18.1 The Committees of the Corporation and their constitution and Terms of Reference shall be as set out in the schedule attached to these Standing Orders, or as subsequently amended by the Corporation. The Corporation may also establish committees under collaboration arrangements made with other further education institutions or maintained schools (or with both).
- 18.2 Every member appointed to be a member of a Committee will cease to be a member of that

Committee when he ceases to be a member of the Corporation, unless retained as a co-opted member.

- 18.3 Subject to Standing Order 18.2, a member's term of office as a member of a Committee will be subject to the determination of the Corporation, with a maximum of four years from the date of their appointment.
- 18.4 Members of Committees shall be eligible for reappointment.
- 18.5 Co-opted members of Committees will be appointed by the Corporation and will hold office for a period determined by the Corporation.
- 18.6 Where the constitution of a Committee requires the Committee to appoint a Chairman, they must be selected from amongst members of the Corporation, unless specified otherwise in the Terms of Reference, except that the Chief Executive or any staff or student members shall be ineligible to be appointed as Chairman.
- 18.7 Committees will normally meet in accordance with their Terms of Reference, on a date fixed by the Committee. However, the Chairman has authority to rearrange the date of a meeting in consultation with the Clerk if there are good reasons for so doing. The Chairman may also cancel a meeting if the Clerk advises that there is insufficient business requiring the Committee's attention to justify holding a meeting before the next scheduled meeting of the Committee.
- 18.8 For each meeting of each Committee of the Corporation, the draft or approved minutes will be submitted to the next meeting of the Corporation, whether or not the minutes have been approved.
- 18.9 In preparing the minutes, the Clerk will agree with the Chairman those items which are confidential, and these will be prepared separately and submitted to the Corporation in that part of the meeting which is not open to the press and public, as determined by the Corporation's policy.
- 18.10 As soon as is practicable, once the chairman has approved the draft minutes, they shall be made available on the Corporation's website to comply with the Model Scheme of Publication under the Freedom of Information Act 2000 and to ensure transparency of decision-making.
- 18.11 The Chief Executive shall be entitled to attend meetings of any Committee of which they are not a member unless there is a conflict of interest
- 18.12 The Clerk to the Corporation shall attend meetings of all Committees. In the absence of the Clerk, the Committee shall nominate from its members an individual to undertake the minutes of the meeting.

## **19 CONFIDENTIALITY**

- 19.1 All members and co-opted members of the Corporation and its Committees must respect the confidentiality of any papers made available to them whether for the purposes of Corporation or Committee meetings or otherwise, for so long as those papers remain confidential.

## **20 URGENT ACTION**

- 20.1 If, in their opinion, any matter which would otherwise be the responsibility of the Corporation

is of an urgent nature, the Chief Executive may, in consultation with the Clerk, obtain the agreement in writing of the Chairman (or in his absence, the Vice-Chairman) of the Corporation. This is provided however, that none of the non delegable responsibilities of the Corporation referred to in the Articles of Government may be the subject of such action.

20.2 Every such decision shall be reported to the next available ordinary meeting of the Corporation for ratification.

## **21 AUTHENTICATION OF DOCUMENTS (COMMON SEAL)**

21.1 The Common Seal of the Corporation must be kept in a safe place at the Corporation by the Clerk who will affix the Common Seal to any document which requires to be sealed for the transaction of the business of the Corporation. The application of the Seal shall be authenticated by the signature of the Chairman (or in his absence, another member of the Corporation with the exception of the staff and student governors) together with the signature of any other member (with the exception of the staff and student governors).

21.2 An entry of the sealing of every order, deed, or other document to which the Common Seal of the Corporation has been affixed must be registered in a book maintained by the Clerk for that purpose.

## **22 SIGNING OF DOCUMENTS**

22.1 The Chief Executive is authorised to sign on behalf of the Corporation, where appropriate, any document necessary to give effect to any decision of the Corporation or its Committees or any other matter in furtherance of the Corporation's business.

## **23 APPOINTMENT OF MEMBERS**

23.1 The Clerk to the Corporation shall maintain a schedule of dates of appointment and terms of office of members of the Corporation.

23.2 Before the expiry of a member's term of office, or in the case of a resignation, the Clerk shall convene a meeting of the Search and Governance Committee, to facilitate the recommendation to the Corporation of re-appointment if appropriate, or a new appointment.

23.3 The Search and Governance Committee shall, within the scope of its Terms of Reference, identify and select potential Corporation members, and make recommendations for their appointment.

23.4 There will be one staff member of the Board, who will be a present member of staff and nominated and elected by both academic and non-academic staff. The election will be by electronic vote, where more than one valid nomination is received. The Board is required to ratify the appointment of the staff member.

23.5 There will be one student member of the Board, who will be a current student. Nominations for this office will be made by the Head of Student Services, and agreed by the CEO. The Board is required to ratify the appointment of the Student member.

## **24 VARIATION OR REVOCATION**

24.1 Any amendment, variation, addition to or revocation of these Standing Orders shall be approved by the Corporation and shall take effect as from the conclusion of the meeting at which the Corporation's approval is given, subject to any direction to the contrary given by the Corporation. Any such changes to these Standing Orders shall not be made in such a

way that a conflict is created with any provision of the Instrument and Articles of Government of the Corporation which take precedence at all times.

## **25 ASSOCIATED DOCUMENTS**

25.1 These Standing Orders shall operate in conjunction with the following documents:

Instrument and Articles of Government Code of Conduct

Corporation Policies Financial Regulations

Terms of Reference of Corporation Committees:

Finance, Estates and General Purposes and its campus redevelopment project board sub-committee

Audit and Risk Assurance Search

Curriculum, Quality and Standards and its associated Advisory Boards Remuneration People and Change

Date of last review: October 2018

Date of next review: October 2020



**ACTIVATE LEARNING  
FURTHER EDUCATION CORPORATION**

**AUDIT AND RISK COMMITTEE  
TERMS OF REFERENCE**

1. The Audit and Risk Committee of Activate Learning Corporation ('the Corporation') has been established as instructed by the Education and Skills Funding Agency ("ESFA").
2. **MEMBERSHIP AND ATTENDANCE OF COLLEGE OFFICERS AND AUDITORS**
  - 2.1 The membership of the Audit and Risk Committee shall be determined by the Corporation in accordance with the requirements of the ESFA
  - 2.2 The Committee shall comprise five members. The committee may also co-opt an external member if this is deemed appropriate.
  - 2.3 Those not eligible for membership of the Audit and Risk Committee shall be:
    - 2.3.1 the Chairman of the Corporation;
    - 2.3.2 the Group CEO;
    - 2.3.3 staff with significant executive, financial or budgetary responsibilities;
    - 2.3.4 student members.
  - 2.4 The Committee:
    - 2.4.1 may request the attendance of senior managers of the Activate Learning Group, as required
    - 2.4.2 will require the attendance of a senior representative of the Financial Statements Auditor and the Funding Auditor as necessary, and in any event at least once in each financial year, and will require the attendance of a senior representative of the Internal Auditors at each meeting.
3. **TENURE OF OFFICE**
  - 3.1 Members will serve for a period not exceeding three years.
  4. Members shall be eligible for re-appointment.
5. **CHAIRMAN, QUORUM AND CLERK**
  - 5.1 **Chairman**
    - 5.1.1 The Committee shall elect a Chairman from its membership, who shall serve for a period of one year.
    - 5.1.2 A retiring Chairman shall be eligible for re-election.

5.1.3 In the absence of the Chairman, the Committee shall elect from its members a Deputy for the duration of the meeting.

5.1.4 The external co-opted member, if appointed, may not be appointed, nor act, as chairman of the committee.

## **5.2 Quorum**

5.2.1 A meeting of the Committee shall be quorate providing three of the members are present.

## **5.3 Clerk to the Committee**

5.3.1 The Clerk to the Corporation shall act as Clerk to the Committee.

## **6. ARRANGEMENTS FOR MEETINGS**

6.1 The Audit and Risk Committee shall meet at least three times per year, the timing and content of the meetings to reflect the planning and reporting cycles of the internal and external audit.

6.2 Agendas for meetings, together with any minutes and supporting papers, will be circulated to members at least five working days prior to a meeting being held.

6.3 Draft minutes of meetings will be circulated to members within fifteen working days.

6.4 Minutes of previous meetings shall be approved by the Committee at its subsequent meetings.

6.5 The Chairman of the Committee shall give an oral report of each meeting to the Corporation at the Corporation's next subsequent meeting.

## **7. TERMS OF REFERENCE**

7.1 To advise the Corporation on the setting of a policy for audit and the adequacy and effectiveness of Activate Learning's audit arrangements, framework of governance, risk management and control and processes for securing economy, efficiency and effectiveness (value for money).

## **8. MATTERS FOR RECOMMENDATION TO THE CORPORATION**

8.1 To advise the Corporation on the appointment, re-appointment, dismissal and remuneration of the financial statements and regulatory auditors and other assurance providers, including internal auditors, and establish that all such assurance providers adhere to relevant professional standards.

8.2 To advise the Corporation on the provision of any additional services by the financial statements, regulatory and other audit and assurance providers and to explain how independence and objectivity has been safeguarded by:

8.2.1 Advising the Corporation on the scope and objectives of the work of the financial statements auditor, the funding auditor and the internal audit service;

8.2.2 Considering and advising the Corporation on the audit needs assessment and strategic and annual internal audit plans for the internal audit service.

8.3 Advising the Corporation on matters of internal audit control and other issues included in the management letters of the financial statements and regulatory auditor and of any reports

submitted by other providers of audit and assurance services to the Corporation, and management's response to these.

- 8.4 To consider and advise the Corporation on relevant reports by the National Audit Office, the ESFA, and other funding bodies, and where appropriate, management's response to these.
- 8.5 To consider the Corporation's Risk Management Strategy.
- 8.6 To advise the governing body on any matters where the Committee feels action or improvement is needed, making recommendations as to the steps to be taken.

## **9. MATTERS DELEGATED TO THE COMMITTEE**

- 9.1 To monitor, within agreed timescales, the implementation of recommendations arising from the management letters and reports of the financial statements and regulatory auditor, and of any reports submitted by other providers or audit and assurance services to the Corporation.
- 9.2 To ensure co-ordination between the internal audit service and the financial statements auditor and the funding auditor, including whether the work of the funding auditor should be relied upon for internal audit purposes.
- 9.3 To establish, in conjunction with the Executive Team, relevant performance measures and indicators and to monitor the effectiveness of the internal audit service and financial statements auditor through these measures and indicators taking into consideration relevant UK professional and regulatory requirements, and decide, based on this review, whether a competition for price and quality of the audit service is appropriate.
- 9.4 To produce an annual report for the Corporation which should include the Committee's advice on the adequacy and effectiveness of the Corporation's audit arrangements, risk management, control and governance processes and any significant matters arising from the work of the internal auditors, the funding auditors and the financial statements auditor, a review of the Committee's own effectiveness and how it has fulfilled its terms of reference and its processes for ensuring economy, effectiveness and efficiency.
- 9.5 To oversee the Corporation's policies on fraud and irregularity and whistleblowing and to ensure that all allegations of fraud and irregularity are proportionately, independently and properly investigated and reported to the Committee and appropriate action undertaken.
- 9.6 To ensure that all significant cases of fraud or irregularity are reported to the Chief Executive of the appropriate funding body (see note on definition of significant).
- 9.7 To be informed of all additional services undertaken by the internal auditors, the financial statements auditor and the funding auditor.
- 9.8 To monitor the implementation and ensure the effectiveness of the College's Risk Management Strategy.

## **10. REVIEW**

- 10.1 The Committee shall review these Terms of Reference annually and make recommendations to the Corporation in the event of any changes.

### **Note: DEFINITION OF SIGNIFICANT AS DEFINED BY JACOP PART 2, APRIL 2013**

- "there is likely to be great public interest because of the nature of the fraud or the people

involved; or

- the sums of money are in excess of £10,000; or
- the particulars of the fraud are novel or complex.

Version: 2

Last reviewed by the Committee: November 2018

Date for next review: July 2019

**ACTIVATE LEARNING  
FURTHER EDUCATION CORPORATION**

**SEARCH AND GOVERNANCE COMMITTEE  
TERMS OF REFERENCE**

1. The Search and Governance Committee is a committee of Activate Learning, in accordance with the requirements of Article 5(1) of the Articles of Government 2008, for the purpose of providing it with advice on matters connected with the appointment of members of the Corporation.
2. **MEMBERSHIP**
  - 2.1 The membership of the Search and Governance Committee shall be determined by the Corporation, in accordance with the requirements of the Instrument and Articles of Government.
  - 2.2 The Search and Governance Committee shall comprise:
    - 2.2.1 seven members, who shall include the CEO;
    - 2.2.2 an external co-opted member, if this is deemed appropriate.
3. **TENURE OF OFFICE**
  - 3.1 Each member shall serve for a period not exceeding three years..
  - 3.2 Each member shall be eligible for re-appointment.
4. **CHAIRMANSHIP, QUORUM AND CLERK**
  - 4.1 **Chairman**
    - 4.1.1 The Search and Governance Committee shall annually appoint a Chairman from among its members, who shall serve for a period of one year.
    - 4.1.2 A retiring Chairman is eligible for re-election, normally for one further term of office.
    - 4.1.3 In the absence of the Chairman, the Committee shall elect from its members a Deputy for the duration of the meeting.
  - 4.2 **Quorum**
    - 4.2.1 A meeting of the committee shall be quorate providing three of the members are present.
  - 4.3 **Clerk to the Search and Governance Committee**
    - 4.3.1 The Clerk to the Corporation shall be the Clerk to the Committee and will be responsible for:
      - i. convening and maintaining records of meetings, issuing agendas and other

supporting information;

- ii. forwarding to the Corporation any recommendations for their consideration;
- iii. extending invitations for membership or nomination as approved by the Corporation;
- iv. providing information and other materials to prospective members as requested;
- v. providing information to the public on the remit, membership, terms of reference and recommendations of the Committee as required by the Instrument of Government and any policy of the Corporation;
- vi. advising the Committee on its powers and responsibilities as appropriate.

## **5. ARRANGEMENTS FOR MEETINGS**

- 5.1 The Search and Governance Committee shall meet as frequently as necessary to fulfil its duties.
- 5.2 Agendas of meetings, together with any minutes and supporting papers, will be circulated to members at least five working days prior to a meeting being held.
- 5.3 Draft minutes of meetings will be circulated to members within fifteen working days.
- 5.4 Minutes of previous meetings shall be approved by the Committee at its subsequent meetings.

## **6. TERMS OF REFERENCE**

The Search and Governance Committee will, at the request of the Corporation:

- 6.1 Consider and provide advice to the Corporation on the appointment and re-appointment of members.
- 6.2 Consider, and make recommendations to the Corporation, in respect of members who have the necessary skills to ensure the Corporation carries out its functions under Article 3 of the Articles of Government.
- 6.3 Seek nominations from those bodies eligible to nominate members of the Corporation.
- 6.4 Monitor the induction process for new members, and the training needs and provision for all members
- 6.5 Give such other advice to the Corporation as it seeks in respect of membership of the Corporation.
- 6.6 Review:
  - 6.6.1 Corporation's Code of Conduct for Members;
  - 6.6.2 Standing Orders for Conduct of Business;
  - 6.6.3 Register of Interests;
  - 6.6.4 Framework for Governance,

and advise the Corporation as appropriate.

- 6.7 Consider and advise on any matter relating to compliance with the Members' Code of Conduct, the registration of a member's interest or on a potential conflict of interest which the Clerk to the Corporation, an individual Member, or the Corporation may refer to the Committee.
- 6.8 The Committee may, at its discretion:
  - 6.8.1 invite interest in the work of the Corporation through media advertising and professional and other contacts;
  - 6.8.2 conduct interviews of prospective members and make other such enquiries and arrangements as is reasonable to be able to formulate recommendations on the appointment of members as necessary;
  - 6.8.3 commission skills audits to establish the balance of skills and experience among the members of the Corporation.

## **7. EXPENSES**

- 7.1 The Corporation will meet expenses, including the cost of advertising, publicity and other reasonable costs incurred by the Search and Governance Committee.
- 7.2 Reasonable out of pocket expenses and other subsistence payments will be paid to external co-optees.

## **8. REVIEW**

- 8.1 The Committee shall review these Terms of Reference annually and make recommendations to the Corporation in the event of any changes.

Version: 2

Last reviewed by the Committee: October 2018

Date for review: July 2019

**ACTIVATE LEARNING  
FURTHER EDUCATION CORPORATION**

**REMUNERATION COMMITTEE  
TERMS OF REFERENCE**

1. The Remuneration Committee is a committee of the Activate Learning Further Education Corporation, for the purpose of setting the overarching principles of the Corporations remuneration of senior staff and advising the Corporation on the appropriate remuneration of senior post holders.
2. **MEMBERSHIP**
  - 2.1 The membership of the Remuneration Committee shall be determined by the Corporation.
  - 2.2 The Committee shall consist of the Chair of the Corporation, the Chair of the Audit and Risk Committee and three other members.
3. **TENURE OF OFFICE**
  - 3.1 Members will serve for a period not exceeding three years.
  - 3.2 Each member shall be eligible for re-appointment.
4. **CHAIRMANSHIP, QUORUM AND CLERK**
  - 4.1 **Chairman**
    - 4.1.1 The Committee shall annually appoint a Chairman from among its members, who shall serve for a period of one year.
    - 4.1.2 A retiring Chairman is eligible for re-election.
    - 4.1.3 In the absence of the Chairman, the Committee shall elect from its members a Deputy for the duration of the meeting.
  - 4.2 **Quorum**
    - 4.2.1 A meeting of the committee shall be quorate providing three of the members are present.
  - 4.3 **Clerk to the Committee**
    - 4.3.1 The Clerk to the Corporation shall act as Clerk to the Committee. If matters relating to the Clerk are being discussed, the Committee shall appoint a temporary Clerk from amongst the membership.
5. **ARRANGEMENTS FOR MEETINGS**
  - 5.1 The Committee shall meet at least once a year.
  - 5.2 Agendas of meetings, together with any minutes and supporting papers, will be circulated to members at least five working days prior to a meeting being held.



- 5.3 Draft minutes of meetings will be circulated to members within fifteen working days.
- 5.4 Minutes of previous meetings shall be approved by the Committee at its subsequent meetings.

## **6. TERMS OF REFERENCE**

6.1 The Committee shall be responsible for monitoring arrangements for the appointment, grading, appraisal, suspension and dismissal of senior post holders, in accordance with the Articles of Government of Activate Learning.

6.2 The Committee shall make recommendations to the Corporation on the specific remuneration packages of the Group Chief Executive and other senior post holders, and in so doing shall consider the following component elements:

6.2.1 basic salary;

6.2.2 benefits in kind;

6.2.3 annual bonus/performance related elements;

6.2.4 pension provisions;

6.2.5 the main terms and conditions in each senior post holder's service agreement, with particular reference to the notice provisions.

6.3 The Committee shall evaluate annually the specific remuneration packages of the Group Chief Executive, other senior post holders, and the Clerk, where the Clerk is not a senior post holder, and shall make recommendations to the Corporation accordingly.

6.4 The Committee shall annually review the recommendations of the Chief Executive regarding the specific remuneration packages of the Group Executive Team.

6.5 The Committee shall make recommendations to the Corporation on any compensation (including the augmentation of pension benefits in line with Corporation policy) which may be payable in the event of the early termination of the employment of the Group Chief Executive, or any other senior post holder, with the broad aim of:

6.5.1 avoiding making payments where performance has been poor;

6.5.2 dealing fairly with cases where early termination is not due to poor performance.

6.6 The Committee shall review on a continuing basis the Corporation's policy in relation to all aspects relating to the remuneration of the Group Chief Executive and other senior post holders.

6.7 If any recommendation made to the Corporation is not approved as acceptable, the matter shall be referred back to the Remuneration Committee.

## **7. REVIEW**

7.1 The Committee shall review these Terms of Reference annually and make recommendations to the Corporation in the event of any changes.