



STANDING ORDERS, TERMS OF REFERENCE AND GOVERNANCE DOCUMENTS FOR THE CONDUCT OF BUSINESS OF EAST COAST COLLEGE'S CORPORATION

As of May 2026

MAY 19, 2026
EAST COAST COLLEGE

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East Coast College Governance

Our Purpose is:

To transform individuals and build communities through education.

Our Values are:

Aspirational – Being supportive, exploring potential, and challenging ourselves daily.

Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.

Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.

Successful – Determining our ambition, achieving excellence and continually raising standards.

Our Governance will align with The Seven Principles of Public Life (Nolan Principles):

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

And the AOC Code of Governance 2023 principles:

1. Determination of organisational aims and strategic oversight.
2. Responsibility and accountability.
3. Leadership and integrity.
4. Collaboration and stakeholder engagement.
5. Regulatory compliance.
6. Board and organisational effectiveness.

As Governors we will:

- Make decisions based on these overarching principles
- Ensure an open, honest, supportive and respectful culture
- Respect confidentiality and be collectively responsible
- Act at all times in the College's best interests, making impartial & objective decisions
- Be responsible to our stakeholders – Students, staff, community, regulators
- Be active governors – engaging in meetings, training, college visits, and celebrations
- Act with reasonable care and skill - making best use of our skills and experience, and take appropriate advice
- Shape the College's strategic path
- Manage the College's resources responsibly
- Challenge, support and develop our College Team
- Comply with the law, regulatory obligations and our ECC rules – Instrument & Articles, Standing Orders, Code of Conduct, Governor Commitment and Policies
- Promote and support the College
- Put the student at the heart of all we do

1. INTERPRETATION

In these Standing Orders ("SO"):

- "College" means East Coast College
- "Corporation" means the Corporation of East Coast College
- "Committee" means a committee of the Corporation
- "Chair" means the Chair of the Corporation or of a Committee of the Corporation as the context requires
- "Vice-Chair" means a Vice-Chair of the Corporation
- "Meeting" means a meeting of the Corporation or of a committee of the Corporation as the context requires
- "Member" means a Governor of the Governing Body
- "Associate Member" means a person who is not a member of the Governing Body but who is appointed as a member of the committee
- "Independent Member" means a member other than the Principal, Staff or Student Members
- "Principal" means the Principal and CEO of East Coast College
- "Director of Governance" means the Clerk to the Corporation
- "DFE" means Department for Education or any successor organisation

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

2. INTRODUCTION AND GENERAL

Introduction

- 2.1** East Coast College ("The College", "ECC") was established on 1st August 2017 following the merger of Great Yarmouth College and Lowestoft College. Lowestoft Sixth Form College joined 1st August 2018.
- 2.1.1** Those sections of the Further and Higher Education Act 1992 detailing the powers and duties of Further Education Corporations were amended by the Learning and Skills Act 2000, the Education Act 2002, the Education and Inspections Act 2006, the Further Education and Training Act 2007 and the Education Act 2011.
- 2.1.2** A summary of the principal powers and roles and responsibilities of the Corporation deriving from this legislation is given in section 12.

2.2 General

- 2.2.1** The Corporation has the status of an Exempt Charity, under Schedule 3 of Charities Act 2011. Exempt Charities, although subject to general Charity Law, are not directly regulated by the Charity Commission, but by a Principal Regulator appointed by the Commission. The Secretary of State for the Department for Education has been appointed Principal Regulator for Further Education Corporations. A note was sent to Chairs of Further Educations Colleges on 4th November 2014 by BIS setting out the Secretary of State's position and expectations as the then Principal Regulator.
- 2.2.2** The Corporation is governed by the provisions of specific legislation:
- a) The Education Acts as defined in Section 578 of the Education Act 1966
 - b) The Further and Higher Education Act 1992, as amended
 - c) The Learning and Skills Act 2000
 - d) s.161 of the Education and Inspections Act 2006
 - e) The Further Education and Training Act 2007
 - f) The Apprenticeships, Skills Children and Learning Act 2009
 - g) The Education Act 2011
 - h) The Charities Act 2006
 - i) The Charities Act 2011

A synopsis of these, and of other general legislation that has application to the Corporation as employer etc. published by the Association of Colleges (AoC) is available from the Director of Governance.

- j) The Instrument and Articles of Government, adopted by the Corporation on 31st March 2017
- k) Code of Good Governance
- l) The Financial Memorandum between the Skills Funding Agency (SFA) and the Corporation – ("the Financial Memorandum")
- m) These Standing Orders ("SO")
- n) The East Coast College Financial Regulations (separately approved by the Corporation).

In the event of any conflict between the above regulations, the latter regulations are subordinate to the earlier regulations, e.g. (c) is subordinate to (b) which is subordinate to (a).

- 2.2.3** The Corporation is accountable to DFE for the use of public funds and has ultimate responsibility for the College's management and administration. The Corporation is also often referred to or described as the "Governing Body" or "Board of Governors" or "Board".
- 2.2.4** The Financial Memorandum between the DFE and the College sets out the terms and conditions on which grant is made. The Board of Governors is responsible for ensuring the conditions of grant are met. As part of this process, the College must adhere to the DFE's College Financial Handbook and Framework and Guide for External Auditors and Reporting Accountants of Colleges, which require it to have sound systems for ensuring adequacy and effectiveness of the College's audit arrangements, framework of governance, risk management and financial management control. These Standing Orders form part of this overall system of control.
- 2.2.5** Following the reclassification of FE colleges and their subsidiaries to the government sector from 29 November 2022, the regularity framework for colleges has expanded to take into account the requirements of HMT Managing Public Money (MPM). The Board will have due regard to these requirements throughout the operation of its business.

2.3 Status of Standing Orders

- 2.3.1** These Standing Orders set out the Corporation's policies relating to the way in which it conducts its business and supersede all earlier issues. In so far as they expand or interpret the Instrument and Articles of Government they have been adopted as by-laws of the Corporation as authorised by the Articles of Government and are printed in bold.
- 2.3.2** These Standing Orders apply where relevant to the College and all its subsidiary undertakings.
- 2.3.3** This document was approved by the Board of Governors on the date given on the title page and subsequently amended on the dates noted.
- 2.4** A number of the documents which are referred to in these Standing Orders are not included within the Standing Orders and may be found elsewhere on the College Website, or are available from the Director of Governance.
- 2.5** The Corporation has adopted a number of appendices setting out details of procedures or documents referred to in these Standing Orders. A full list of these appendices is given on pages 1 and 2,
- 2.6** Having first taken the advice of the Director of Governance, the ruling of the Chair 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 open to discussion.

3. THE COMPOSITION OF THE CORPORATION

3.1 The Corporation shall consist of:

Not less than 12 members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government and

- The Principal
- At least one and not more than three members of staff
- At least one and not more than three students of the College

External independent governors should exceed internal ones by at least one.

3.2 All Members or Associate Members are required to be eligible for Membership, as defined in Article 7 of the Instrument of Government, and to sign a declaration to that effect. The proformas for declaring interests and statement of eligibility are given in Appendices 6 and 7 and will be completed via an online form.

3.3 Members, Associate Members, Student Members and Staff Members shall be selected and appointed in accordance with the appropriate sections of the Policy and Procedures for the Selection of Governors contained in Appendix 11, which also contains a Specification for the role of Governor or Associate Governor. The term of office of Members will be up to four years, and will expire at the end of an academic year, except for the Principal, who shall serve for the period of appointment as Principal.

4. APPOINTMENT OF CHAIR AND VICE-CHAIR(S)

4.1 The Corporation is required by Clause 5 of the Instrument of Government to appoint a Chair and one or more Vice-Chairs. Unless otherwise decided by the Corporation, the Chair and Vice-Chair(s) shall be elected biannually, subject to the right of the Corporation to remove a Chair or Vice-Chair from office or for either office holder to resign in accordance with the Instrument of Government.

4.2 The procedure to be used for the appointment of Chair and Vice-Chair(s) is set out in Appendix 12, which also contains a specification of the duties attached to the roles.

4.3 A Chair or Vice-Chair shall be eligible for re-appointment to a maximum of four consecutive terms of office and not normally exceeding 8 years' service as a Governor.

5. APPOINTMENT OF THE CLERK TO THE CORPORATION (Known as Director of Governance)

5.1 The Corporation is required by Clause 6 of the Instrument of Government to appoint a Clerk to the Corporation, who shall convene all Corporation and Committee Meetings on the instructions of the Chair, and be entitled to

attend all meetings of the Corporation and any of its Committees. The Clerk may also be a member of staff at the institution. The specification of duties of the Clerk is given in Appendix 14 to these Standing Orders. At East Coast College the Clerk to the Corporation will be known as the Director of Governance.

6. CODE OF CONDUCT FOR MEMBERS

- 6.1** Members must agree as a condition of Corporation membership, to be bound by the Code of Conduct for Members agreed by the Corporation, and recognise that breach of the code could result in termination of their governor role.
- 6.2** Acceptance of membership of the Corporation constitutes an agreement to comply with the current Code of Conduct and any subsequent revisions.
- 6.3** The Code of Conduct for Members will be confirmed as accepted annually by all Governors via an online form.
- 6.4** The Code of Conduct is as follows:

INTRODUCTION

- 6.4.1 This Code is intended as a guide, to indicate the standards of conduct and accountability which are expected of all Governors, including Associate Governors.
- 6.4.2 The Code of Conduct applies to every Corporation committee, working party, other subsidiary body of the Corporation or any committee a Governor is attending in their role as an East Coast College Governor.
- 6.4.3 All Governors are required:
 - on accepting office, to declare that they will be guided by the Code of Conduct
 - annually, to make a declaration which will formally record any interests both personal and business related which may have a direct or indirect connection with East Coast College
 - annually, to complete a Governor's commitment statement and a confirmation that they will comply with the Code of Conduct.
 - Governors should not:
 - act in a way which will bring the Corporation or the College into disrepute.
 - use information gained in the course of their membership of the Corporation for personal gain.
 - use their membership of the Corporation to promote or assist in any of their other activities.

DUTIES

Individual Governors should, at all times:

- act with awareness of their wider responsibilities as a Governor
- comply with this Code of Conduct and Board policies including the Register of Interests Policy

- observe the provisions of the College's Instrument and Articles and Standing Orders
- act in good faith and in the best interests of the College.
- ensure that all decisions taken at meetings of the Corporation and its committees are for the benefit of the College as a whole and not for any inappropriate purpose, or for personal motive.
- ensure that all decisions taken at meetings of the Corporation and its committees are always for the benefit of the College, its students and staff and other users of the College and must be taken with a view to safeguarding public funds
- not be bound in their speaking and voting by mandates given to them by other bodies or persons, including any bodies that elected them
- recognise that they are not appointed as 'representatives' or 'delegates' of any other body and may not lawfully be bound by mandates given by others
- uphold the Nolan Committee standards of public life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership)
- uphold the confidentiality of any matter deemed confidential by the Board on the grounds of commercial or personal sensitivity
- act fully in accordance with the highest principles of financial accountability
- collectively observe the duties set out in the Financial Memorandum
- have regard to the different, but complementary, responsibilities given to the Principal as the College's Chief Executive
- recognise that the Corporation's function is to decide strategic policy and overall direction and to monitor the performance of the Principal and any other senior post holders and that the Principal's role is to implement the Corporation's decisions, and to manage the College's affairs within the budgets and framework fixed by the Corporation
- work together so that the Corporation and the Principal perform their respective roles effectively.
- A Governor must give immediate notice to the Director of Governance should they become disqualified from continuing to hold office.

If a Governor is in doubt about the provisions of any of the Governance policies and procedures, the Director of Governance should be consulted and, if necessary, legal advice obtained. However, ultimate responsibility for the appropriateness of conduct as a member of a corporate body and for any act or omission in that capacity rests with the individual Governor.

7. MEETINGS

- 7.1** The schedule of meetings of the Corporation and Committees for the following twelve months shall be agreed by the Corporation at the Annual Meeting each year, which will normally be the July meeting. Consultation with members on the most convenient time and day of the week will be carried out normally annually. Variations to the agreed meetings may be agreed by the Chair or Committee Chair provided normally at least seven working days' notice of the change is given.
- 7.2** In the case of urgent business or at the request in writing of any five members the Chair of the Corporation, or in the Chair's absence a Vice-Chair of the Corporation, may authorise the convening of a meeting of the Corporation or a Committee, called a "Special Meeting", and the written notice convening

the Special Meeting and a copy of the proposed agenda may be given within fewer than seven calendar days.

- 7.3** All scheduled meetings shall be called by the Director of Governance, who shall, at least seven calendar days before the date of the meeting, send to the members entitled to attend written notice of the meeting and a copy of the proposed agenda.
- 7.4** Normally only the business on the agenda will be discussed at meetings except where unforeseen issues have arisen which the relevant Chair rules may be considered. Details of such matters must be given to the Director of Governance and to the Chair and Principal in advance of the meeting.
- 7.5** Summary reports should accompany all reports and shall comply with the format specified in Appendix 13 or any subsequent revised version.
- 7.6** *meeting" includes a meeting at which one or more members attending participate by means of telephone or video-conferencing facilities or similar communications equipment whereby all persons participating in the meeting can hear each other. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and, subject to this Instrument, shall be entitled to vote and be counted in a quorum accordingly. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group where the chair of the meeting then is.*

8. ATTENDANCE AT MEETINGS

- 8.1** The Chair or Committee Chair shall be authorised to invite members of staff to attend in their employed capacity for both non-confidential and confidential business as appropriate.
- 8.2** Meetings of the Corporation shall be only open to members of the public and representatives of the press upon a request being received by the Director of Governance not fewer than five working days prior to the meeting and the request being agreed by the Corporation on the recommendation of the Chair.
- 8.3** Members of staff may attend meetings of the Corporation and its Committees as part of their career development. This will be subject to the normal confidentiality restrictions.

9. PROCEEDINGS - Resolutions

- 9.1** A Resolution for decision at meetings of the Corporation or a Committee of the Corporation (other than the election of a Chair or Vice-Chair or Committee Chair) shall be clearly shown within the relevant report and shall not require any other proposition.
- 9.2** A resolution may be amended if the amendment is proposed and seconded by members entitled to vote on the issues, and after discussion is accepted by a majority of the members present entitled to vote. The amended resolution then becomes the substantive resolution. (In accordance with the common law of meetings, an amendment to a resolution may not be put if it

is outside the scope of the meeting, or bears no relation to the original resolution, or its effect is simply to negate the original resolution, or is incompatible with a decision previously made by the meeting.)

- 9.3** Any question to be decided at a meeting may be decided by consensus, but shall be subject to a vote at the request of any one member entitled to vote on the issue, and decided by majority of the votes cast by members present and entitled to vote on the question.
- 9.4** If there is an equal division of votes on the question to be decided upon, the Chair of the meeting shall have a second or a casting vote, as per Instrument of Governance 13(2). This will also apply to written resolutions.
- 9.5** Charity law requires that any person who has an interest in a question to be decided upon shall take no part in the discussion or question, or be entitled to vote on the question, and where required, to do so by a majority of the members present, shall withdraw from the meeting whilst the question is being considered and voted on.
- 9.6** The Chair may at any time adjourn a meeting of the Corporation. The decision of the Chair in this matter shall be final and shall not be open to discussion. Unless otherwise determined by the Chair the adjourned meeting will be convened for the same time seven days later and no notice of the adjournment is required; otherwise the normal notice is required.

10. AGENDAS AND MINUTES

- 10.1** Agendas for Corporation Meetings will be, where required, split into sections as follows:

Part I Agenda

Part II Confidential Agenda

Part II Confidential Agenda – independent Governors only

- 10.2** The criteria for confidentiality are:

There shall be excluded from any item made available for inspection any material relating to:

- a named person employed or proposed to be employed at the institution a named student at, or candidate for admission to the institution
- the Director of Governance;
or
 - any matter which, by reason of nature, the Corporation is satisfied should be dealt with on a confidential basis, the Corporation has determined that this is the last criterion is satisfied if: it involves disclosure of the financial position of the College that might harm the College or its competitive position
 - there is disclosure of financial or other information relating to procurement decisions, including that relating to the College's negotiating position

- there is disclosure of information provided in confidence by a third party who has not authorised its disclosure
- it discloses advice received from or instructions given to the College's professional advisers
- it includes discussion of any legal proceedings in which the Corporation is involved
- it reveals information planned for publication in advance of the scheduled publication date
- it discusses other matters the publication of which would, in the Corporation's view, be detrimental to the College's interest.

Minutes

- 10.3.** Draft Minutes of any meeting of the Corporation or a Committee of the Corporation shall be prepared by the Director of Governance and provided to the Chair of the Meeting for their amendment or approval, normally within seven working days of the meeting.
- 10.4** Separate minutes shall be taken for the part 1 and part 2 sections of meetings and any member required to withdraw shall not be normally entitled to see the minutes of that part of the meeting or any papers relating to it.
- 10.5** After approval by the subsequent ordinary meeting of the Corporation or Committee non-confidential minutes shall be published on the College website
- 10.6** It is acceptable to not sign the minutes, as long as the resolution approving the minutes are clear and state what has been agreed.
- 10.7** Minor typographical errors shall be ignored and not be subject to amendment. The agreed Minutes shall be filed securely by the Director of Governance in the College electronic archive without limitation of time.

11. COMPLAINTS AGAINST GOVERNANCE

- 11.1** The Corporation has adopted procedures for consideration of complaints against the Corporation, against individual Governors or groups of Governors, this document can be found at Appendix 14 to these Standing Orders.

12. ROLES AND RESPONSIBILITIES OF GOVERNORS (CORPORATION) AND MANAGERS

12.1 Requirements of the Articles of Government

The Articles of Government (Clause 3) state the following responsibilities of the Corporation.

The Corporation shall be responsible for the following functions -

- a) the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
- b) publishing arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
- c) approving the quality strategy of the institution;
- d) the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets;
- e) approving annual estimates of income and expenditure;
- f) the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Director of Governance, including, where the Director of Governance is, or is to be appointed as, a member of staff, the Director of Governance's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff; and
- g) setting a framework for the pay and conditions of service of all other staff.

12.2 Other Responsibilities Deriving from the Financial Memorandum, DFE Guidance or by Resolution of the Corporation

- h) setting the Policy by which the fees payable to the Corporation are determined (subject to terms and conditions of Funding Bodies in respect of courses funded by them), and ensuring that funds from these bodies are used only in accordance with attached conditions
- i) the approval of the annual Self-Assessment Report on performance of the College and the Governing Body
- j) the approval of all statements of Corporation Policy listed in Appendix 10
- k) authorising the application and authentication of the College Seal to any document (or related series of documents)
- l) the approval of the Annual Report and Financial Statements
- m) the consideration of the case for dismissal for Senior Post Holders

12.3 Delegated and Retained Responsibilities

The Corporation carries out most of its detailed work through Standing Committees or Task Groups, and the terms of reference of each make it clear the delegated authority and/or responsibility. Those responsibilities which the Corporation may not delegate are shown within paragraph 13 and Articles 9 and 10.

12.4 Committees and Policy Groups

12.4.1 There are five Standing Committees, whose terms of reference, composition, etc. are given as Appendices 1-5 to these Standing Orders:

- Finance and General Purposes (F&GP) Committee
- Governance, Remuneration and Search (GRS) Committee (required by Clause 5 of the Articles of Government)
- Quality and Curriculum Committee (Q&C)
- Audit Committee (required by Article 6 of the Articles of Government)
- People Committee

Task Groups ("Task and Finish Groups") are set up as required on an ad-hoc basis to consider specific issues and make recommendations to the Corporation. An example of this is the Estates Committee Appendix 6 to these Standing Orders.

12.4.3 Committees report after each meeting to the following meeting of the Corporation on their work; Minutes of Committees are circulated to all members of the Corporation, subject to any restrictions imposed by the Articles and Instrument of Government, and are published on the College website.

12.4.4 Corporation consideration of actions or proposals of Committees are based on reports of decisions of Committees, backed by such supporting documentation or argument as is required for the Corporation to make a properly informed decision, and not on line by line approval of Minutes.

12.5 Responsibilities of the Principal and Chief Executive Officer

12.5.1 The Articles of Government state:

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

- a) making proposals to the Corporation about the educational character and mission of the institution and implementing the decisions of the Corporation;
- b) the determination of the institution's academic and other activities;
- c) preparing annual estimates of income and expenditure for consideration and approval by the Corporation, and the management of budget and resources within the estimates approved by the Corporation;
- d) the organisation, direction and management of the institution and leadership of the staff;
- e) the appointment, assignment, grading, appraisal, suspension, dismissal and determination, within the framework set by the Corporation, of the pay and conditions of service of staff, other than the holders of senior posts or the Director of Governance, where the Director of Governance is also a member of the staff; and
- f) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds or expelling students for academic reasons.

12.5.2 The Financial Memorandum assigns the Principal responsibility for advising the Governing Body in writing if at any time any action or policy under consideration by them is incompatible with the terms of the Financial Memorandum or would infringe the requirements of propriety and regularity, and in the event of the Board taking such action or adopting such policies, to report this to the DFE.

12.5.3 The Job Description of the Principal is available from the Director of Governance

12.6 The Senior Leadership Team

12.6.1 The Principal may delegate authority (but not her/his responsibility) to any other Senior Postholder, or other Manager, or any other member of the Staff of the College, subject only to the limitations of the Articles of Government or the Financial Regulations of the College.

12.6.2 The Corporation designated Senior Postholders of East Coast College are:

- Principal and Chief Executive
- Deputy Chief Executive
- Deputy Principal(s)
- Director of Governance and
- Such other posts that are from time to time deemed necessary by the Corporation.

13. DELEGATION TO THE CHAIR OF THE CORPORATION OR TO OTHERS

13.1 Definition of Powers of Delegation

13.1.1 The Articles specify in Article 4:

The Corporation may establish committees for any purpose or function, other than those assigned in these Articles to the Principal or Director of Governance and may delegate powers to-

- a) such committees;
- b) the Chair, or in the Chair's absence, a Vice-Chair; or
- c) the Principal

13.1.2 The Corporation or a Committee of the Corporation may delegate any of their functions or responsibilities except those functions or matters reserved to them by Articles 9 and 10. The Articles specify in Article 9: The Corporation shall not delegate the following functions 11

- a) the determination of the educational character and mission of the institution;
- b) the approval of the annual estimates of income and expenditure;
- c) the responsibility for ensuring the solvency of the institution and the Corporation and for safeguarding their assets;
- d) the appointment of the Principal or holder of a senior post;
- e) the appointment of the Director of Governance (including, where the Director of Governance is, or is to be, appointed as a member of staff the Director of Governance 's appointment in the capacity as a member of staff); and
- f) the modification or revocation of these Articles.

13.1.2 The Articles specify in Article 9: The Corporation may not delegate:

- a) the consideration of the case for dismissal, and
- b) the power to determine an appeal in connection with the dismissal of the Principal, the Director of Governance or the holder of a senior post, other than to a committee of members of the Corporation.

13.2 Rules Governing Exercise of Power of Delegation Corporation Bye-Law

- 13.2.1** Any function or responsibilities delegated to a Committee or Working Group of the Corporation shall be set out clearly in Terms of Reference adopted by the Corporation, which Terms of Reference may not be amended except by resolution of the Corporation.
- 13.2.2** The Corporation may not delegate any function or responsibility which is assigned by Article 3 to the Principal or the Director of Governance or reserved to the Corporation by Articles 9 or 10.
- 13.2.3** The Corporation may delegate by specific Resolution any function or responsibility to the Chair of the Corporation or to the Principal or any other member of the Corporation. The functions or responsibilities delegated and any time limitation shall be set out in the Resolution, together with a requirement to report any action taken under that power of delegation, to the next following meeting of the Corporation.
- 13.2.4** In any urgent matter, the Chair of the Corporation, after consultation with the Vice-Chair(s) and the Director of Governance, may exercise any power or function of the Corporation not reserved to the Corporation by the Articles. In any exercise of this delegated power, the Chair shall notify (via the Director of Governance) all Members of the Corporation of their action and remind them of their right to convene a "Special Meeting" to consider the matter if they are dissatisfied with the proposed course of action.

14. AUTHENTICATION OF DOCUMENTS – COMMON SEAL

- 14.1** The Common Seal of the Corporation must be kept in a safe place at the College and must be secured by a lock, the key to which will be kept in accordance with arrangements approved by the Director of Governance. The Director of Governance will authorise the affixing of 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 Chair (or in his/her absence a Vice-Chair), together with that of any other Member.
- 14.2** Any entry of the Sealing of every Order, Deed, or other document to which the Common Seal of the Corporation has been affixed, must be recorded in a Seal Register maintained by the Director of Governance for that purpose and reported to the subsequent Corporation.
- 14.3 Signing of Documents** - The Principal is authorised to sign on behalf of the Corporation, where appropriate, any letter, agreement or contract within the Principal's authority as defined in the Articles, or where authorised to do so by the Corporation.

15. SUSPENSION OF THE OPERATION OF STANDING ORDERS

- 15.1** By resolution of the Corporation any Standing Order may be suspended for such duration as specified by the Resolution provided that in so doing there is no conflict with any other statutory requirement.

16. VARIATION OR REVOCATION

- 16.1** Any amendment, variation, addition to or revocation of these Standing Orders can only be made by resolution of the Corporation. Any such changes to these Standing Orders must not conflict with any statutory provision.
- 16.2** The Director of Governance will review these Standing Orders, and any other relevant policies and procedures relating to College Governance, at least bi-annually, and will recommend to Corporation through the Governance Remuneration and Search Committee any necessary revisions.

17. WRITTEN RESOLUTIONS

- 17.1** Written Resolutions should only be used in appropriate circumstances where, because of time constraints, it is not possible to deal with the matter at a scheduled Corporation Meeting and when the Chair of Corporation does not believe it appropriate to take Chair's action.
- 17.2** A copy of the proposed Written Resolution will be sent to all eligible members electronically together with any relevant reports. This will set out the resolution, who is making the recommendation and the options for agreement, disagreement and abstention. If voting against or abstaining members are asked to note their reasoning.
- 17.3** If there is a query on the resolution or with the report, the query and the response will be circulated to all members entitled to vote.
- 17.4** The Written Resolution, and outcome of any decision taken, shall be an Agenda item for noting at the next scheduled Meeting of the Corporation, and the resolution will be minuted.
- 17.5** In accordance with the Instrument and Articles of Government, quoracy and voting will be the same as for Governing Body Meetings with the Chair of the Governing Body having a right to give a second or casting vote.

Appendix 1

EAST COAST COLLEGE FINANCE AND GENERAL PURPOSES COMMITTEE TERMS OF REFERENCE

Objective

The Finance and General Purposes Committee has overall responsibility, on behalf of the Corporation, for the conduct of the College's financial affairs and for any other matters delegated by the Corporation.

The Committee's advice and decisions shall be directed to the protection and enhancement of the College's assets, the best use of its income to meet the objects of the College and to ensure the solvency of the College

Introduction

The Finance and General Purposes Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards.

Membership

Not fewer than four independent members of the Corporation plus the Principal/Chief Executive and up to 2 Associate Governors.

Staff and Student governors are eligible to be members.

Members of the Finance and General Purposes Committee shall not serve on the Audit Committee.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall normally be held a minimum of four times a year.

7. Attendance at Meetings

The Deputy Chief Executive shall normally attend and speak at all meetings of the Committee (they will have no voting rights).

Senior managers shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and where agreed by the Committee to participate, but not to vote.

The Principal/Chief Executive shall withdraw from meetings if requested to do.

Staff and Student Governors, or any individual governor who are members of the Committee shall withdraw from meetings if requested to do so.

8. Reporting Procedures

The Chair of the Committee shall present a verbal summary report of the Committee's proceedings at the subsequent Corporation meeting and the minutes and action log of the meeting will be circulated to the Corporation.

9. Purpose of the Committee	Delegation
<u>Finance</u> 1. Consider any matters relating to finance and assets/liabilities in conjunction with the Estates Committee, including making recommendations to the Corporation on: • Budgets and Forecasts • Capital expenditure requirements including loans • The financial implications of major building projects, major repairs and renewal projects, acquisitions and disposals of land and buildings • Major variances of income and expenditure • Financial forecasts • Monitoring of the management accounts • Review of the cash flow and forecasts • The review of key financial performance indicators	Recommend to Corporation
2. Review the audited annual accounts financial statements and recommend them for approval to the Corporation	Recommend to Corporation
3. To Consider, monitor and advise the Corporation on all aspects of the Corporation's finances, financial policies, controls and strategy ensuring the efficient use of resources, the solvency of the institution and the safeguarding its assets.	Report to Corporation
4. Make recommendation for approving those organisations with which the College will maintain investments and loans in order to support high quality and innovative learning. The Committee will receive periodic performance reports for any invested funds and at least an annual statement of the terms and key covenants of all loans.	Recommend to Corporation
5. To review any prospective increase to the net expenditure total or any major shift in resources required by changing circumstances. The Committee and/or its Chair shall decide on any report required to the Corporation.	Dependent on level – consistent with Finance Regulations
6. Annually to review and recommend for approval, the Financial Regulations, Tuition Fees and any other financial policy that requires governance approval and ensure that they are in line with the College's agreed strategic aims and objectives.	Recommend to Corporation where required
7. To advise and make recommendations to the Corporation on the procurement, where needed, of external specialist services relating to the management of the College's physical assets with due regard to the Financial Regulations.	Dependent on level – consistent with Finance Regulations

9. Purpose of the Committee	Delegation
<u>Health and Safety</u> 1. To consider, monitor and advise the Corporation on all matters connected with Health and Safety	Recommend to Corporation where required
2. To receive, review and monitor the annual report on Health and Safety.	Recommend to Corporation
<u>General</u> 1. Review all College Strategies that relate to financial issues.	Recommend to Corporation where required
2. To monitor and review risk management for those areas that are the responsibility of the Committee.	Report to Audit
3. To consider any other specific issues referred to the Committee by the Corporation and report their findings and recommendations back to the Corporation.	Recommend to Corporation where required

APPENDIX 2

EAST COAST COLLEGE GOVERNANCE, REMUNERATION AND SEARCH COMMITTEE TERMS OF REFERENCE

Objective To help ensure Good Governance

The Governance Remuneration and Search Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards

1. Membership

The Committee shall consist of:

- Corporation Chair
- Vice Chair(s)
- CEO/Principal
- The Chairs of Finance and General Purposes, Quality and Curriculum, and People.
- And up to two associate governors.

NB. To comply with the Senior Post Holder Remuneration Code The CEO/Principal will not be a member of the Committee for Remuneration items.

Staff and Student governors are eligible to be members.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be a Vice Chair of the Corporation.

The agenda items on Remuneration of the Senior Post Holders will be chaired by a Governor that it is not the Chair of the Corporation.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held as and when required and not less than twice a year.

7. Attendance of Meetings

The Senior Independent Director shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Senior managers shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and where approved by the Committee participation, but not to vote.

Staff and Student Governors shall withdraw from meetings when individual remuneration matters are being considered or if requested to do so.

Any member of staff, including the CEO/Principal and Director of Governance, will withdraw from that part of the meeting where his or her own package. remuneration, conditions of service, appointment or

own package. remuneration, conditions of service, appointment or promotion is being discussed.

Unless approved to remain by the Committee, any member of staff present at the meeting will withdraw when the remuneration, conditions of service, appointment or promotion of a more senior member of staff is being discussed.

An explanation for any withdrawal at a meeting will be minuted.

8. Reporting Procedures

The Chair of the Committee shall present a verbal summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes of the meeting will be circulated to the Corporation.

9. Authority

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

10. Purpose of the committee	Delegation
<u>Search</u>	Recommend to Corporation
1. To make recommendations to the Corporation in respect of procedures for the appointment of new members, and honorary positions and awards	
2. To implement the agreed procedures for the selection and appointment of members.	Delegated
3. To be responsible to the Corporation for the nomination of candidates to fill governor vacancies. Interviews for new members to be carried out by the Corporation Chair or Vice Chair and two other committee members when vacancies fall between meetings.	Recommend to Corporation Delegated
4. To consider and make recommendations to the Corporation on the Corporation's composition and balance. To ensure an annual self-assessment by the Corporation of its skills.	Recommend to Corporation Delegated
5. To develop and review policies and procedures for the induction and training of Corporation members.	Delegated
<u>Governance</u>	Recommend to Corporation
6. To monitor compliance and make recommendations in respect of the: • Governor's code of conduct • Governor's Commitment Form, • Governor Eligibility Form • Governor and Senior Team Register of Interests Form taking cognisance of the parameters set by legislation and the guidance available on good governance from the funding agencies, the AoC and other bodies such as the committee on Standards in Public Life.	
7. To review the workings of the Corporation and make recommendations to support it in ensuring effective governance, including but not exclusively: • Review of standing orders and instrument and articles • Succession planning • Governance self-assessment and External Board Review	Recommend to Corporation

10. Purpose of the committee	Delegation
• Quality improvement plan • Governance structure, business schedules and Policies	
8. Monitor and recommend enhancements to the effective discharge of the Board's legal duties and responsibilities	Recommend to Corporation
9. Monitor the efficiency and effectiveness of governors (collectively and individually) to develop and enable implementation of continual governance self-improvement	Delegated
10. To review the effectiveness of decision making across the Board and its committees and monitor the activities of the Board and its committees in accordance with the Instrument and Articles, standing orders and Terms of Reference;	Recommend to Corporation
11. Review and recommend any other matters or actions which the Committee believes would further the effectiveness of the Corporation's governance.	
<u>Remuneration</u> 1. To give due regard to the interests of the public and the financial health of the College and ensure that it can be demonstrated that the pay of the senior post-holders is set by a committee which has no personal interest in the outcome of its decisions and all decisions comply with the relevant guidance and regulations in place when the decision is taken.	Delegated
2. To consider and advise the Corporation on the framework of pay, conditions and performance review of all designated Senior Post Holders, taking into account relevant guidance, Senior Post Holder Code, Senior pay Controls for Colleges and managing public money. This framework to include appraisal, promotion, grading, conduct, suspension, dismissal and retirement and may consider the following elements • Basic salary • Benefits in kind • Pension provision • Terms and conditions of service • Performance related elements, if appropriate • Retention	Recommend to Corporation
3. To review the remuneration and other terms and conditions of all designated Senior Post Holders and to make recommendations for approval to the Corporation.	Recommend to Corporation
4. To review the succession plan and consider where appropriate retention packages (monetary and non-monetary) of all designated Senior Post Holders and to make recommendations for approval to the Corporation.	Recommend to Corporation
5. To review and ensure that objectives are set and monitored at a minimum annually for Senior Post Holders through the appraisal process set out in the Corporation's policy.	Delegated
6. To advise the Corporation on any compensation which may be payable in the event of the early termination of the employment of any Senior Post Holder with the aim of • Avoiding the rewarding of poor performance • Dealing fairly with cases where termination is not due to poor performance •	Recommend to Corporation

10. Purpose of the committee	Delegation
Compliance with contractual requirements and • Compliance with managing public money and statutory requirements	
7. To advise the Corporation on Senior Post Holder recruitment including the arrangements for the advertisement, selection and appointment of a successors, in line with current employment legislation, the College equality policy and best practice.	Recommend to Corporation
8. Act on behalf of the Corporation as the selection panel for all Senior Post Holder appointments, agreeing the selection process to be followed. The selection panel to consist of (i) at least five members of the Corporation including the Chair or the Vice Chair(s) or both, where the vacancy is for the post of CEO/Principal; or (ii) the Principal and at least three other members of the Corporation, where the vacancy is for any other senior post. Subsequently making the appointment recommendation to the Corporation.	Delegated Recommend to Corporation

APPENDIX 3

EAST COAST COLLEGE

QUALITY AND CURRICULUM COMMITTEE TERMS OF REFERENCE

Objectives

To lead for the Corporation on the character and nature of the education and training provided by the College.

To oversee quality assurance and improvement, student success, progression and wellbeing and the college's curriculum and its growth and development.

Introduction

The Quality and Curriculum Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards

1. Membership

Not fewer than four independent members of the Corporation plus the Principal/Chief Executive, and up to 2 Associate Governors.

Staff and Student governors are eligible to be members.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held a minimum of four times a year

7. Attendance at Meetings

The Deputy Principal(s) shall attend and speak at meetings of the Committee (they will have no voting rights).

Senior managers shall attend and speak at meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and where approved by the Committee participation, but not to vote.

8. Reporting Procedures

The Chair of the Committee shall present a summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes and action log of the meeting will be circulated to the Corporation.

9. Purpose of the Committee	Delegated Power
Quality 1. To advise the Corporation on arrangements for assuring the quality and standards of all educational activities in the College, subcontractors and of its subsidiaries.	Recommend to Board
2. Monitor the College performance in relation to 2.1 Safeguarding and Prevent 2.2 Wellbeing 2.3 SEND 2.4 Equality, Diversity and inclusion 2.5 Careers 2.6 Enrichment 2.7 Learner Involvement 2.8 Any other area that effects the quality of teaching and learning.	Delegation Annual Report to Corporation
3. Monitor the College's performance in relation to teaching & learning activity, student retention, achievement, attendance, destination and value added and recommend to the Corporation annual targets and key performance indicators in these areas, and monitor the College's progress towards achieving them. Including consideration of external agencies judgements and data.	Recommend to Board
4. Monitor the College's performance in relation to the continued professional development of all College Staff.	Delegation
5. To receive and review the College's Annual Self-Assessment report and Quality Improvement Plan and to recommend its approval to Corporation including reviewing the effectiveness of the College's Self-Assessment procedures and the effectiveness of the actions taken to improve standards.	Recommend to Board
6. To receive and review the College's Risk-based Monitoring and Enhancement Report (RiME) and to recommend its approval to Corporation including reviewing the effectiveness of the actions taken to improve standards.	Recommend to Board
7. Review and assess the College's facilities and infrastructures that affect the teaching and learning experience and make recommendations to the appropriate committee for improvement and investment.	Recommend to Finance and General Purposes/Estates
Curriculum 1. To receive the Curriculum Strategy and planned programme Recommend to developments and to review and recommend for approval to F&GP/Corporation the Finance & General Purposes Committee and the Corporation for such developments to be included in the financial forecasts and College Strategy.	Recommend to F&GP/Corporation
2. To evaluate, review and monitor the effectiveness of curriculum development and related reviews.	Delegated
3. To secure a strong positive reputation as a key provider, ensuring that the College secures year on year growth in participation and market share across all provision.	Delegated

4. To consider, monitor and advise the Corporation on all aspects of the Corporation's applications data, recruitment and resultant income.	Delegated
5. To consider market intelligence, assessment and labour intelligence to help understand the market that the College serves. To include the regional context in terms of supply, demand, competition and evaluate and monitor its effect on the College's curriculum development.	Delegated
6. To review, monitor and evaluate the development of and the curriculum offer to ensure it meets the needs and aspirations of all students, parents, employers and that it is listening to and responding to local, regional and national needs.	Delegated
7. To receive and review the Curriculum plan referring issues to the Finance and General Purposes Committee regarding the efficient use of resources, and the potential impact of plans on the solvency of the institution and the safeguarding of its assets.	Recommend to F&GP where financial implication
8. To review, assess and monitor the College's recruitment with the aim of increasing the number of students each year studying in all aspects of the College's provision.	Delegated
9. To review, monitor and evaluate new income streams through projects and partnerships.	Delegated
10. Actively seek opportunities for partnership working with other training providers that will achieve business efficiencies and meet the needs of employers and learners.	Dependent on contract size
11. To receive, evaluate and advise the Corporation on the Curriculum Development and Planning Strategy and planned programme developments for all areas of the curriculum.	Advise the Corporation
12. Recommend for approval to Corporation developments to be included in the financial forecasts and College Strategy that are appropriate to the College's future development.	Recommend to Corporation
13. To review, monitor and evaluate the marketing strategy and its activity to develop an understanding of perceptions of the College and each of its market segments, including those of business and potential future employers.	Delegated
General	Report to Audit Committee
1. To monitor and review risk management for those areas that are the responsibility of the Committee.	
2. Conduct a Committee self-critique to inform the Governance Self- Assessment.	Report to Governance Remuneration and Search
3. To consider any other specific issues referred by the Corporation and report their findings and recommendations back to the Corporation.	Recommend to Corporation
4. Consider any strategies and policies for those areas that are the responsibility of the Committee	Delegated unless changes the educational character

APPENDIX 4

EAST COAST COLLEGE AUDIT COMMITTEE TERMS OF REFERENCE

Objective

The Audit Committee assesses and provides the corporation with an opinion on the adequacy and effectiveness of the corporation's assurance arrangements, framework of governance, risk management and control processes (including any subcontracting arrangements) for the effective and efficient use of resources, solvency, and the safeguarding of assets.

The Audit Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject. The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work and demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards

1. Membership

Not fewer than three independent members of the Corporation, and up to 2 Associate Governors.

In order to maximise the Committee's independence and objectivity the following people shall not be eligible to be members of the Committee:

- The Principal and other Senior Post Holders;
- Those with executive responsibilities at senior level;
- Members of the Finance & General Purposes Committee;
- The Chair of the Corporation and
- Governors who have significant interests in the college.

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

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Audit Committee but may not hold the position of Chair.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members, which includes associate governors.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held a minimum of three times a year

7. Attendance at Meetings

The Deputy Chief Executive shall normally attend and speak at all meetings of the Committee (they will have no voting rights).

Senior managers shall attend and speak at meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance, and to participate where agreed by the Committee but not to vote.

8. Reporting Procedures

The Chair of the Committee shall present a verbal summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes and action log of the meeting will be circulated to the Corporation.

The Committee will present an annual report, as required by the College Financial Handbook, on its work to the Corporation.

9. Purpose of the Committee	Delegated Power
1. To review and advise the governing body on the adequacy and effectiveness of the college's systems of internal control, assurance arrangements and governance arrangements. This may include the board assurance framework, risk management and control processes for the effective and efficient use of resources, solvency, and the safeguarding of assets	Recommend to Corporation
2. To advise the governing body on the appointment, reappointment, dismissal and remuneration of the external, internal audit services and regularity auditor (the latter when appointed).	Recommend to Corporation
3. To advise the governing body on the scope and objectives of the work of the Internal and External Auditors and the funding auditor (where appointed).	Recommend to Corporation
4. To ensure the effective coordination between the internal auditors and external auditors, the funding auditor (where appointed) and the financial statements auditor, including whether the work of the funding auditor should be relied upon for internal audit purposes.	Delegation
5. To consider and advise the governing body on the audit strategy and annual internal audit plans.	Recommend to Corporation
6. To advise the governing body on internal audit assignment reports and annual reports and on control issues included in the management letters of the External Auditor including their work on irregularity) and the funding auditor (where appointed), and management's responses to these.	Recommend to Corporation
7. To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports, the funding auditor's management letter and spot- check reports (where appropriate) and the financial statement's auditor's management letter.	Delegation
8. To consider and advise the governing body on relevant reports by the National Audit Office (NAO), the DFE and other funding bodies, and, where appropriate, management's response to these.	Recommend to Corporation

9. Purpose of the Committee	Delegated Power
9. To establish, in conjunction with college management, relevant annual performance measures and indicators to monitor the effectiveness of the Internal and External Auditors through these measures and indicators and to decide, based on this review, whether a competition for price and quality of the audit service is appropriate.	Recommend to Corporation
10. To produce an annual audit committee report for the governing body and accounting officer, which should include the committee's advice on the effectiveness of the college's risk management; control and governance processes; any significant matters arising from the work of the internal and external auditors and to meet the requirement of the College Financial Handbook to provide an opinion on the College's processes for securing economy, efficiency and effectiveness.	Report to Corporation
11. To ensure that all allegations of fraud and irregularity that are reported to the Audit Committee are properly investigated and that suitable systems exist for their detection and reporting.	Dependent on level consistent with anti-fraud and anti-bribery policies
12. To be informed of all additional services undertaken by the internal and external auditors.	Delegated
13. To recommend the annual governance section of the financial statements to the governing body for approval.	Recommend to Corporation
14. To have overall responsibility for maintenance & review of the Risk Register and any Board Assurance Framework.	Delegated with reporting to Corporation
15. Review College Strategies and policies that relate to Audit issues. Including around fraud, irregularity, impropriety and whistleblowing	Recommend to Corporation
16. To consider any other specific issues referred by the Corporation and report their findings and recommendations back to the Corporation.	Recommend to Corporation
17. At each meeting the Committee shall be entitled to go into confidential session and (subject to the rules as to quoracy set out) exclude any, or all, participants and observers, apart from the Director of Governance to the Committee.	Delegated
18. The Committee shall be granted rights of access to obtain all the information it considers necessary from members of the staff and governors of the Corporation, and to consult the internal auditors and external auditors directly.	Delegated
19. The committee has a right to scrutinise any activity within its terms of reference, which may involve engaging a third party to assist	Delegated

APPENDIX 5

PEOPLE COMMITTEE TERMS OF REFERENCE

Objective To oversee the strategic aim of the People Strategy and to support the College to deliver its vision, with people as a strategic driver of our positive change.

The People Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards

1. Membership

Not fewer than four members to include the Principal, and up to two associate governors.

Staff and student governors will be eligible for membership.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held a minimum of once a term.

7. Attendance at Meetings

The Director of People and Wellbeing shall attend and speak at meeting of the Committee (they will have no voting rights).

Senior managers shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and where approved by the Committee participation, but not to vote.

8. Reporting Procedures

The Chair of the Committee shall present a summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes and action log of the meeting will be circulated to the Corporation.

9. Purpose of the Committee	Delegated
1. Take a strategic view of the College's People policies and operations, ensuring that they contribute effectively to the delivery of the College's business needs, in line with the People Strategy, Strategy and Business Plan.	Delegated

2. To have oversight and direction of the delivery of the People Strategy.	Delegated
3. To review at least annually the Program and People Strategy and make recommendations to Corporation regarding any changes of direction.	Recommend to Corporation
4. To consider, monitor and advise the Corporation on all matters connected with staffing of the College including current and projected staffing needs and recruitment policy.	Recommend to Corporation
5. To review, monitor, evaluate and report to Corporation on matters such as employment law, Safeguarding and Equality & Diversity and to ensure, via annual reports that College policies and procedures comply with relevant and current legislation.	Recommend to Corporation
6. To review, monitor, evaluate and report to Corporation on matters identified in staff surveys, Listening Group Feedback and Staff voice.	Recommend to Corporation
7. Review College Strategies that relate to Staff's Learning, Development and Wellbeing issues.	Delegated
8. To review, monitor, evaluate and report to Corporation the College's approach to Staff Professional Learning, Reward and remuneration (with the exception of the Senior Post Holders).	Recommend to Corporation and where applicable to Finance and Resources
9. To monitor and review risk management for those areas that are the responsibility of the Committee.	Report to Audit Committee
10. To agree, monitor and review KPIs relating to the work of the committee.	Delegated
11. To monitor and review union consultation and to receive the minutes of the union consultation committee.	Delegated
12. Conduct a Committee self-critique to inform the Governance Self- Assessment.	Report to Governance Remuneration and Search
13. To consider any other specific issues referred by the Corporation and report their findings and recommendations back to the Corporation	Recommend to Corporation

APPENDIX 6

EAST COAST COLLEGE ESTATES TASK & FINISH COMMITTEE

TERMS OF REFERENCE

A Task and Finish Group Committee that is a sub-group committee of the Corporation

It will be in place for the period needed to oversee the implementation of the Estates Strategy and the major Capital Projects.

Objective: The Committee will provide strategic oversight, guidance, and assurance on the management, development, and sustainability of the College's physical estate, ensuring it supports the delivery of the College's mission, educational objectives, and long-term strategic and estates strategy.

1. Membership

Not fewer than four members of the Corporation, including the Principal/Chief Executive and up to 2 Associate Governors.

Staff and Student governors are eligible to be members.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee, but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be appointed by the Corporation and shall normally serve for a period of two academic years or the duration of the Committee if this is sooner and shall be eligible for re-appointment thereafter.

4. Quorum

A quorum shall be one third (rounded up) of the members in post and entitled to vote, subject to a minimum of 2 independent governors.

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall normally be held a minimum of four times a year, with additional ones held if needed for the management of the major projects.

7. Attendance at Meetings

The Deputy Chief Executive will normally attend and speak at all meetings of the Committee (they will have no voting rights).

Senior managers will attend and speak at meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they shall have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and participation, but not to vote.

The Principal shall normally attend all meetings of the Committee but shall withdraw from meetings if requested to do so.

Staff and Student Governors, who are members of the Committee, shall normally attend all meetings but shall withdraw from meetings if requested to do so.

8. Reporting Procedures

The Chair of the Committee shall present a written summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes of the meeting will be circulated to the Corporation.

9. Purpose of the Committee	Delegated Power
The Estates Committee shall oversee the discharge of the Corporation's responsibilities for the proper management of the resources and assets of the College in respect of the estate's capital projects and Estates Strategy as follows:	
1. To oversee and monitor the political, strategic, developmental, and presentational aspects of the delivery of the college's Great Yarmouth redevelopment project, and any other major capital project	Report to Corporation
2. To monitor the action of the college management in implementing the college's Great Yarmouth redevelopment project, and any other major capital project, and to monitor progress against the project plan on behalf of the Corporation.	Delegated
3. To be responsible for revisions of the college's Great Yarmouth redevelopment project, and any other major capital project, and reporting of these to the Corporation.	Delegated and Report to Corporation
4. To advise the Corporation of any matters of concern in relation to the implementation of the college's Great Yarmouth redevelopment project, and any other major capital project.	Report to Corporation
5. Monitor the condition, suitability, and sustainability of the College's buildings and infrastructure and advise of where additional capital works are required.	Report to F&GP and the Corporation
6. To review, periodically, the College's Estates Strategy to ensure consistency with the College's Strategic Plan and to advise the	Dependent on level – consistent

Corporation on its property holdings, including acquisitions and disposals of sites and buildings.	with Finance Regulations
7. To consider and advise on capital investment proposals, evaluate financial appraisals on items referred to it, and review and make recommendations to the Corporation regarding investment and borrowing programmes.	Dependent on level – consistent with Finance Regulations
8. As part of the implementation of the Estates Strategy, promote environmental sustainability and energy efficiency	Recommend to Corporation
9. To monitor and review risk management for those areas that are the responsibility of the Committee.	Report to Audit and Corporation
10. To regularly review the Capital Projects related College budget, finances, and performance plan, and report any concerns to Finance and General Purposes Committee and the Corporation.	Report to F&GP and the Corporation
11. To ensure compliance with all funding agency and statutory requirements and the College's Financial Regulations and Procurement Policy.	Delegated
12. Review College Strategies and other documents that relate to Estate issues.	Delegated
13. To consider any other specific issues referred by the Corporation to the Committee and report their findings.	Report to Corporation

APPENDIX 7

EAST COAST COLLEGE DECLARATION OF INTEREST BY A MEMBER OF THE CORPORATION/ASSOCIATE GOVERNORS/SENIOR POST HOLDERS AND STAFF WITH SIGNIFICANT INVOLVEMENT IN PROCUREMENT

This form to be completed by all Corporation Members /Associate Governors/ Senior Postholders / Staff with significant involvement in procurement.

The form will be completed annually electronically.

Each Member is invited to register all interests, financial or otherwise, which he or she or (so far as he or she is aware) his or her spouse or partner, children or other close relatives may have which they believe could be perceived to interfere with their independent judgement. Members should inform the Clerk to the Corporation whenever their circumstances change and interests are acquired or cease.

Please refer to attached guidance notes and to the provisions in the College's Code of Conduct, which relate to Conflicts of Interest.

Full name	
Employer (if applicable)	

Personal Interests

Organisation	Position Held	Date on which Interest		Nature of Control #
		Started	Changed or Ceased	

Interests of Close Family Members*

Organisation	Position Held	Date on which Interest		Nature of Control #
		Started	Changed or Ceased	

Please see guidance notes below and insert appropriate corresponding letter I, J, F, S, K

I have read the conditions for eligibility for membership of the East Coast College Further Education Corporation printed overleaf and confirm that I am eligible for membership.

I give my consent for the College to include my photograph and brief biographical details provided by me on the Governance section of the College Web-site and in publicity about the College.

In the event of resigning my membership, I agree to notify the Director of Governance immediately.

E-mail address or signature	
Date	

Register of Interests – Guidance Notes Conditions of Eligibility for Membership of the Corporation

The Instrument of Government (the Governing document of the Corporation) states that the following persons are ineligible to be members:

1. No one under the age of 18 years may be a member, except as a student member.
2. The Director of Governance may not be a member.
3. A person who is a member of staff of the institution may not be, or continue as, a member, except as a staff member or in the capacity of Principal.
4. Paragraph (3) does not apply to a student who is employed by the Corporation in connection with the student's role as an officer of a students' union.
5. Subject to paragraphs (6) and (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 restriction 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.
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 restriction undertaking, that disqualification shall cease:
 - (a) on that person's discharge from bankruptcy, unless the bankruptcy order has before then been annulled; or
 - (b) if the bankruptcy order is annulled, at the date of that annulment; or
 - (c) 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
 - (d) if the interim bankruptcy restrictions order is discharged by the court, on the date of that discharge; or
 - (e) if the bankruptcy restrictions undertaking is annulled, at the date of that annulment.
7. A person shall be disqualified from holding, or from continuing to hold, office as a member for the following:
 - (f) Unspent conviction for specified terrorism, money laundering or bribery offences;
 - (g) Unspent conviction for contravening a Charity Commission Order or Direction;
 - (h) Unspent conviction for misconduct in public office, perjury or perverting the course of justice;

- (i) Unspent conviction for attempting, aiding or abetting any of the above offences;
 - (j) Disobeying a Charity Commission Order;
 - (k) Being on the sex offenders register;
 - (l) Unspent sanction for contempt of Court; or
 - (m) Being a designated persons under specific anti-terrorist legislation
8. Where a person is disqualified by reason of his 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.
9. Subject to paragraph (9), a person shall be disqualified from holding, or from continuing to hold, office as a member if:
- (a) 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
 - (b) within the previous twenty years that person has been convicted as set out in sub-paragraph (a) and has received a sentence of imprisonment, whether suspended or not, for a period of more than two and a half years; or
 - (c) that person has at any time been convicted as set out in subparagraph (a) and has received a sentence of imprisonment, whether suspended or not, of more than five years.
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.
11. Upon a member of the Corporation becoming disqualified from continuing to hold office under paragraphs (5) or (8), the member shall immediately give notice of that fact to the Director of Governance.

Category of Interest and Disclosure

Paid employment.	Name of Employer and Position held.
Self-employment.	Names of significant customers/clients accounting for more than, say, 10% of of individual or firm.
Directorships of commercial companies.	Name of companies and Position held.
Significant shareholdings.	Name of companies in which the Governor / External Member or Employee owns, say, 5% or more of the issued share capital.
Elected office.	Name of authority and Position held.

Trusteeships or participation in the management of charities and other voluntary bodies.	Name of body and Position held.
Public appointments (paid or unpaid).	Name of body and Position held.
Memberships of professional bodies and trade or other associations.	Name of body.
Gifts or hospitality in excess of £25 accepted in the last 12 months (or such other figure as is given in the College Financial Regulations).	Full details.
Any other matter (e.g. an unspent criminal conviction or an act of bankruptcy) which would make you ineligible for membership/continued membership of the Corporation.	
Any other matter (e.g. an unspent criminal conviction or an act of bankruptcy) which would make you ineligible for membership/continued membership of the Corporation.	Details of the other matter.

Nature of Control

This disclosure requirement provides clarity on the nature and level of control of your interest and those of your close family members. One or more of the categories may apply and you are asked to disclose all that may apply to each interest.

I = Individual Control

An individual controls the company when the individual is exposed, or has rights to variable returns from its involvement with the company and has the ability to affect those returns through its power over the company

J = Joint Control

This is where two or more parties are bound by a contractual agreement and the contractual agreement gives two or more of those parties control of the company

F = Family Members

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the entity and include children, spouse or domestic partner, children of a spouse or domestic partner, other dependents of an individual, spouse or partner

S = Significant Influence

This is where an individual has the power to participate in the financial and operating policy decisions of an investee but does not have control or joint control over those policies.

K = Key Management Personnel

These are persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly including a director (whether executive or not) of that entity.

*** Close Family Member**

These are qualified as your spouse, domestic partner, children, children of your spouse or domestic partner, other dependents or dependents of your spouse or domestic partner or other close relatives (e.g. living in the same household). A Member should ask him/herself whether members of the public, knowing such information, would reasonably conclude that the relevant interest might influence his or her judgement.

Hospitality, Gifts, etc.

Members of the Corporation are bound to observe the Corporation code of Conduct which includes a requirement to notify the Director of Governance of any gifts, hospitality or favour (of more than nominal value £25) received (or are offered but declined) by reason of membership of the Corporation, for recording in the Gifts and Hospitality register available for public inspection. (Further guidance for members is available in the College's Code of Conduct; alternatively, please contact the Director of Governance for advice).

APPENDIX 8 EAST COAST COLLEGE DECLARATION OF ELIGIBILITY FOR CORPORATION AND ASSOCIATE MEMBERSHIP

The form will be completed annually electronically.

I declare that:

1. To the best of my knowledge, I am fit and able to discharge the functions of a member of the Corporation.
2. I am not currently adjudged bankrupt or is the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order or a bankruptcy restriction 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.
3. (a) I have not 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.
(b) I have not, within the previous twenty years been convicted as set out in subparagraph (a) and received a sentence of imprisonment, whether suspended or not, for a period of more than two and a half years
(c) I have not, at any time, been convicted as set out in paragraph (a) and received a sentence of imprisonment, whether suspended or not, of more than five years.
4. (a) I do not have an unspent conviction for specified terrorism, money laundering or bribery offences;
(b) I do not have unspent conviction for contravening a Charity Commission Order or Direction;
(c) I do not have an unspent conviction for misconduct in public office, perjury or perverting the course of justice;
(d) I do not have an unspent conviction for attempting, aiding or abetting any of the above offences;
(e) I have not disobeyed a Charity Commission Order;
(f) I am not on the sex offenders register;
(g) I do have an unspent sanction for contempt of Court (h) I am not a designated person under specific anti-terrorist legislation
5. I have not, within the last ten years, been removed from office as a Governor of a Further Education College.

Signed:

Date:

NB: If a member of the Corporation becomes disqualified at any time under 2, 3 or 4 above, he/she must immediately inform the Director of Governance in writing.

APPENDIX 9 EAST COAST COLLEGE GOVERNOR COMMITMENT

The form will be completed annually electronically.

New Governors

As a new Governor you commit to completing the Induction Programme which includes:

- Participating in a tour of the campuses
- Meeting the Chair and Senior Team for briefings on aspects of the College
- Participating in a learning walk
- Completing all governance paperwork
- Completing the safeguarding and prevent training
- Completing the equalities training
- Agreeing a link area, meeting your link manager, staff and students
- Identifying further training requirements and informing the Director of Governance
- Obtaining a college Photo ID card and writing a short biography for the Corporation's use

Annual Commitment

As a continuing Governor you annually commit to:

- Minimum attendance target of 80% at Corporation and any committee meetings
- Termly participation in a Learning Walk
- Completing all governance paperwork, as requested by the Director of Governance
- Visibly wearing your photo ID card whenever on College premises
- Termly meetings with your link manager and staff and students
- Responding in a timely manner to written resolutions
- Participation in strategic planning meetings, away days and focus groups
- Attendance at student conferences, focus groups, prize giving, departmental events and other college wide events as agreed and as appropriate
- Participation in self-assessment and review of the College and the Corporation
- Participation in annual effectiveness review of self and Chair
- Participation in training sessions identified as of benefit for you
- Identifying further training requirements and informing the Director of Governance
- Reading briefing and reference documents circulated to you by the Director of Governance
- Providing feedback on events and meetings and suggesting improvements where appropriate
- Acting as advocates for the College in the wider Community

I agree to the commitment detailed above		
Name		
E-mail address or signature		
Date		

APPENDIX 10

EAST COAST COLLEGE POLICIES/STRATEGIES FOR WHICH GOVERNORS ARE RESPONSIBLE

The Corporation delegates responsibility for the adoption, amendment or cancellation of certain policies/strategies to a Committee of the Corporation.

A schedule of the name of the Committee, the date of the most recent approval, and the date when further review is due is held by the Executive admin team,

The Corporation retains responsibility for the adoption, amendment or cancellation of those policies relevant to those areas of its work that cannot be delegated as set out in the articles

All other policies will be reported as adopted to the Board once approved by the relevant Committee as part of their report to the Corporation.

APPENDIX 11

EAST COAST GOVERNOR POLICY FOR GOVERNORS, ASSOCIATE GOVERNORS and PATRONS

1. Introduction

- 1.1 The Director of Governance shall be responsible for identifying vacancies.
- 1.2 Governors shall be appointed by the Corporation based on recommendations from the Governance, Remuneration and Search Committee.
- 1.3 The Director of Governance will invite applications and nominations regarding individuals interested in joining the Board as a governor. Methods to be used include:
 - written approach to selected bodies or individuals
 - advertisement in the local press
 - notice on the website and social media
 - use of a recruitment agency
- 1.4 Potential candidates may also be introduced personally by current governors, who will refer their details to the Director of Governance.
- 1.5 All applicants and nominees for membership of the Board are required to apply by CV with a covering letter setting out their reasons for application and to be interviewed by the Governance, Remuneration and Search Committee.
- 1.6 Staff governors are appointed through an election by their peers.
- 1.7 Student Governors shall be appointed by a recognised College student body, elected by their peers in an election organised by the Director of Governance or appointed after interview by the Corporation.
- 1.8 All appointments must be ratified by the Corporation prior to appointment.
- 1.9 The recommendations of the Governance, Remuneration and Search Committee shall be brought to the next Corporation meeting for approval.
- 1.10 If a Governor's appointment is approved, the Director of Governance shall write to the successful applicant requesting formal acceptance of Board membership and completion of:
 - Register of interests and eligibility to serve form.
 - Personal details form.
 - Disclosure and Barring Service form (external governors only).
 - A Governor Commitment form.
- 1.11 If a Governor appointment is not approved the Director of Governance shall write to the unsuccessful applicant noting the reasons for the application being unsuccessful

- 1.12 In the event of applications being received when there are no vacancies or the number of applicants exceeded the vacancies available a waiting list shall be held by the Director of Governance.

2. Appointment Process – Independent Governors

- 2.1 All applicants shall be sent by email an application pack containing:
 - information about the College such as Strategic Plan , Annual Review and Annual Financial Statements
 - the governor role description
 - relevant Governance policies.
- 2.2 All CVs and covering letters shall be assessed against the criteria set out in the Governor role description by the Director of Governance and recommendations made to the Chair of the Governance, Remuneration and Search Committee on who should be interviewed.
- 2.3. The Governance, Remuneration and Search Committee shall meet and interview the applicants; prior to the meeting they will receive the applicant's CV and covering letter and the current skills audit and Equality and Diversity Review of the Corporation.
- 2.4 All Governance, Remuneration and Search Committee meetings shall be clerked by the Director of Governance.
- 2.5 Interviews will be based on a standard set of questions. These will be designed to both assess relevant professional and personal experience and the how they would contribute to the sound governance of the college.
- 2.6 The Governance, Remuneration and Search Committee shall, after the interviews, discuss the applicants and how they would contribute to the skills and diversity of the Board. This discussion shall be minuted.
- 2.7 The Governance, Remuneration and Search Committee shall prepare a brief report on each applicant interviewed and their recommendation and present this to the next available Corporation meeting.

3. Appointment Process – Staff Governors

- 3.1 The Corporation shall include up to two staff governors selected from the permanent staff of the college.
- 3.2 Staff Governors shall be elected by their peers in an election organised by the Director of Governance.
- 3.3 Any Staff Governor shall automatically cease to hold office upon ceasing to be a member of the Staff.

4. Appointment Process – Student Governors

- 4.1. The Corporation shall include up to two student governors, who must be a current student at the college.
- 4.2. Student Governors shall be appointed due to being elected the Student Union President, by a recognised College student body, elected by their peers in an election organised by the Director of Governance or appointed after interview by the Corporation.

- 4.3 Students will also be considered for the position of Associate Governor on a Committee.
- 4.4 The Student Governor position will be available for 'job share.'
- 4.5 A Student Governor shall cease to hold office if expelled; or otherwise at the end of the academic year in which they cease to be a student of the College.

5. Term of Office

- 5.1 Governors shall be appointed for a term of office not exceeding 4 years and may resign at any time during their term of office by giving notice in writing to the Director of Governance. All resignations shall be deemed to take effect immediately unless otherwise stated in the notice. Resignation from the Corporation shall have the effect of terminating any Corporation Committee memberships or over appointments due to being a governor.
- 5.2 The terms of office shall vary from 1 to 4 years ending on the 31st July and shall depend on the needs of the Corporation at time of appointment or re-appointment. The Governance Committee will include their recommendation on the term of office in their recommendation to the Corporation.
- 5.3 All Governors will be subject to an annual review which will include:
 - Attendance;
 - Participation;
 - Contribution to Governance;
 - Committee membership and
 - Personal Development.
- 5.4 The Corporation has discretion to grant permission for a Governor to be absent for a period of time, during which the Governor's term of office shall continue. They shall remain a full Governor with continuing responsibility for all decisions of the Corporation and must continue to comply with all rules of the governor appointment.

6. Reappointment of Governors

- 6.1 Governors reaching the end of their term of office may be re-appointed to a further term, subject to the person continuing to be eligible and after consideration by Governance, Remuneration and Search Committee.
- 6.2 When considering re-appointment, the interview process will normally be waived but the Committee must give due regard when considering a re-appointment to:
 - Skills mix on the Corporation;
 - Governor's attendance, participation and contribution to the Corporation;
 - Equality and Diversity Mix and
 - The Governor's annual review.
- 6.3 Re-Appointment shall generally only occur once where a 4 year term was initially made but can be for a further term if the Governance, Remuneration and Search Committee recommends that the Governor's skills and participation are needed for the good governance of the college.

7. Role Description for Governors Corporation Duties

7.1 The duties of the Corporation are specified in the Instrument and Articles of Government:

- the determination and periodic review of the educational
- character and mission of the institution and the oversight of its activities
- publishing arrangements for obtaining the view of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities
- Approving the Quality Strategy of the institution
- the effectiveness and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets
- approving annual estimates of income and expenditure
- the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Director of Governance, including, where the Director of Governance is, or is to be appointed as, a member of staff, the Director of Governance's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff and
- setting a framework for the pay and conditions of service of all other staff
- setting the Policy by which the fees payable to the Corporation are determined (subject to terms and conditions of Funding Bodies in respect of courses funded by them), and ensuring that funds from these bodies are used only in accordance with attached conditions
- the approval of the annual Self-Assessment Report on performance of the College and the Governing Body
- the approval of all statements of Corporation Policy listed in Appendix 8
- authorising the application and authentication of the College Seal to any document (or related series of document)
- the approval of the Annual Report and Financial Statements, which includes the following statement in satisfaction of the requirement
- the consideration of the case for dismissal for Senior Post Holders

8. Main Duties

- 8.1 Collectively, individual governors contribute their professional, specialist and general management skills to the Corporation (and its committees) in a non-executive role.
- 8.2 To comply with the Instrument and Articles of Government, Standing Orders and Code of Conduct and any other related governance policies and procedures.
- 8.3 To contribute to the business of the Governing Body in an effective, efficient, open and transparent manner;
- 8.4 To represent and act in the best interests of the College at all times.
- 8.5 To abide by collective responsibility, no governor has the authority to speak or act on the College's behalf unless specifically delegated to do so.

- 8.6 To abide by the Nolan seven principles of public life:
- Selflessness: Holders of public office should take decisions solely in terms of the interest of the public. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.
 - Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
 - Objectivity: In carrying out public business, including making public appointments, awarding contracts, and recommending individuals for rewards and benefits, holders of public office should make choices on merit alone.
 - Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
 - Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands this.
 - Honesty: Holders of public office have a duty to declare any private interest relating to their public office duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- 8.7 To prepare for, attend and to contribute actively to meetings, contributing approximately 1 day a month to duties.
- 8.8 To be a member of normally at least one Committee of the Corporation.
- 8.9 To be prepared to serve as the link governor for key cross-college areas, e.g. Health and Safety, safeguarding, equality and diversity.
- 8.10 To be prepared to engage with college staff and students through their consultative 'voice' forums.
- 8.11 To undertake training and development activities organized by both the College and external bodies, including Governor Away Days.
- 8.12 To participate in the life of the College by attendance at daytime and evening events such as concerts and shows, open evenings and achievement celebrations.
- 8.13 To take responsibility for background reading and research to keep abreast of policy and governance issues in the Further and Higher Education sector.

9. Time Commitment

- 9.1 To attend Corporation and Committee meetings, governor training, induction and other events as required.
- 9.2 Corporation meetings and Committees are normally termly and each last approximately two hours and members are expected to prepare fully for the meetings.

10. Term of Office

- 10.1 A period of between 1 and 4 years; dependent on the needs of the Corporation at appointment, which may be renewed at its completion.

11. ASSOCIATE GOVERNORS

- 11.1 Where it is seen as appropriate to do so, and in order to provide it with the skills that have been identified as missing, the Board of Governors can appoint someone who is not a Governor, but who has the skills deemed necessary, onto a Committee. Such a person will be known as an Associate Governor.
- 11.2 The appointment of an Associate Governor will be subject to the same procedures as an Independent Governor, as set out in the Policy for the Selection of Governors.
- 11.3 An Associate Governor will have the same rights as other Committee Members including voting rights unless otherwise specified in the Committee's Terms of Reference. These rights do not include attending Corporation meetings other than by invitation from the Chair and/or as an observer.
- 11.4 Associate Governors serving on Committees will be required to abide by the Governors' Code of Conduct, and adhere to Corporation Policies and Standing Orders. This includes the submission of an annual declaration of interests and eligibility. Associate Governors will also be eligible to claim expenses in line with and, at the same rates, as those paid to Governors.
- 11.5 The term of office will be for a period of between 1 and 4 years; dependent on the needs of the Corporation at appointment of the Associate Governor, which may be renewed at its completion.

12. PATRONS

- 12.1 The Governing Body may from time to time appoint any person whether or not a member of the Governing Body to be an honorary patron of the College or to hold such honorary office as the Governing Body may decide.
- 12.2 Patrons will be invited to College events and are seen as distinguished ambassadors for the College. Whilst they are not part of the governance framework of the College their views may be sought from time to time on specific areas where they have a particular interest and expertise.
- 12.3 The Corporation will appoint Patrons on the basis of a recommendation from the Governance Remuneration and Search Committee. The appointment will be for a period of between 1 and 4 years.
- 12.2 The role of the Patron is an honorary position only and does not imply or grant any decision making or authority to the holder.

13. COLLEGE FELLOWS

- 13.1 The Governing Body may award Honorary Fellowship(s). The purpose and objective of Honorary Fellowships is to recognize the contribution of individuals who are not typically employees of the college but have given the college or the community outstanding service. Alternatively, they may have achieved eminence in a field or activity relevant to the work of the college.
- 13.2 Honorary Fellowships will normally be awarded at an annual graduation ceremony.
- 13.3 The Corporation will appoint Fellows on the basis of a recommendation from the Governance Remuneration and Search Committee.
- 13.4 The role of the fellow is an honorary position only and does not infer or grant any decision making or authority to the holder.

14. Procedure for removing a governor or associate governor from office

- 14.1 Governors can be removed from office due to:

Attendance

- a) They have been absent from meetings of which that governor is a member for a period of longer than six months and/or
- b) not met the attendance target for governors agreed by the Board without the Board's agreement

INABILITY OR UNFITNESS OR DISQUALIFICATION

- a) Any question, regardless of its source, as to whether or not a governor may be unable or unfit or no longer eligible to discharge the functions of a governor must be referred to the Director of Governance, who will notify the Chair and it will be agreed if action, including investigation or referral to the Governance Remuneration and Search Committee is required.
- 14.2 If action is required the governor concerned will be written to with an explanation of the position and advising why this could result in their removal from office. The governor should be asked to provide, within seven days, written reasons for non-attendance at meetings or why they are fit or eligible to continue as a Governor. This will be then be considered by the Governance Remuneration and Search Committee and a decision taken on whether to recommend the governors removal from office. If a recommendation to remove is to be made the Governor will be notified the reasons for this, and will be offered the right of reply in writing a copy of which will be included in the report to the Corporation.
- 14.2 The Board shall decide whether or not the governor should be removed from office and the governor shall be notified of the Board's decision in writing as soon as practicable after the meeting.
- 14.3 A governor removed from office shall have no right of appeal against the Board's decision.

- 14.4 If at any time the Board determines it is not in the best interests of the Board for a member to continue in active office including but not limited to pending the outcome of an investigation, whether internal or external the Board may suspend the member from office until further notice. During that period of suspension, the member shall not be entitled to attend any meeting of the Corporation or its committees.

15. Allowances

- 15.1 Governors' expenses shall be reimbursed in respect of attendance at meetings of the Corporation or its committees or on governor business in accordance with the staff policy. Claims will be made on the required form with if relevant receipts and sent to the Director of Governance who will check them before sending them to the Chair to authorise.

16. Trustee liability insurance

- 16.1 The Corporation shall provide indemnity insurance for Governors and a copy of the policy will be available from the Director of Governance.

17. Statements made on behalf of the Corporation

- 17.1 Governors may not speak to the press or other media on behalf of the Corporation or the College unless specifically authorised to do so.
- 17.2 All enquiries concerning Corporation matters shall be directed to the Director of Governance or Principal and CEO, who shall liaise with the Chair on the matter who will if appropriate make an agreed statement.

APPENDIX 12

EAST COAST COLLEGE POLICY ON THE ELECTION OF THE CHAIR, VICE CHAIR(S) AND COMMITTEE CHAIRS

1. Appointment

- 1.1 The Chair, Vice-Chair(s) and Committee Chairs shall normally be elected, bi-annually, normally at the last meeting of the Corporation in each academic year.
- 1.2 Unless otherwise decided by the Corporation, the Chair shall normally hold office for 2 years, subject to the annual appraisal. The Vice-Chair(s) shall also normally hold office as for the Chair.
- 1.3 Neither the Principal nor any Staff or Student Governor shall be eligible to be appointed as Chair or a Vice-chair.
- 1.4 An annual review will be carried out of the Chair in a format deemed appropriate by the Corporation; this will be overseen by the Governance, Remuneration and Search Committee.
- 1.5 The Governor annual one to ones will discuss nominations and Four weeks prior to the meeting to appoint the Chair/ViceChair(s)/Committee Chairs the Director of Governance will seek nominations from Governors.
- 1.6 Nominations should normally include:
 - A short report from the nominee outlining his/her skills and experience to hold the post of Chair or Vice-Chair or Committee Chair.
 - A member proposer and a member seconder
 - Confirmation of the nominee's willingness to accept the office if selected.
- 1.7 Nominations, which should be forwarded to the Director of Governance, must be received no later than one calendar week prior to the Corporation meeting.
- 1.8 The Director of Governance will table the details of the nominees and take the Chair during the election of the Chair.
- 1.9 In the event of only one nomination being received, the method of election shall be by consensus or a show of hands. All members will be entitled to vote. A member will be entitled to vote for him or herself.
- 1.10 In the event of more than one nomination being received, the method of election shall be by secret ballot. All members shall be entitled to vote. The Director of Governance will provide each member with a ballot paper. Each member will be asked to indicate his or her choice by casting a single vote. A member will be entitled to vote for him or herself.
- 1.11 The method of election shall be that of simple majority of those voting (i.e. the first past the post system). The Director of Governance will count the votes and report the number of votes cast for each nominee.
- 1.12 In the event of a tie, each nominee will be given the opportunity to withdraw his or her nomination. If two or more nominees remain or no-one withdraws, a

further ballot shall be conducted and the process will be repeated until the matter is resolved.

- 1.13 If there are two vacancies for Vice-Chair then the persons with the highest number and second highest number of votes will be elected.
- 1.14 The Director of Governance will be responsible for the organisation and proper conduct of the election process and take the chair for the Chair's election.
- 1.15 The Chair or Vice-Chair may resign from office at any time by giving notice in writing to the Director of Governance.
- 1.16 At the expiry of their terms of office the Chair, Vice-Chair(s) or Committee Chairs shall be eligible for re-appointment subject, under normal circumstances, to a maximum of four consecutive terms of office and not normally exceeding 8 years' service as a Governor.
- 1.17 If there are no suitable candidates on the Corporation external recruitment for the Chair, Vice-Chair(s) or Committee Chairs will be used.

2. Non Routine Appointments

- 2.1 In the event of an unexpected vacancy for the office of Chair or in the event of the expiry of the term of membership of the Chair as a Corporation member, the Director of Governance will seek nominations.
- 2.2 In the event of the Chair becoming vacant during the academic year, at the first meeting following the Chair's resignation, or removal from office, the Director of Governance shall assume the Chair whilst the election procedure for the Chair is undertaken as described above.
- 2.3 If the Chair and Vice-chair are absent from any meeting of the Corporation, the Governors present shall choose one of the Independent Governors to act as Chair for that meeting.

East Coast College

Chair Role

Description

Remuneration:	The role of Chair is not accompanied by any financial remuneration, although reasonable expenses may be claimed
Location:	Great Yarmouth and Lowestoft
Time commitment:	It is envisaged that it will require a significant time commitment from the Chair of up to 20 hours a month. Up to 6 Board meetings per year, including away days plus other committee meetings. The Chair is also expected to have regular meetings with the Principal and Chief Executive and Director of Governance, represent the College at various events and attend meetings with key stakeholders.
Reporting to:	The Corporation of East Coast College

Objectives

The role of the Corporation Chair is fundamental to its success and will act as an ambassador and the public face of the college in partnership with the Principal and Chief Executive and will develop strong working relationships with key stakeholders.

The Chair is responsible for providing effective and inclusive leadership of the Corporation Board in the discharge of its duties whilst being fully conversant with the Seven Principles of Public Life and the requirements set out in HMT Managing Public Money.

The Chair will provide the leadership to ensure that:

- the Corporation works closely with the Senior Team to achieve the College's strategy and objectives
- the Board offers appropriate challenge and support to the Senior Team
- accountability is maintained for the effective and efficient use of resources, and safeguarding the college students, staff, assets and estate
- Each Governor is supported to fulfil their duties and responsibilities for effective governance and
- That high standards of governance are maintained at all times.

Chair's Principal responsibilities

Strategic leadership

- Provide leadership to the college and its Board, ensuring that the college has maximum impact for its students, businesses and wider community
- Ensure that Governors fulfil their duties and responsibilities for the effective governance of the college.
- Ensure that the Board operates within its objectives, and provides a clear strategic direction.
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Ensure that the Board fulfils its duties to ensure sound financial health, with systems in place to ensure financial accountability.
- Ensure that the Board oversees the vision and mission of the College and that this is regularly reviewed.

Governance

- Ensure that the governance arrangements are working in the most effective way.
- Develop the knowledge and capability of the Board.
- Encourage positive change where appropriate.
- Address and resolve any conflicts within the Board.
- Appraise the performance of the Governors and the Board on an annual basis.
- Ensure that the Board is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead effectively, and which also reflects the wider population.
- Work within any agreed policies adopted by the College and the Corporation.

External Relations

- Act as an ambassador both internally and externally.
- Act as a spokesperson for the organisation when appropriate.
- Represent the college at external functions, meetings and events.
- Build relationships with external stakeholders.
- Handle relations with the media on behalf of the Corporation.

Efficiency and effectiveness

- Chair meetings of the Board effectively, efficiently and inclusively, bringing impartiality and objectivity to the decision making process.
- Ensure that Governors are fully engaged.
- Ensure that decisions are taken in the best, long-term interests of the College.
- Ensure that the Board takes collective ownership.
- Foster, maintain and ensure that constructive relationships exist with and between the Governors.
- Work closely with the Principal and Chief Executive and Director of Governance and other Senior Post Holders to give direction to Board policy-

making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees.

- Monitor that decisions taken at meetings are implemented.

Relationship with the Principal and Chief Executive, Director of Governance and the wider management team

- Establish and build a strong, effective and a constructive working relationship with the Principal and Chief Executive, ensuring they are held to account for achieving agreed strategic objectives.
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles.
- Establish and build a strong, effective and a constructive working relationship with the Director of Governance to help ensure the good governance of the college.
- Ensure regular contact with the Principal and Chief Executive and Director of Governance and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges.
- Liaise with the Principal and Chief Executive to maintain an overview of the College's affairs, providing support as necessary.
- Conduct an annual appraisal and remuneration review for the Principal and Chief Executive, Senior Post Holders and Director of Governance in consultation with other Governors and the Board.
- Ensure that the Principal and Chief Executive, Senior Post Holders and Director of Governance have the opportunity for professional development and appropriate external professional support.

Additional information

The Chair will be supported in their role by the Director of Governance. A description of the Director of Governance's role and responsibilities can be found in these standing orders

The Vice-Chair(s) acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

As all board members have equal responsibility for the governance of a corporation, the Chair's voice carries the same weight as that of other governors. The Chair should not dominate the decision-making process. This does not prevent the Chair from exercising a second or casting vote as set out in the corporation's instrument and articles.

East Coast College

Chair Person

Specification

In addition to the qualities required as a Governor, the Chair must also meet the following requirements: -

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the college, its strategic objectives and cause.
- Personal gravitas to lead a significant £30 million organisation.
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role.
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively.
- Strong networking capabilities that can be utilised for the benefit of the college.
- Ability to foster and promote a collaborative team environment.
- Ability to commit time to conduct the role well, including travel and attending events out of office hours (Corporation meetings are generally held in the evening).

Experience

- Experience of operating at a senior strategic leadership level within an organisation.
- Successful track record of achievement through their career and/or volunteer work.
- Experience of governance and working with or as part of a Board.
- Experience of external representation, delivering presentations and engaging with stakeholders.
- Significant experience of chairing meetings and events.

Knowledge and skills

- Broad knowledge and understanding of the Further Education and Sixth Form sector and current issues affecting it.
- Strong leadership skills, ability to motivate staff and volunteers and bring people together.
- Financial management expertise and a broad understanding of educational finance issues.
- Good understanding of governance issues.

Terms

- The College's Chair will normally serve a two-year term, subject to a successful annual review and will be eligible for re-appointment.

East Coast College

Vice Chair(s) Role

Description

Remuneration:	The role of Chair is not accompanied by any financial remuneration, although reasonable expenses may be claimed
Location:	Great Yarmouth and Lowestoft
Time commitment:	Up to 6 Board meetings per year, including away days plus other committee meetings.
Reporting to:	The Corporation of East Coast College

Objectives

The role of the Vice Chair is to support the Chair and act in the Chair's absence of where requested to do so by the Chair.

The Chair has specific responsibilities defined in the Articles of Government and, in addition, the Corporation has delegated a general power to act in appropriate circumstances as set out in these Standing Orders.

The Vice Chair needs to be cognisant of these and be prepared to stand in for the Chair in the event that they are not able to do so and cover the Chair's objectives as set out in the Chair's role description including being fully conversant with the Seven Principles of Public Life and the requirements set out in HMT Managing Public Money.

Vice Chair's Principal responsibilities

Develop an effective working relationship with the Chair, Principal and Chief Executive and the Director of Governance and other Senior Post Holders based on a full understanding of the role of the Corporation in the governance of the College.

Where appropriate, to offer both general and specific support to the Principal, Chair, Director of Governance and other Senior Post Holders where strategic, major or contentious issues are involved.

Where there is more than one Vice Chair to provide leadership for those areas agreed with the Chair and the Corporation. Provide effective leadership in support of the Chair, including in their absence, to ensure that the Corporation:

- meets its statutory duties and responsibilities,
- monitors the financial health of the College,
- maintains a strategic oversight of the College,
- articulates its vision, and sets corporate objectives,
- maintains and develops the educational character, values and ethos of the College,
- establishes high standards of integrity,
- observes the Nolan principles of public life and declares any conflicts of interest,

- acts reasonably, fairly and in line with what is morally right,
- ensures members conflicts of interest are declared and managed appropriately
- operates together as a group, while recognising different views, and
- appoints, supports and authorises suitably-qualified people to key roles and committees

In the absence of the Chair or where deputised to do so, the Vice Chair ensures that they:

- Ensure that the governance arrangements are working in the most effective way
- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision making process
- On an annual basis assist in the appraisal of the performance of Governors and the Board.
- Assist in the assessment of the performance of the Principal and the Director of Governance

External Role:

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

- Act as an ambassador both internally and externally
- Act as a spokesperson for the organisation when appropriate
- Represent the college at external functions, meetings and events
- Build relationships with external stakeholders
- Handle relations with the media on behalf of the Corporation

East Coast College

Vice Chair(s) Person

Specification

In addition to the qualities required as a Governor, the Vice Chair must also meet the following requirements as they will be required to be both a Vice-Chair and act as Chair in the Chair's absence: -

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the college, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the college
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours (Corporation meetings are generally held in the evening)

Experience

- Experience of operating at a senior strategic leadership level within an organisation Successful track record of achievement through their career and/or volunteer work
- Experience of governance and working with or as part of a Board
- Experience of external representation, delivering presentations and engaging with stakeholders
- Significant experience of chairing meetings and events

Knowledge and skills

- Broad knowledge and understanding of the Further Education and Sixth Form sector and current issues affecting it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of educational finance issues
- Good understanding of governance issues

Terms

- The college's Vice Chair will normally serve a two-year term, subject to a successful annual review and will be eligible for re-appointment.
- There is no assumed progress to the role of Chair.

East Coast College

Committee Chair(s) Role Description

Remuneration:	The role of Chair is not accompanied by any financial remuneration, although reasonable expenses may be claimed
Location:	Great Yarmouth and Lowestoft
Time commitment:	Up to 6 Board meetings per year including away days plus other committee meetings.
Reporting to:	The Corporation of East Coast College

Objectives

- To help ensure effective governance of East Coast College which operates through a framework of committees.
- To work closely with the Senior Management Team, Director of Governance and other Chairs to give direction to Board policy-making.
- To ensure that the Committee meetings are well planned, meaningful and reflect the responsibilities of governors.
- To serve as a link between the committee and the Corporation and update the Corporation on their Committee's work.
- To chair meetings of their respective Committee effectively and efficiently, bringing impartiality and objectivity to the decision making process
- To help ensure that Governors are fully engaged on the Committee.
- To help ensure Committee decisions or recommendations to Corporation are taken in the best, long-term interests of the College.
- To monitor that committee decisions taken are implemented.

Terms

- The College's Chairs of Committees will be appointed by the Corporation to normally serve a two-year term and will be subject to a successful annual review.
- Chairs will be eligible for re-appointment by the Corporation.

East Coast College Nomination Form: Chair of the Corporation / Vice Chairs / Committee Chairs

Name of Nominee	
I confirm that I am willing to accept the office of if Elected if elected	
Signature of Nominee	
Date	
Skills and experience relevant to the role	

Name of Proposer	
Signature of Proposer	
Date	

Name of Seconder	
Signature of Seconder	
Date	

Nominations must include:

- The signature of the nominee confirming his/her willingness to accept the office if elected
- The signature of a Governor who proposes the nominee
- The signature of a Governor who seconds the nominee
- A short note from the nominee outlining his/her skills and experience to hold the post of Chair or Vice-Chair
- Nominees will be tabled at the relevant Corporation meeting by the Director of Governance and the method of election shall be by a show of hands (if only one nominee) or by secret ballot (for more than one nominee).
- All members will be entitled to cast a single vote and the Director of Governance will provide each member with a ballot paper. Governors are entitled to vote for themselves. The method of election is a simple majority.
- In the event of a tie, each nominee will be given the opportunity to withdraw their nomination. If two or more nominees remain a further ballot will be held.
- The Director of Governance will be responsible for the organisation and proper conduct of the election process and take the Chair for the Chair's election.

Appendix 13

EAST COAST COLLEGE ROLE OF DIRECTOR OF GOVERNANCE

ROLE PURPOSE:

The responsibilities of the Director of Governance are defined in the Articles of Government as advising the Corporation with regard to:

- The operation of its powers;
- Procedural matters
- Business and
- Governance practice

ROLE DIMENSIONS:

The Director of Governance is expected at all times to act as a role model for other staff and to carry out all the duties associated with the post in accordance with the College's Policies and Procedures.

The role of Director of Governance is independent of all other positions in the College.

When carrying out the duties and responsibilities of the role, the Director of Governance must advise the Corporation if, at any time, it is likely to exceed its powers or infringe general or administrative law.

The following arrangements come into effect should the Corporation decline to act upon the Director of Governance's advice:

- The Director of Governance will put his/her advice to the Corporation in writing, having first consulted such external agencies as he/she considers in the circumstances and the Director of Governance's advice shall be recorded in the minutes.
- In the event that the Corporation continue to disregard the Director of Governance's advice, the Director of Governance is authorised, without reference to the Corporation, to refer the matter to whatever external agencies he/she considers appropriate, including the College's funding body, its internal and external auditors and the Department of Education or the Department for Business, Innovation & Skills. The discharge of the above functions shall not prejudice the contractual position of the holder of the post.

KEY ROLES

Ensuring that at all times the Corporation complies with the statutory and non-statutory regulations and codes of practice relating to the conduct of its affairs.

Ensuring that the membership of the Corporation is kept up to strength, reflects the desired profile of skills and is representative of the client groups served by the College.

Ensuring that communications are kept open and transparent between the Corporation and Senior Post Holders and the communities served by the College.

Ensuring that all internal and external complaints about the Corporation, its work or members are dealt with promptly and effectively.

Enabling the Corporation to respond to change and maintain its effectiveness.

Ensuring that there is an accurate record of the business conducted at all meetings of the Corporation.

Ensuring that at all times the Corporation complies with the statutory and non-statutory regulations and codes of practice relating to the conduct of its affairs by:

- Drawing up an annual meeting schedules and compliance cycles for the Corporation and its Committees to ensure that they all operate within the Instrument and Articles of Governance and agreed procedures of the Corporation.
- Ensuring the validity of all appointments made to the Corporation, its Committees and any special Committee such as appeals hearings.
- Facilitating the proper conduct of meetings of the Corporation and its Committees by seeking to ensure that correct procedures are followed.
- Providing independent information, advice and guidance on statutory, constitutional and procedural matters relating to the proper conduct of the Corporation's business.
- Making business arrangements for the safe custody of the official record of the Corporation's business and maintain a record of outstanding business.
- Drafting responses and reports to the Corporation in respect of Governance and constitutional matters.
- Ensuring the proper use of the Corporation's seal.
- Provide administrative support to the Chair of the Corporation, Chairs of Committees and individual Governors as required.

Ensuring that the membership of the Corporation is kept up to strength and reflects the desired profile of skills and is representative of the client groups served by the College by:

- Maintaining a record of the membership of the Corporation, notifying any vacancies, making arrangements for staff and student elections.
- Advising the Corporation on strategies for recruiting members with the necessary skills and backgrounds that reflect the needs of the College and its role in the communities.
- Maintaining a Code of Conduct, Register of Eligibility and Declaration of Interests covering all members.
- Maintaining an attendance record of governors and taken action as appropriate for non-attendance.
- Obtain and make available professional support, information, advice and guidance.
- Administer the reimbursement of governors' expenses.

Ensuring that communications are kept open and transparent between the Corporation and its Senior Post Holders and the communities served by the college by:

- Maintaining communications between the Corporation, Principal and other Senior Post Holders.

- Administrating those procedures approved by the Corporation for making information about the Corporation's business available to the public in accordance with the principle of transparent and open accountability.

Ensuring that all internal and external complaints about the Corporation, its work or members are dealt with promptly and effectively by:

Internally:

- Advise on, and administer arrangements for appeal hearings involving staff and students and ensure they are conducted within the College's agreed policies and procedures.
- Advise on, and oversee the investigation of complaints against the College, Corporation or an individual Governor.

Externally:

- Arrange for any complaint by the public against the Corporation or against an individual Governor to be investigated.
- Subject to the requirements for confidentiality, ensure that a full response is made to the complainant and, where a lengthy investigation is undertaken the complainant is kept advised of progress.
- Report the complaint and the investigation to the Chair and the Corporation, as appropriate to the circumstances.
- Report the matter to the Skills Funding Agency if in his/her judgement this is warranted by the nature of the complaint.

Enabling the Corporation to respond to change and maintain its effectiveness by:

- Facilitating the induction and integration of new Corporation members.
- Facilitating Corporation members' involvement in the Link Governor Scheme.
- Facilitating greater understanding of the College by arranging, where practicable, the rotation of Committee members and their involvement in different aspects of the College's work.
- Facilitating the building up of the levels of understanding and competence of Corporation members.

Appendix 14

Policy on the Independence of the Director of Governance

The Director of Governance is appointed by, and accountable directly to, the Board. The role operates independently of the College's executive management. The role's purpose is to provide independent and objective advice to the Board and its committees on governance, constitutional, procedural, and regulatory matters. This advice must not be influenced, constrained, or directed by the executive.

To safeguard and ensure the Director of Governance's independence from the executive, the Board has established specific arrangements, as set out below. These ensure that the Director of Governance has the necessary skills and support to carry out their responsibilities and can provide impartial and authoritative advice, including accessing independent legal or professional advice whenever required.

1. Job Description and Role Clarity

The Board has approved a clear and detailed job description for the Director of Governance that explicitly sets out the requirement for independence.

2. Direct Accountability to the Board

The job description specifies that the Director of Governance is appointed by, and is directly accountable to, the Board. Responsibility for the appointment, grading, suspension, dismissal, and the determination of pay and conditions of the Director of Governance rests solely with the Board.

3. Exclusivity of Role

The Director of Governance does not hold any other substantive role within the College.

4. Annual Declaration of Interests

The Director of Governance completes an annual declaration of interests to ensure ongoing transparency.

5. Performance Appraisal

The Chair and Vice Chairs or Committee Chairs undertake the Director of Governance's appraisal, taking into account the views of governors, senior leaders, and other relevant stakeholders. The outcome of the appraisal is reported to the Governance Remuneration and Search Committee and subsequently to the Board.

6. Direct Provision of Governance Advice

The Board requires, and receives, independent advice and guidance from the Director of Governance on all aspects of governance and related matters, provided directly to the Board and its committees.

7. Direct Access to Governance Leaders

The Director of Governance has direct and regular access to the Chair, Vice Chair(s), Chairs of Committees, Senior Independent Director and individual governors as required.

8. Authority to Seek Independent Legal and Professional Advice

The Director of Governance is authorised, in support of their duties and on behalf of the Board, to obtain independent legal and professional advice whenever required. This authority includes maintaining annual subscriptions to relevant legal and governance advisory services.

9. Access to Internal and External Auditors

The Director of Governance is authorised, in support of their duties and on behalf of the Board, to seek confidential advice from the College's internal and external auditors.

10. Authority to Act

The Director of Governance is authorised, without prior reference to the Board, to refer matters to an appropriate external agency where their advice, having first been provided in writing and formally minuted, has been consistently disregarded and the issue presents a material risk to the College or the Board.

11. Training and Development

The Board requires and allocates sufficient resources to enable the Director of Governance and Governors to undertake appropriate training and development. The Board assures itself that these needs are being met through the annual appraisal and a training report, included within the Annual Report, which summarises the training and development completed by the Director of Governance and Governors.

12. Senior Independent Director

The Board appoints a Senior Independent Director from among its members to act as an additional source of support, mediation, and guidance for Governors and for the Senior Team, including the Director of Governance. The Director of Governance is authorised to consult the Senior Independent Director whenever required.

13. Complaints

The Director of Governance has the authority to arrange for any written complaint against the Board or an individual Governor to be independently investigated and formally reported.

The discharge of the above functions by the Director of Governance, when undertaken in pursuance of their role and carried out appropriately and proportionately, shall not prejudice or otherwise affect the contractual position of the postholder.

Appendix 15

Standard Summary Report Format

Committee and Date – Name and date of the Governance Cttee	Agenda Item
Report Name and Author's Title – Title of report and job title of author	
Purpose of Report (tick the box) Information ☐ Decision ☐ Assurance ☐	
Risk addressed: State the risk from the Risk Register	

Report Executive Summary	A summary of the report – key themes, resource/service implications, what it is important that the Govs know, risks etc. This is a summary and the aim should be for one page only please and not a repeat of the full report.
Actions Requested	What are you asking the Governors to do? – are you asking for approval/providing assurance or updating them on the latest position
Prior committee consideration	Yes ☐ No ☒ If Yes Corporation/College committee considered by: This could be SMG/QIG/Gov Cttee state which and when
Next Stage(s)	What's the next steps
Resource implications and Value for Money	Yes ☐ No ☒ The impact is: a brief explanation
Sustainability	Yes ☐ No ☒ The impact is: a brief explanation
Equal Opportunities	Yes ☐ No ☒ The impact is: a brief explanation
Health & Safety Implications	Yes ☐ No ☒ The impact is: a brief explanation
Strategy Implications:	Tick the area of strategy report relates to Developing our Curriculum ☐ Delivering student success, progression & wellbeing ☐ Supporting our People ☐ Improving Our Business ☒
Impact on students	Yes ☐ No ☒ The impact is: a brief explanation
Source/Background Papers	Any reference material that has been used – use name and provide the link
Report Attached	Name and reference of the report

APPENDIX 16 EAST COAST COLLEGE

COMPLAINTS ABOUT THE CORPORATION OR GOVERNORS

Any member of the public wishing to make a complaint against the Corporation or against an individual Governor will be asked to put the matter in writing to the independent Director of Governance via the College.

The Director of Governance is authorised by the Corporation to arrange for any such complaint to be investigated and to report to the DFE if in his/her judgement this is warranted by the nature of the complaint.

The Director of Governance will ensure that a full response is made to the complaint and, where a lengthy investigation is undertaken, that the complainant is kept advised of progress.

The Corporation is committed to acting as openly as possible but reserves the right, acting upon the advice of its lawyers, to keep confidential any matters which should not be publicised.

The Director of Governance will also report on the complaint and the investigation to the Chair and the Corporation, as appropriate to the circumstances.

APPENDIX 17

East Coast College Senior Independent Director Role Description

Remuneration:	The role of Senior Independent Director (SID) is not accompanied by any financial remuneration, although expenses may be claimed
Location:	Great Yarmouth and Lowestoft
Time commitment:	Up to 6 Board meetings per year including away days plus other committee meetings. The SID is also expected to be available for meetings with the Chair, Governors and the Senior Team
Reporting to:	The Corporation of East Coast College

Role Description

The Senior Independent Director is a Governor appointed by the Corporation to undertake the role described. In addition to the duties described below the SID has the same duties as any other Governors.

Specific duties of the SID:

- to serve as a sounding board for the Chair
- to act as an intermediary for Governors
- to appraise the Chair's and Vice Chair's performance which should be informed by consultation with the Board and the senior team
- when the Board is undergoing a period of stress to work with the Corporation to resolve major issues
- to be available to governors and the senior team to address any concerns or issues they feel have not been adequately dealt with through the usual channels of communication
- to attend sufficient meetings with governors to obtain a balanced understanding of their issues and concerns relating to governance and the performance of the College
- The Senior Independent Director should be available to Governors and the Senior Team as a source of advice and guidance in circumstances where it would not be appropriate to involve the Chair
- The SID must not exercise, as an individual, any of the functions of the Board except where sanctioned by the Board or it is outlined in the Scheme of Delegation. The role of the Senior Independent Director is to provide assurance to the Board that the Chair is also adhering to this.
- The SID will need to accommodate requests for activity/scrutiny/mediation/investigation from the Board at any of its meetings, and on an ad hoc, yet formal basis.

- The SID may act as an investigator; mediator and independent communications channel between parties, but must not unilaterally advocate courses of action without the consensus of the Board, unless this is the focus of the disquiet. At such points, the SID, in conjunction with the Governance Professional, may seek advice from specialist third-party advisers.
- If requested to do so by a governor and where the SID deems the request is with merit, hold a Corporation meeting without the Chair present. At any such meeting the SID would take the Chair

Examples of SID's role:

The following are examples of where a SID may intervene:

- There is a dispute between the Chair and the Principal and CEO;
- There is a dispute between the Chair and the Governance professional;
- Governors have expressed concerns that are not being addressed by the Chair or Principal and CEO;
- The strategy being followed by the chair and Principal and CEO is not supported by the entire board;
- The relationship between the Chair and Principal and CEO is particularly close, and decisions are being made without the approval of the full board;
or
- Succession planning is being ignored.

Person Specification

Knowledge and Experience:

- A Governor
- Knowledge and experience of undertaking appraisals.
- Knowledge of governance and compliance
- Experience of dispute resolution Skills
- Highly developed communication and negotiation skills
- Open and engaging
- Independent
- Candid
- Additional Requirements
- Willingness to attend meetings as required
- Willingness to be available to the Board and the Senior Team