



Further Education Code of Good Governance

Introduction

7 KLV FRGH KDV EHHQ ZULWWHQ VSHFL4FDOO\ IRU WKH)XUWKHU (GXFDWLRQ)(sector and is for general further education colleges, sixth form colleges,

Describing each principle in this way is intended to encourage a change in culture about how governance is considered. The aim is to bring together behaviours, practices and process of governance, for the board to assess how

V X F F H V V I X O O \ W K H \ D U H F D U U L H G R X W X V L Q J Y H U L 4 F D W L R Q W K U R X J K H [W H U Q D O P H D Q V
Z K H U H D Y D L O D E O H D Q G W R S U R Y L G H D V V X U D Q F H W K D W J R Y H U Q D Q F H L V

GOVERNANCE PRINCIPLES

Determination of aims and strategic oversight

RATIONALE

7 K H E R D U G L V U H V S R Q V L E O H I R U W K H V W U D W H J L F G L U H F W L R Q R I W K
strategic aims, and key outcomes for students.

BEHAVIOURS

OUTCOMES

RECOMMENDED PRACTICE

SUGGESTED SOURCES OF ASSURANCE

- 7 K H E R D U G V H W V F O H D U O \ G H 4 Q H G Y D O X H V
- The board is student-centric, future-focused, and outward looking taking account of the communities it serves.
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GOVERNANCE PRINCIPLES

Responsibility and accountability

RATIONALE

The board is responsible for the use of resources, and for supporting and holding the senior leadership to account. The board is responsible for the use of resources, and for supporting and holding the senior leadership to account. The board is responsible for the use of resources, and for supporting and holding the senior leadership to account. The board is responsible for the use of resources, and for supporting and holding the senior leadership to account.

BEHAVIOURS	OUTCOMES	RECOMMENDED PRACTICE	SUGGESTED SOURCES OF ASSURANCE
<ul style="list-style-type: none"> The board scrutinises and constructively challenges performance against external benchmarks and validation to improve outcomes for students. The board supports the senior leadership and invests in their professional development. The board monitors the use of resources and ensures value for money. The board oversees risk and decides the level of risk tolerance. \$ O O J R Y H U Q R U V D F W Z L W K U H D V R Q D E O H F D U P D Q G Board decisions are taken in an open and transparent manner. The board culture is based on honesty and information is shared openly, including by V W D • The board is collectively accountable for its decisions. 	<ul style="list-style-type: none"> The delivery of high-quality teaching and learning through W K H H • H F W L Y H H] F L H Q W X V H R I resources, and the safeguarding of assets for current and future generations of students. 	<ul style="list-style-type: none"> • 6 H O I D V V H V V P H Q W • Compliance with \$15 Treasury & R Q W U R O W [W H U Q D O T X D O L W \ L Q V S • 3 H U I R U P D Q F H P R Q L W R O L B Y 3 D \ & R Q W U R O W [W H U Q D O T X D O L W \ L Q V S of the quality strategy for teaching and learning. • Key performance indicators for all aspects of the strategic plan particularly student experience and outcomes. • Implementation of risk management policy and procedure. • Open recruitment of senior post-holders with rigorous due diligence in accordance with employment and equality laws and instrument and articles of government or governing document . • Setting senior post-holder R E M H F W L Y H V D Q G the college senior post-holder remuneration code. 	<ul style="list-style-type: none"> • 'HOLYH U \ RI W K H ('- D F W L R Q S O D Q) 6 7 (' D Q G S X E O L F D W L R Q R I S O D Q b annual report. • \$ Z R U N I R U F H V W U D W H \ Rates. • 3 H U I R U P D Q F H D Q G development review process L Q S O D F H I R U D O O V W P • D Z D U G V D Q G H [W H U Q accreditations. • - Q W H U Q D O \$ X G L W •) L Q D Q F L D O V W D W H P H Q W and limited assurance regularity engagement by reporting accountant. • \$ G R S W L R Q R I D Q G P R Q L W R Q J D X G L W V Read Map • \$ Q Y H V W R U V L Q 3 H R S O H \$ F F U H G L W D W L R Q Sustainability accreditation.

GOVERNANCE PRINCIPLES

PRINCIPLE 3

Leadership and integrity

RATIONALE

The success of the college is dependent on the objective and informed decision-making of its levels of professional integrity and conduct, always acting in the best interests of the college and students.



BEHAVIOURS	OUTCOMES	RECOMMENDED PRACTICE	SUGGESTED SOURCES OF ASSURANCE
<ul style="list-style-type: none"> The board and senior leadership act with honesty, trustworthiness, openness, and no undue bias. \$OO JRYHUQRUUV XQGHUVW DQG WKH LPSDFWLRQ UHDO DQG SHUFHLYHG FRQ5LFWV RI LQWHUHVW DQG KRZ WKLV PD\ D•HFW WKH FROOHJH V reputation. \$OO JRYHUQRUUV IHHO DEOH WR VSHDN RXW question and challenge ideas in an open and non-confrontational environment. \$OO YLHZSRQLQWV DUH UHVSHFWHG DQG GL•HUHQFHV DUH FRQVLGHUHG FDUHIXOO\ when they arise. 7KH ERDUG LGHQWL4HV DQG DGGUHVVHV DQ\ inappropriate power dynamics which may hinder progress of its aims, or FRQ5LFV ZLWK LWV YDOXHV 	<ul style="list-style-type: none"> The board takes decisions impartially, fairly, and based on merit, using the best evidence available in the interest of the college and students. The board embraces the Nolan principles of honesty, integrity, objectivity, accountability, and openness. 	<ul style="list-style-type: none"> The composition of the board is diverse and thoughtful; each person brings their way of thinking, identity, and personal experience to the board. & RQ5LFV RI LQWHUHVW SROLF\ DQG DUH UHJLVWHU of interests, hospitality and gifts are kept up to date. Transparency of decision-making is evidenced in the publication of non-FRQ4GHQWLDO PLQXWHV RQ WKH ZHEVLWH There is full compliance with the instrument and articles of government or governing documents. \$ SROLF\ IRU WKH LQGHSHQGHQFH RI WKH *RYHUQDQFH 3URIHVVLQDO 	<ul style="list-style-type: none"> Stakeholder engagement reviews. • Stakeholder engagement reviews. ([WHUQDO JRYHUQDQFH UHYLHZ •) LQDQFLDO VWDWHPHQWV DXGL

GOVERNANCE PRINCIPLES

Collaboration and stakeholder engagement

RATIONALE

* R R G V W D N H K R O G H U H Q J D J H P H Q W F R Q W U L E X W H V W R H • H F W L Y H E R D U review how well the education or training provided by their college meets local skills needs. 6 W D N H K R O G H U V L Q F O X G H V W X G H Q W V S U R V S H F W L Y H V W X G H Q W V V W employers, delivery partners, regulators, schools, universities, local authorities, the local community and job centres.

BEHAVIOURS

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GOVERNANCE PRINCIPLES

Regulatory compliance

RATIONALE

FE is underpinned by a legal and regulatory framework with which boards must comply. Non-compliance can lead to poor performance, which may result in interventions, or incur penalties.

BEHAVIOURS	OUTCOMES	RECOMMENDED PRACTICE	SUGGESTED SOURCES OF ASSURANCE
<ul style="list-style-type: none">The board is to ensure through policies and reporting mechanisms that the college complies with required laws and regulatory obligations.The board recognises when it needs to take external professional advice and acts accordingly.The independence and advice of the governance professional is respected and valued and their development is promoted.The board members undertake ongoing training and understand their duties as governors.	<ul style="list-style-type: none">The college complies with the law	<ul style="list-style-type: none">) XOO FRPSOLDQFH ZLWK LQVWUXPHQW DQG DUWLFOHV DQG TXO 4OV LWV UHJXODU <small>Governance Overriding Document</small>• 3ROLB QIGVUHSRUWLQJ DUH LQ SODFH IRU NH\ OHJDODQFLDO RI 4QDQFLDO UHJXODWLRQV DQG FRPSOLDQFH ZLWK \$FFRXQWDELOLW\ \$JUHHPHQWV &ROOHJH \$FFRXQWV 'LUHFWLRQV DQG 3RVW \$XGLW•	



Seven Principles of Public Life

7KH 6HYHQ 3ULQFLSOHV RI 3XEOLF /LIH DOVR NQRZQ DV WKH
1RODQ 3ULQFLSOHV DSSO\ WR DQ\RQH ZKR ZRUNV DV D SXEOLF
R]FH KROGHU 7KLV LQFOXGHV DOO WKRVH ZKR DUH HOHFWHG
RU DSSRLQWHG WR SXEOLF R]FH QDWLRQDOO\ DQG ORFDOO\ DQG

all people appointed to work in the Civil Service, local government, the police, courts and probation services,

QRQ GHSDUWPHQWDO SXEOLF ERGLHV 1'3%V DQG LQ WKH
KHDOWK HGXFDWLRQ VRFLDO DQG FDUH VHUYLFHV \$OO SXEOLF
R]FH KROGHUV DUH ERWK VHUYDQWV RI WKH SXEOLF DQG

stewards of public resources. The principles also apply to all those in other sectors delivering public services.

+ROGHUV RI SXEOLF R]FH VKRXOG DFW VROHO\ LQ W

+ROGHUV RI SXEOLF R]FH PXVW DYRLG SODFLQJ WKH EXQG €`0QFLQWQ\#LYDQ" S PJ WKHPVHO\ LQ PQ VI