

RICHMOND ADULT AND COMMUNITY COLLEGE

GOVERNORS' HANDBOOK 2011 2012

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1. Purpose of the Governors' Handbook

The purpose of this handbook is to provide members of the Governing Body of RACC with information which supplements the contents of the Instrument and Articles of Government, and the Standing Orders (which are effectively bye laws made in accordance with clause 23 of the Articles of Government), in respect of:

- the Code of Conduct to which Governors are required to adhere;
- the appointment of Governors, including appointment to serve on committees;
- duties which Governors may occasionally be expected to undertake;
- the conduct of meetings;
- the regular items of business to be conducted throughout the year;
- procedures to be followed at staff grievance and appeals hearings; and
- safeguarding young people and vulnerable adults.

Governors' should note that references in this Handbook to the Learning & Skills Council (LSC) include references to the LSC's successor bodies as defined by the Apprenticeships, Skills, Children and Learning Act 2009. In the case of any doubt as to the appropriate authority, Governors should apply to the Clerk for guidance.

2. Code of Conduct

This Code of Conduct is intended as a guide to the standards of conduct and accountability which are expected of Governors, to enable them to understand their legal and ethical duties and to assist them both in carrying out those duties and in their relationship with the Governing Body and the Principal as Chief Executive.

2.1. Role

The Governor's role can be summarised as:

- to provide the College with corporate leadership within a framework of prudent and effective controls which enables risk to be assessed and managed. Governors through the Governing Body should set the College's strategic aims, and values, and ensure that its obligations to its stakeholders and others are understood and met;
- to provide soundness and independence of judgement in the stewardship of public funds so that a quality service may be provided and legal statutory duties are discharged; and
- to ensure that arrangements are in place for the appointment of senior postholders and provide a framework for pay and conditions of all College staff.

In order to discharge this role effectively, Governors should:

- adhere to the Seven Principles of Public Life derived from the Nolan Report on Standards in Public Life (see 2.4 below);
- comply with the Requirements for Good Governance, as defined by the Independent Commission on Good Governance in Public Services (see 2.5 below);
- be aware of potential conflicts of interest and how to act when such conflict arises or threatens to arise;
- make their specialist and/or professional knowledge available to the decision-making processes of the Governing Body and its Committees, but avoid giving direct professional advice to the College management;
- act in the best interests of the College at all times;
- understand and observe the requirements for confidentiality with respect to the governance and interests of the College;
- act as an ambassador for the College, and not compromise the good name of the College by any action;
- attend all meetings of bodies of which they are members unless there are compelling personal reasons why attendance is not possible, in which case apologies should be submitted to the Clerk in advance;
- participate in an annual review of the Governing Body's own performance; and
- attend training sessions and development events, including the Governors' Weekend Away which is normally held in November of each year.

2.2. RACC Aims and Values

The mission statement of RACC is "to enable adults to unlock their talent and fulfil their potential through learning, skills and enterprise". This encapsulates the core purposes and aims of the College. Governors should have due regard to these purposes and aims when conducting the business of the Governing Body and considering the activities and proposed activities of the College.

The Governing Body recognises its obligations to all those with whom it and/or the College have dealings, including students, employees, suppliers, other educational institutions and the wider community. In particular, the Governing Body is committed to combating any discrimination within the College on the grounds of race, ethnic or national origin, religion, belief, age, disability, gender or sexuality.

The Governing Body is also committed to ensuring that it conducts its business in accordance with the highest ethical standards.

2.3. Duties and Accountability

Governors owe a fiduciary duty to the College. This means that they should show it the highest loyalty and act in good faith in its best interests.

Each Governor should act honestly, diligently and independently, and the actions of Governors should promote and protect the good reputation of the College and the trust and confidence of those with whom it deals.

Governors must familiarise themselves with and observe the provisions of the College's Instrument and Articles of Government. In particular, Governors should discharge the responsibilities given to the Governing Body by the College's Articles of Government, some of which are so important that they must not be delegated:

- the determination of the educational character and mission of the institution;
- the approval of the annual estimates of income and expenditure;
- the responsibility for ensuring the solvency of the institution and the Governing Body and for safeguarding their assets;
- the appointment of the Principal or holder of a senior post;
- the appointment of the Clerk; and
- the modification or revocation of the Articles themselves.

The Governing Body may, from time to time, resolve to add other functions which must not be delegated to this list of "reserved" responsibilities.

Governors should comply with the Standing Orders and Terms of Reference of the Governing Body and its Committees, in order to ensure that the Governing Body conducts itself in an orderly, fair, and open manner.

Governors should also have regard to the different, but complementary, responsibilities given to the Principal as the College's Chief Executive (see 2.6 below). Whereas it is the Governing Body's function to decide strategic policy and overall direction and to monitor the performance of the Principal and other managers, it is the Chief Executive's role to implement the Governing Body's decisions, and to manage the College's affairs within the budgets and framework fixed by the Governing Body. Governors should work together so that the Governing Body and the Chief Executive perform their respective roles effectively.

Governors are collectively responsible for observing the duties set out in the Financial Memorandum which the College has entered into with the LSC as a condition of receiving public funds (see 2.8 below).

Governors should note that they are also responsible for the proper use of income derived from sources other than the LSC, and for the control and monitoring of expenditure of such income, in order to meet the requirements of the relevant funding body and public audit.

As accounting officer for the LSC, its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the LSC puts its funds are consistent with the purposes for which the funds were given and comply with the conditions attached to them. The Principal, as accounting officer for the College, is also directly responsible and accountable to Parliament, through the Committee of Public Accounts, for the effective stewardship by the College of public funds. The Principal may be required to appear before the Committee of Public Accounts to give an account of the use made by the College of such funds. The Governing Body is accountable to Parliament for ensuring the financial health of the College, and to the Courts for ensuring that the College is conducted in accordance with the Education Acts and the general law.

2.4. The Seven Principles of Public Life

As stated above, Governors are expected to adhere to the Seven Principles of Public Life, which are described in the following extract from the Second Report of the Nolan Committee on Standards in Public Life, May 1996.

- **SELFLESSNESS:** holders of public office should act solely in terms of the public interest - they should not do so in order to gain financial or other benefits for themselves, their family 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 seek to influence them in the performance of their official duties;
- **OBJECTIVITY:** in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit;
- **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;
- **HONESTY:** holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest; and
- **LEADERSHIP:** holders of public office should promote and support these principles by leadership and example.

2.5. Requirements for Good Governance

As stated above, Governors are expected to comply with the Requirements for Good Governance, which are described in the following extract from those published by the Independent Commission on Good Governance in Public Services, in January 2005.

Good governance means:

- (1) focusing on the organisation's purposes and on outcomes for citizens and service users -
 - being clear about the organisation's purposes and its intended outcomes for citizens and service users;
 - making sure that users receive a high quality service; and
 - making sure that taxpayers receive value for money;
- (2) performing effectively in clearly defined functions and roles -
 - being clear about the functions of the Governing Body;
 - being clear about the responsibilities of the non-executives and the executive, and making sure that those responsibilities are carried out; and
 - being clear about relationships between the Governors and the public;
- (3) promoting values for the whole organisation and demonstrating the values of good governance through behaviour -
 - putting organisational values into practice; and
 - individual Governors behaving in ways that uphold and exemplify effective governance;
- (4) taking informed, transparent decisions and managing risk -
 - being rigorous and transparent about how decisions are taken;
 - having and using good quality information, advice and support; and
 - making sure that an effective risk management system is in operation;
- (5) developing the capacity and capability of the governing body to be effective -
 - making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;
 - developing the capability of the people with governance responsibilities and evaluating their performance, as individuals and as a group; and
 - striking a balance, in the membership of the Governing Body, between continuity and renewal;
- (6) engaging stakeholders and making accountability real -
 - understanding formal and informal accountability relationships;
 - taking an active and planned approach to dialogue with accountability to the public;
 - taking an active and planned approach to responsibility to staff; and
 - engaging effectively with institutional stakeholders.

2.6. Summary of Main Responsibilities of the Principal

In accordance with the Articles of Government, the Principal is the Chief Executive of the College and is responsible for:

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

2.7. Summary of Main Responsibilities of the Clerk

In accordance with the Articles of Government, the Clerk is responsible for:

- advising the Corporation with regard to the operation of its powers;
- advising the Corporation with regard to procedural matters;

- advising the Corporation with regard to the conduct of its business; and
- advising the Corporation with regard to matters of governance practice.

Governors are encouraged to consult the Clerk if in any doubt as to any of the above, or any question of process, procedure or protocol.

2.8. The Financial Memorandum

The Financial Memorandum is in two parts. Part 1 contains the general terms and conditions under which the LSC funds colleges. A summary of the main provisions of Part 1 appears below. Part 2 consists of any specific conditions which might apply to the College and is the subject of individual annual notification.

Important points to note in relation to Part 1 are as follows:

Responsibilities

The Governing Body is responsible for:

- determining the educational character and mission of the College and for oversight of its activities;
- ensuring the solvency of the College and the safeguarding of the College's assets, in particular the Governing Body must receive at least termly a report that reviews the College's financial position;
- appointing, grading, suspending, dismissing and determining the pay and conditions of service of the Principal and other senior postholders;
- setting a framework for the pay and conditions of service of all other staff;
- ensuring that the financial, planning and other management controls, including controls against fraud and theft, required by the College are appropriate and sufficient to safeguard public funds;
- approving the appointment of external auditors and an internal audit service;
- securing the efficient, economical and effective management of all the College's resources and expenditure, capital assets and equipment and staff, so that the investment of public funds in the College is not put at risk;
- ensuring that appropriate financial considerations are taken into account at all stages in reaching decisions and in their execution;
- planning and conducting the College's financial and academic affairs so that its total income is not less than sufficient, taking one year with another, to meet its total expenditure;
- making appropriate arrangements to appoint a Clerk with the necessary expertise to fulfil the duties of the post;
- approving an annual budget at the start of each financial year;
- determining tuition fees;
- approving rules and procedures relating to staff grievances, conduct, suspension, dismissal and appeals;
- approving students' union constitution and rules relating to the conduct of students; and
- acting within its powers (see 2.9) below.

Within this framework the Governing Body must require the Principal to take personal responsibility, which may not be delegated, for ensuring the proper and effective operation of the financial, planning and management controls of the College, and for giving effect to the Governing Body's policies for securing the efficient, economical and effective management of all the College's income, assets and expenditure.

With regard to the Clerk the Governing Body should specify the procedures which the Clerk and the Governing Body should follow if the Governing Body acts inappropriately or beyond its powers.

Land and buildings

The Governing Body should manage and develop its estate with regard to guidance issued from time to time by the LSC, keep its holdings of land and buildings under review with the objective of rationalising and disposing of those which it considers in the light of its estate strategy to be no longer needed and to maintain its estate in accordance with its accommodation strategy.

There are detailed requirements in relation to obtaining the consent of the LSC for certain land and buildings transactions.

Borrowing and leasing

Under section 19 of the Further and Higher Education Act 1992, the College must obtain the consent of the LSC to any secured or unsecured borrowing proposal. The LSC has given a general consent to certain categories of borrowing, for example, up to 5 percent of the College's annual revenue on an unsecured basis.

There are detailed requirements relating to obtaining the LSC's consent for certain borrowing on a secured basis.

Account and financial management

The College is required to notify the LSC in writing if at any time there is a significant deterioration in its financial position.

The College may be required to put in place a recovery plan or a risk reduction plan where the LSC has concluded that there is a risk to the College's liquidity, service delivery or asset base.

Other matters

The Financial Memorandum contains a number of detailed requirements relating to the allocation of funds, audit, contingent liabilities, the provision of information and the imposition by the LSC of penalties where a Governing Body fails to comply with any of the conditions of funding.

2.9. Summary of the Statutory Powers of the Governing Body

PRINCIPAL POWERS

Under section 18(1) of the Further and Higher Education Act 1992 a further education corporation may:

- provide further and higher education;
- provide secondary education suitable to the requirements of persons who have attained the age of 14 years, or provide secondary education or participate in the provision of secondary education at a school (subject to the consultation with the appropriate local education authority); and
- supply goods or services in connection with their provision of education.

SUPPLEMENTARY POWERS

Under section 19 of the 1992 Act, the Governing Body may do anything which appears to it to be necessary or expedient for the purpose of or in connection with the exercise of any of the principal powers conferred by section 18 of the Act, including in particular the following:

- acquire and dispose of land and other property;
- enter into contracts, including in particular:
 - (i) contracts for the employment of teachers and other staff for the purposes of or in connection with carrying on any activities undertaken in the exercise of the Governing Body's principal powers, and
 - (ii) contracts with respect of carrying on by the Governing Body of any such activities;
- subscribe for or otherwise acquire shares in or securities of a company. This power may not be exercised for the purpose of conducting an educational institution, or providing education funded by the LSC unless the LSC consents;
- borrow such sums as the Governing Body thinks fit for the purposes of carrying on any activities it has power to carry on or to meet any liability transferred to it under sections 23 to 27 of the 1992 Act (i.e. when the College achieved its corporate independence on 1st April 1993) and, in connection with such borrowing, the power to grant any mortgage charge or other security in respect of any land or other property of the corporation. This power may not be exercised without the consent of the LSC, which may give its consent for a particular borrowing or for borrowing of a particular class;
- invest any sums not immediately required for the purposes of carrying on any activities the Governing Body has power to carry on;
- accept gifts of money, land or other property and apply it, or hold and administer it on trust for, any of those purposes; and
- do anything incidental to the conduct of an educational institution providing further or higher education, including founding scholarships or exhibitions, making grants and giving prizes.

The Governing Body may also provide facilities of any description (including boarding accommodation and recreational facilities for students and staff and facilities to meet the needs of students having learning difficulties) which appear to be necessary or desirable for the purposes of or in connection with the carrying on of the principal powers.

3. Appointments

3.1. Governing Body

Governors (other than the Principal, who is a Governor ex officio) may be appointed for a maximum period of four years. Terms of appointment are decided by the Governing Body at the time of appointment, taking into account such matters as the skills, diversity and experience required on the Governing Body, and succession planning.

The rules regarding composition, quoracy and terms of reference of the Governing Body are contained in the Standing Orders.

The Learning and Skills Council (LSC) has the right to appoint up to two additional governors in certain special circumstances, where there has been mismanagement or there is potential mismanagement by the Governing Body, or where there are signs that educational provision at the College is failing. There are currently no LSC-appointed Governors at RACC.

Otherwise, all governor appointments are made by the Governing Body in accordance with the rules specified in the Instrument of Government. The Governing Body is required to consult and consider the advice of the Search and Governance Committee before appointing any person as a Governor.

When a Governor's period of office is about to expire, the question of her or his re-appointment is considered by the Search and Governance Committee. In determining whether to recommend re-appointment, the Committee takes into account factors such as the following:

- the governor's individual attendance record,
- the quality of her or his contribution to debate and discussion,
- the extent of her or his preparation for meetings,
- her or his level of constructive support for the College,
- her or his understanding of the governance process, and
- her or his team and interpersonal skills.

It is not normally necessary for governors whose initial period of office has expired to appear again before the Search and Governance Committee.

However, upon the expiry of a second period of office, the question of re-appointment for further periods is subject to more detailed scrutiny. In particular, the Committee needs to be satisfied that there are compelling reasons for extending the tenure of office beyond the second term. In determining the further re-appointment, the Committee will take into account the criteria set out in the previous paragraph, but will also weigh up the merits of the incumbent against other potential governors identified or who have responded to advertisements and whose names have been kept on a 'waiting list'. If it is the intention to re-appoint a governor beyond two terms, then a justification as to why this should be done should be submitted to the Governing Body. As a general principle, Governors normally serve no more than two terms unless compelling reasons are provided why an exception should be made.

3.2. Committees

As stated in the Standing Orders, Governors are normally expected to serve on at least one Standing Committee, and it is desirable that every Governor should be prepared to serve for at least one year on the Audit Committee. Committee membership appointments are normally for one year, and reviewed at the last meeting of the Governing Body in each academic year. Appointments to committees take account of the skills and experience of each governor, and in order to support this, there is a Governors' skills and training needs assessment undertaken each year. The rules regarding composition, quoracy and terms of reference of the Standing Committees are contained in the Standing Orders.

The committee structure and terms of reference are a matter for the Governing Body to decide, with the exception that the Articles of Government (5 & 6) require that there should be a search committee and an audit committee, and makes certain rules regarding these two committees.

4. Occasional duties

In addition to the Governing Body and the Standing Committees, Governors may be called upon to serve:

- as members of the special committee concerned with the dismissal of senior postholders, and
- to hear staff grievances, grievance appeals, disciplinary appeals or appeals against dismissal.

The general requirements for these are set out in the Standing Orders, and the procedures for Governors to follow in this respect are summarised in section 7. The Clerk will provide detailed guidance in the procedures as required.

Governors may also be called upon from time to time to contribute to processes in which they have expertise and special knowledge, to serve on interview panels set up to recruit and appoint candidates for senior posts, to serve on ad hoc task/working groups and to open tenders. Circumstances describing governor involvement in this last named activity are set out in RACC's Financial Regulations.

As set out in Standing Orders, application of the corporation seal must be attested by at least two Governors and the Clerk, who keeps a register of all instances of application of the seal.

Established members of the Governing Body may also be asked to volunteer to act as mentors to newly appointed governors. The mentor role consists of acting as a point of contact, information and advice for the new Governor in order to help expedite her or his induction process during the first six months of her or his term of office..

5. Conduct of Meetings

5.1. General

Meetings are normally held at the Richmond Business School on the Parkshot site, starting at 6:15 p.m., although both location and start time may be varied on particular occasions.

Meetings are held in person, although there is provision for holding them by suitable electronic means agreed by the Governing Body, but only if:

- all participants can communicate with all other participants, and
- strict guidelines are defined for holding meetings in this way (RACC does not currently have such defined guidelines).

Meetings of the Governing Body and its Committee are formal occasions. When addressing a meeting, Governors should address the Chair and confine their remarks to the subject under consideration at that particular time.

Decisions at meetings of the Governing Body and its committees must not be for any improper purpose or personal motive. Decisions taken must always be 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. Accordingly, Governors must not be bound in their speaking and voting by mandates given to them by other bodies or persons.

The Governing Body operates by Governors taking majority decisions in a corporate manner at quorate meetings. Therefore, a decision of the Governing Body or a committee, even when it is not unanimous, is a decision taken by the Governors collectively, and each individual Governor has a duty to stand by it, whether or not he or she was present at the meeting when the decision was taken.

If a Governor disagrees with a decision, s/he can ask to have that disagreement discussed and minuted. If the Governor strongly disagrees, he or she should consult the Chair and, if necessary, then ask the Clerk to place the matter again on the agenda for the next meeting. Alternatively, as a final resort, the Governor may decide to offer his or her resignation from office, after consulting the Chair.

It is important that the Governing Body and its committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between Governors with a shared corporate responsibility for decisions. Governors should keep confidential any matter which, by reason of its nature, the Chair or members of the Governing Body and its Committees are satisfied should be dealt with on a confidential basis. Governors should keep secure any confidential papers sent to them in connection with Governing Body or Committee meetings. Such confidential papers should normally be returned to the Clerk for shredding after the meeting in question, unless there is good reason for retaining them after the meeting, in which case, Governors should shred them when no longer needed.

If an interest of any kind (including an interest of a spouse or partner of a Governor or of a close relative of the Governor or his or her spouse) is likely or would, if publicly known, be perceived as being likely to interfere with the exercise of a Governor's independent judgement, then the interest, financial or otherwise, should:

- be reported to the Clerk, and
- be disclosed at any meeting before the matter giving rise to the interest is considered.

Governors may be asked by the Chair to withdraw from that part of the meeting at which the matter giving rise to the interest is considered, and on no account may vote in relation to the matter nor be counted in the quorum. Any Governor who is in doubt as to whether to declare an interest should ask the Clerk for guidance.

6. Regular Business

Both the Governing Body and the Standing Committees will consider matters at each meeting in accordance with an agenda produced as set out in the Standing Orders. However, there are certain items of regular business, as summarised in the following tables.

6.1. Governing Body

Action	Item	Timing
Determine	Educational character	Spring
	Mission	Spring
Approve	Strategic plan 2012/15	Summer
	College Self Assessment Report 2010/11	Spring
	Health & Safety policy	Autumn
	Quality strategy as expressed in the SAR	Spring
	Financial Regulations for 2012/13	Summer
	Clifden sale and Parkshot Capital projects	As required
	Financial statements and regularity auditors management letters	Autumn
	Financial statements and annual report	Autumn
	Risk management policy	Spring
	FMCE review	Autumn
	Internal audit service and financial statements audit strategy	Summer
	Budget for 2012/13	Summer
	Fees and charges for 2012/13	Spring/Summer
	Standing Orders 2011/12	Autumn
	Governors' Handbook 2011/12	Autumn
Review	Committee terms of reference and membership 2012/13	Summer
	Programme of meetings 2012/13	Summer
	Audit Committee annual report	Autumn
	Internal audit service annual report	Autumn
	Governing Body self assessment 2010/11	Spring
Monitor	Governors' attendance 2010/2011	Autumn
	Governing Body skills audit and training needs analysis 2011/12	Spring
	Reports from the Standing Committees	Termly
	External quality assurance awards	As required
	Framework for Excellence outcomes	Spring
	Management accounts by quarter (summary)	Termly
	Estates and facilities improvements and maintenance	As required
	Enrolments and funding	Termly
	Risk management report	Termly
	Employment Policies	As required
Items excluded from publication	Autumn	
Use of the Corporation seal in 2010/11	Autumn	

6.2. Audit Committee

Action	Item	Governing Body For	Timing
Determine	Performance of financial statements and regularity auditors	Info.(C'ttee report)	Autumn
	Performance of internal auditors	Info.(C'ttee report)	Autumn
Recommend	Financial statements audit strategic plan	Approval	Autumn
	Appointment, reappointment, dismissal and remuneration of financial statements auditors	Approval	Autumn
	Internal audit needs assessment and strategic plan	Approval	Summer
	Financial Management and Control Evaluation (FMCE)	Approval	Autumn
	Appointment, reappointment, dismissal and remuneration of internal auditors	Approval	Autumn
Endorse	Annual financial statements, including regularity opinion	Approval (via F&R)	Autumn
	Regularity auditors' final opinion and management letter	Approval (via F&R)	Autumn

	Internal auditors' annual report	Approval	Autumn
	Annual report of the Audit Committee	Approval	Autumn
Monitor	Internal audit reports on reviews and progress updates by RACC management	N/A	Termly
	Risk management policy	Approval	Spring
	College risk management and risk register	Monitoring	Termly

6.3. Employment & Organisational Development Committee

Action	Item	Governing Body For	Timing
Determine	Framework for the pay and conditions of service of staff	Information	As required
Recommend	Policies with Governor involvement (appeals, etc.)	Approval	Termly
	College health & safety policy	Approval	Autumn
Monitor	Employment policies	Information	Termly
	Arrangements for staff appraisal, training and development	Information	Termly
	Planned organisational changes	Information	Termly
	Risk management report	Information	Termly
	Payroll report	Information	Termly
	Health and safety report	Information	Termly
	Equality and diversity report	Information	Summer

6.4. Finance and Resources Committee

Action	Item	Governing Body For	Timing
Determine	Planning applications and appointment of consultants	Information	Termly
Recommend	Budget for 2012/13	Approval	Spring/Summer
	Fees and charges for 2012/13	Approval	Summer
	Financial Regulations for 2012/13	Approval	Summer
	Capital budget for 2012/13	Approval	Summer
	Financial statements and annual report	Approval	Autumn
Review	Proposals for 2012/13 budget	Information	Spring/Summer
	Proposals for 2012/13 capital budget	Information	Spring/Summer
Monitor	Management accounts and cash flow management	Information	Quarterly
	Enrolments and funding position	Information	Quarterly
	Treasury management (as required)	Information	Quarterly
	Clifden sale and Parkshot Capital Project	Information	Termly
	Estates and facilities improvements and maintenance	Information	Termly
	Data protection and data security	Information	Quarterly
	Progress on College IT strategy	Information	Termly
	IT disaster recovery and business continuity	Information	Quarterly
	Catering arrangements	Information	Quarterly
	Risk register - financial risks	Information	Quarterly

6.5. Quality and Curriculum Committee

Action	Item	Governing Body For	Timing
Recommend	Quality strategy as expressed in the SAR	Approval	Spring
	College SAR 2008/09	Approval	Spring
Review	Quality strategy as expressed in the SAR	N/A	Autumn
	Learner engagement	Information	Termly
	Employer engagement	Information	Termly
	Framework for Excellence outcomes 2009/10	Information	Autumn
Monitor	Curriculum strategy: review and evaluation	Information	Termly
	Curriculum strategy: impact on providing outstanding teaching and learning quality	Information	Termly
	Progress towards College SAR 2010/11	N/A	Autumn
	Performance against targets on student recruitment,	Information	Termly

	retention, achievement and progression		
	Procedures for obtaining feedback on RACC services from students and other stakeholders	Information	Termly
	College compliance with external quality assurance awards	Information	Termly
	Student advice and support, student participation and voice, and student discipline	Information	Termly

6.6. Remuneration Committee

Action	Item	Governing Body For	Timing
Determine	Remuneration of Senior Postholders	N/A	Autumn
Recommend	Recruitment of Senior Postholders	Appointment	As required
Review	Senior Postholders' appraisals	N/A	Autumn

6.7. Search and Governance Committee

Action	Item	Governing Body For	Timing
Determine	Process for Governors' self assessment, skills audit and training needs	Information	Autumn
	Induction procedures for Governors and non-Governor Committee members	Information	Autumn
Recommend	Candidates for Governors or Committee members	Appointment	As required
	Governors whose terms of office expire on 31st July 2011	Reappointment	Summer
	Committee structure, terms of reference and membership	Approval	Summer
	Standing Orders	Approval	Autumn
	Governors' Handbook	Approval	Autumn
Review	Governors' attendance 2010 2011	Information	Autumn
	Items excluded from publication on the grounds of confidentiality	Information	Autumn

7. Staff Grievance and Appeals Procedures

When Governors are asked to adjudicate on staff grievances or appeals, the adjudication needs to be in accordance with the Standing Orders and the applicable RACC HR policies. Appointments (including the Chair of panels) will normally be made by the Chair of the Governing Body.

The Clerk will advise Governors as to the procedure to be followed in a particular case, but this section of the handbook serves as an introduction to the key elements of the procedures as they relate to:

- Governor hearings (appropriate for staff stage 2 grievances against the Principal),
- Governing Body panels (appropriate for staff stage 4 grievances against the Principal, disciplinary appeals and appeals against dismissal), and
- the special committee of the Governing Body (appropriate for senior postholders disciplinary appeals and appeals against suspension or dismissal).

With regard to Governor hearings and Governing Body panel hearings, the terms of reference are always:

- to hear all the evidence submitted, and to formulate a decision on the basis of such evidence.

The key elements of the procedures for such hearings can be summarised as follows.

	Staff stage 2 grievance	Staff stage 4 grievance	Staff disciplinary appeal when the Principal was involved in the procedure when a disciplinary warning was issued	Staff appeal against dismissal
No. of Governors	1	3	1	3
Timescale for the hearing	On ten full working days' notice from the Clerk	Within ten working days of the panel being appointed and confirmed	Within twenty working days of the appeal being received by the College	Within twenty working days of the appeal being received by the College
Papers issued to all parties	Five full working days before the hearing	Five full working days before the hearing	Five full working days before the hearing	Five full working days before the hearing
Staff response to management case	Two full working days before the hearing	Two full working days before the hearing	Two full working days before the hearing	Two full working days before the hearing
Adjudication	After the hearing, in writing, within five full working days	At the hearing, after deliberation by the panel, and confirmed in writing within five working days	At the hearing, after deliberation by the panel, and confirmed in writing within ten working days	At the hearing, after deliberation by the panel, and confirmed in writing within ten working days
Further rights	The member of staff may appeal against the Governor's decision, to a panel	None: this completes the College's grievance process	None: this completes the College's disciplinary appeals process	None: this completes the College's process for appeals against dismissal

Note: all timescales in the table above can (in accordance with the Standing Orders) be modified if circumstances (such as the availability of people) so require, or otherwise if the parties so agree.

With regard to the special committee of the Governing Body, the procedures vary according to whether the senior postholder in question is or is not the Principal. The Clerk will advise Governors of the correct procedure to be followed as the occasion arises.

8. Safeguarding Young People and Vulnerable Adults

The RACC policy on safeguarding children and vulnerable adults as approved by the Governing Body on 31st March 2011 is published at: <http://www.racc.ac.uk/files/pdfs/SafeguardingChildrenVulnerableAdults.pdf>

Governors are required to familiarise themselves with, and comply fully with, this policy.