



**SOUTH GLOUCESTERSHIRE**  
**AND STROUD COLLEGE**

**FURTHER EDUCATION**  
**CORPORATION**

**PROCEDURE FOR THE**  
**APPOINTMENT,**  
**REAPPOINTMENT, INDUCTION**  
**AND TRAINING OF**  
**CORPORATION MEMBERS**

## CONTENTS

	<b>Page</b>
1 INTRODUCTION	3
2 THE APPOINTMENT PROCESS FOR CORPORATION MEMBERS/ CO-OPTED COMMITTEE MEMBERS	3
2.1 Identifying vacancies	3
2.2 Information to be released to candidates	4
2.3 Interview arrangements	4
2.4 Confirmation of appointment	5
3 INDUCTION OF NEW CORPORATION/CO-OPTED COMMITTEE MEMBERS AND ONGOING TRAINING OF CORPORATION/CO-OPTED COMMITTEE MEMBERS	6
4 PROCESS FOR REAPPOINTMENT OF CORPORATION MEMBERS/CO-OPTED COMMITTEE MEMBERS	7
5 SUCCESSION PLANNING	8
6 REVIEW	8
Appendix 1: Application for appointment as a Corporation Member	9
Appendix 2: Corporation Member role description and person specification	12
Appendix 3: Co-Opted Committee Member role description and person specification	15
Appendix 4: Corporation Member induction programme checklist	18
Appendix 5: Mentoring System	19
Appendix 6: Policy on Succession Planning, including the role of the Chair and Vice-Chair of the Corporation	20

## **APPOINTMENT, REAPPOINTMENT, INDUCTION AND TRAINING PROCEDURE**

### **1 INTRODUCTION**

1.1 The Search Committee's terms of reference include the main purpose of the Committee which is to advise on:

- the appointment or reappointment of Members (other than the Group CEO & Executive Principal, College Principal and Staff/Student Members), Co-opted committee members\* and;
- such other matters relating to membership and appointments as the Corporation may ask it to.

\*Any committee set up by the Corporation (save for the Special Committee) may include people who are not corporation members and it is part of the Search Committee's remit to advise on the appointment or reappointment of Co-opted Members, where appropriate.

1.2 This document details the process that the Search Committee shall follow in appointing, reappointing, inducting and training Corporation Members and Co-opted committee members.

1.3 The Search Committee and the Corporation will comply with leading practice and the requirements laid down in the Instrument and Articles of Government and Standing Orders for the Corporation and its Committees in respect of all appointments and reappointments to the Corporation.

### **2 THE APPOINTMENT PROCESS FOR CORPORATION MEMBERS/CO-OPTED COMMITTEE MEMBERS**

#### **2.1 Identifying Vacancies**

2.1.1 The Clerk to the Corporation shall advise both the Search Committee and the Corporation when vacancies arise and the category of membership in which each vacancy falls.

2.1.2 The Search Committee shall carry out regular skills audits to identify any gaps in the profile adopted by the Corporation in order to identify candidates who possess such skills and experience. Where appropriate, input from the Chair of the Corporation, Group CEO & Executive Principal and Corporation as to where they feel gaps in the Corporation lie.

2.1.3 The Committee is committed to ensuring equal access to opportunities and that, in identifying a field of candidates the Search Committee shall make appropriate use of:

2.1.3.1 Advertisement - this might be a general advertisement seeking expressions of interest in joining the Corporation or a specific advertisement for a particular position on the Corporation; and/or

- 2.1.3.2 Social media, as appropriate
- 2.1.3.3 Executive search - the Committee may seek the assistance of professional advisers to assist in identifying the best people for membership of the Corporation; and/or
- 2.1.3.4 Direct approach to known persons; and/or
- 2.1.3.5 Consulting with local organisations; and/or

The appropriate method will be selected by the Committee to suit the circumstances of the vacancy being filled.

## 2.2 **Information to be released to candidates**

- 2.2.1 The following information will be provided to all candidates:
  - 2.2.1.1 An application for appointment as a Corporation Member (Appendix 1)
  - 2.2.1.2 Equal Opportunities Monitoring Form
  - 2.2.1.3 Skills & Experience Audit Form
  - 2.2.1.4 Corporation Member role description and person specification (Appendix 2) or, where appropriate, Co-Opted Committee Member role description and person specification (Appendix 3)
  - 2.2.1.5 Conditions of eligibility. Before attending for interview, candidates will be invited to note the conditions of eligibility set out in Clause 7 of the Instrument of Government.
  - 2.2.1.6 Short Privacy Notice.

## 2.3 **Interview arrangements**

- 2.3.1 The Committee has the authority to decide the number of candidates to be invited for interview and the length and content of the interview process.
- 2.3.2 In choosing the preferred candidate(s) for consideration by the Corporation, the Search Committee will consider a candidate's personal suitability for appointment ensuring equal opportunities for all. In making recommendations to the Corporation, the Search Committee will consider not only the personal suitability of candidates, but also the number of vacancies, the diversity, balance of skills and expertise on the Corporation and the need to ensure that its composition aims to broadly reflect the communities which the College serves.

2.3.3 For continuous improvement, feedback on the interview process will be sought from all candidates interviewed.

2.3.4 The Search Committee has no power to decide an appointment. All decisions on an appointment shall be made by way of a recommendation from the Committee to the next meeting of the Corporation.

2.3.5 The decision of the Corporation on any appointment shall be final.

#### 2.4 **Confirmation of appointment**

2.4.1 Appointments as External Corporation Members shall be for an initial period of one year. Before the expiry of one year, newly-appointed members will be considered for reappointment under the arrangements detailed at Clause 4.

2.4.2 All appointments shall be confirmed in writing by the Clerk. The letter shall refer new members to the governance section of the College website and, where the information is not available on the College website, will include the following as a minimum:

2.4.2.1 The date of appointment and the length of the term of office decided by the Corporation, any conditions of eligibility attaching to that term of office and notification of the requirement to inform the Clerk if they become ineligible for office at any point;

2.4.2.2 Dates of forthcoming meetings;

2.4.2.3 A certificate of compliance with Clause 7 of the Instrument of Government;

2.4.2.4 A Declaration of Interests form for completion;

2.4.2.5 A Privacy Notice for completion;

2.4.2.6 A request for acceptance of the appointment to be confirmed in writing;

2.4.2.7 A list of the other Corporation Members, including the address and contact details of the Clerk;

2.4.2.8 A copy of the Mentoring System;

2.4.2.9 A copy of the Instrument and Articles of Government, Standing Orders for the Corporation and its Committees and Code of Conduct for Corporation Members;

2.4.2.10 Details of the committee structure, membership, quoracy requirements and frequency of meetings;

2.4.2.11 Any relevant background information about the College which the new Corporation member would find useful;

2.4.2.12 Minutes of recent meetings of the Corporation;

2.4.3 All appointments as a Co-opted committee member shall also be confirmed in writing by the Clerk.

2.4.4 All Corporation/Co-opted committee members will be appointed, subject to DBS checking.

### **3 INDUCTION OF NEW CORPORATION/CO-OPTED COMMITTEE MEMBERS AND ONGOING TRAINING OF CORPORATION/CO-OPTED COMMITTEE MEMBERS**

- 3.1 Arrangements will be made to ensure that each new Corporation/Co-opted committee member is afforded the opportunity to attend an induction training event within six months of being appointed.
- 3.2 The purpose of the induction training will be for new members to be introduced to the work of the College and understand the responsibilities of the Corporation under the Instrument and Articles of Government, his or her responsibilities, the structure and procedures of the Corporation and to be informed about current developments in the College and further education generally.
- 3.3 It will be usual practice at an induction training event for the Chair of the Corporation, the Group CEO & Executive Principal and the Clerk to be in attendance. Induction training is evaluated and feedback considered by the Search Committee and revisions made to the Procedure, as appropriate.
- 3.4 An induction programme checklist (Appendix 4) is in place to record induction activities.
- 3.5 A Mentoring System (Appendix 5) is in place and is a mechanism where an experienced Corporation Member will be paired with a newly appointed Corporation Member/Co-opted committee member to mentor and support through the first 6-9 months of appointment.
- 3.6 High quality training and development arrangements are available both for individual members and for the Corporation as a whole so that collectively the Corporation has the necessary skills and understanding to fulfil its responsibilities under the Instrument and Articles of Government and to enable members to make an effective contribution to the work of the Corporation.
- 3.7 If any members or Co-opted committee members have suggestions for training items they should contact the Clerk to the Corporation at any time.
- 3.8 The Clerk to the Corporation is responsible for organising induction and subsequent training.

### **4 PROCESS FOR REAPPOINTMENT OF CORPORATION MEMBERS/CO-OPTED COMMITTEE MEMBERS**

- 4.1 The Clerk to the Corporation will monitor the terms of office of existing Corporation members/Co-opted committee members and alert the Search Committee of future vacancies that will occur in 18 months' time.
- 4.2 The Clerk to the Corporation shall invite members whose term of office is about to expire to provide an expression of interest in reappointment and

confirmation of continued eligibility to be a Corporation member in accordance with the Instrument and Articles of Government.

- 4.3 The Clerk shall report to the Search Committee details of those currently serving members/Co-opted committee members whose term of office expires within the following three months and any expressions of interest in reappointment.
- 4.4 Reappointments will not be automatic. An external Corporation member should not normally serve for more than two terms (or maximum 8 years). The Corporation may reappoint an external Corporation member for further terms if there are special reasons.
- 4.5 In considering, and before proposing, a reappointment the Committee will take into account various measures, for example, commitment, contribution, quality of contribution, Training and Development completed, expertise/ experience along with the balance of skills and experience across the full membership of the Corporation.
- 4.6 The Committee may at its discretion interview Corporation members/Co-opted committee members seeking reappointment. Where a Corporation member/Co-opted committee member is to be interviewed then reasonable notice of the interview and the reasons for the interview will be given.
- 4.7 The Search Committee has no power to decide on a reappointment. All decisions shall be made by way of a recommendation from the Committee to the next meeting of the Corporation.
- 4.8 Where this process for reappointing Corporation members applies to serving members of the Search Committee, those members shall be excluded from all discussions regarding their reappointment.
- 4.9 The decision of the Corporation on any reappointment shall be final.
- 4.10 For Corporation Members that step down before their term of office is due for review, the Clerk to the Corporation will establish the reasons for this decision and whether there are improvements that can be made to the overall Corporation Member experience. Where appropriate, the Chair of the Search Committee will also make contact.

## **5. SUCCESSION PLANNING**

- 5.1 A Succession Planning Policy (Appendix 6) is in place and sets out the agreed actions to ensure development of the Corporation, progression and continuity planning, alongside the role of the Chair and Vice-Chair of the Corporation.

## **6. REVIEW**

- 6.1 The Clerk to the Corporation is responsible for reviewing this procedure annually and submitting any revisions required to the Search committee and, where appropriate, the Corporation for approval.





**SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE**

**Application for appointment as a Corporation Member of South Gloucestershire and Stroud College Corporation.**

The questions contained in this application are asked only for the purpose of matching prospective members against the Corporation's overall skills/experience profile.

Please feel free to also submit your Curriculum Vitae to supplement any information in this application, should you so wish to do so.

**Personal Details**

Surname			
First Names			
Title and/or Pronoun			
Home Address (inc post code)			
Address for correspondence (if different from above)			
Contact Telephone Numbers	Home:	Mobile:	Work:
Contact E-mail Address			

**Contribution**

Please outline how your skills, knowledge and experience will be of value to the Corporation/College.	
Please state in a few words your reason for seeking to become a member of the Corporation.	

**Experience Details**

Current Position	
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Main Duties and Responsibilities	
Qualifications (Professional, vocational, specialist training or other relevant qualifications)	
Employer's Name and Address	
Previous Employment in last 5 years and main duties and responsibilities	
Please provide details of any Public, Board or Committee appointments, community and voluntary involvement in the last 5 years, not recorded elsewhere.	
Please provide details of any Business/Community links, if appropriate.	

The Corporation subscribes to the seven principles of public life established by the Nolan Committee:

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

I declare that, in accordance with clause 7 of the Instrument and Articles of Government, I am not disqualified from holding office as a Corporation member and that I am not aware of any personal circumstances which might bring into question my own character or integrity and which could, if disclosed, damage the public reputation of the College. I also declare that the information which I have given is accurate.

I hereby agree that the Clerk to the Corporation has my permission to process such information as may be necessary for the proper administration of Corporation business, with proper regard to data protection principles.

Please print name.....

Signed .....Date.....

The Corporation reserves the right to make enquiries to confirm any of the information given.

**Please complete this form and return it to the Clerk to the Corporation**



Appendix 2

**SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE**  
**FURTHER EDUCATION CORPORATION**

## **CORPORATION MEMBER ROLE DESCRIPTION AND PERSON SPECIFICATION**

### **BACKGROUND**

South Gloucestershire and Stroud College (SGS)<sup>1</sup> is an exempt charity under the powers conferred by the Further and Higher Education Act 1992. The College is publicly funded and the Corporation is accountable for the stewardship of public funds. South Gloucestershire and Stroud College plays a crucial role in the development of the skills and talents of young people and adults. The College is key to ensuring that every local community has a resource charged with delivering high quality learning to learners and employers.

### **CORPORATION RESPONSIBILITIES**

Specific responsibilities are set out in the Further and Higher Education Act 1992 and the Education Act 2011, the College's Instrument and Articles, the Accountability Agreement and Post-16 Audit Code of Practice.

Collectively Corporation Members contribute their professional skills and experience to the Corporation and its Committees. The responsibilities of the Corporation are:

- a) articulation of vision, values and strategic direction;
- b) the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
- c) 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;
- d) approving the quality strategy of the institution;
- e) holding the Senior Postholders to account for the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets;
- f) approving annual estimates of income and expenditure;
- g) the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, including, where the Clerk is, or is to be appointed as, a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff;
- h) setting a framework for the pay and conditions of service of all other staff;
- i) formulating and monitoring of the College's strategic plan;
- j) setting measurable annual targets to support the College's strategic plan and the monitoring of academic achievement and raising standards.

### **CORPORATION MEMBER ROLE DESCRIPTION**

- a) To act in the best interests of the South Gloucestershire and Stroud College Corporation;

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<sup>1</sup>SGS was formed as a result of a merger between Filton College and Stroud College.

- b) To support the decisions of the Corporation and its Committees once they have been reached on the basis of collective responsibility;
- c) To give due priority to attending meetings of the Corporation and the appropriate Committees of the Corporation;
- d) To attend College events, such as learner voice meetings and student award presentations, so as to gain an appreciation of the work of the College and to meet students and staff;
- e) To participate in training events in order to enhance contribution to the Corporation and to understand the role/responsibilities of Corporation Members;
- f) To undertake activities that contribute to the strategic direction and educational character of the College.

### **PERSON SPECIFICATION**

Candidates for membership of the Corporation should:

- a) Be interested in voluntary service to the community. (The role of a Corporation Member is voluntary and unpaid, although external training and related travel will be paid for).
- b) Be interested in education and in providing learning and development opportunities.
- c) Be forward thinking and committed to raising standards and seeking the highest quality provision for learners.
- d) Be willing to travel multi-sites for meetings and other College events.
- e) Be committed to play a full part in the work of the Corporation and its committees and to meet the 80% attendance target.
- f) Have the ability and willingness to ask probing questions and to participate in robust debate.
- g) Be committed to the principles of equality, diversity, inclusion and wellbeing.
- h) Adhere to the seven principles of public life laid down by the Nolan Committee. These are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

### **ELIGIBILITY**

- a) All Corporation Members will need to fully comply with Clause 7 of the Instrument of Government.
- b) A Member should not be an employee at the College unless appointed as Group CEO & Executive Principal or as a Staff Member.

### **TIME COMMITMENT**

- a) Attending all meetings of the Corporation (up to 7 per year normally lasting 2.5 hours) and any Committees of which they are a member, and preparation time for such meetings.
- b) Available to attend appropriate induction and training and development events.
- c) A Member's full term of office shall not exceed four years but appointment is for one year initially.

## **KEY ACCOUNTABILITIES**

- a) To its learners and other customers for quality of experience and outcome.
- b) To the government, funding bodies and public for the use of public funds.
- c) To the local community for providing a high-quality local resource.
- d) To College staff as their legal employer.

## **PRINCIPAL RELATIONSHIPS**

- a) Chair of the Corporation
- b) Other Corporation Members
- c) Relevant Corporation Committees
- d) Group CEO & Executive Principal
- e) College Principal
- f) Clerk to the Corporation
- g) Group Executive Team

## **PARTNERSHIP BETWEEN GOVERNANCE AND MANAGEMENT**

- a) Policy, overview, financial probity and monitoring are the business of the Corporation.
- b) Management and administration is the business of the Group CEO & Executive Principal and the College Principal.
- c) The Corporation, Group CEO & Executive Principal and the College Principal are a team and need to support each other and work closely together. A good working relationship between the Corporation, Group CEO & Executive Principal and the College Principal is essential to achieve strategic goals.



Appendix 3

## **SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE FURTHER EDUCATION CORPORATION**

### **CO-OPTED COMMITTEE MEMBER ROLE DESCRIPTION AND PERSON SPECIFICATION**

## **BACKGROUND**

South Gloucestershire and Stroud College (SGS)<sup>1</sup> is an exempt charity under the powers conferred by the Further and Higher Education Act 1992. The College is publicly funded and the Corporation is accountable for the stewardship of public funds. South Gloucestershire and Stroud College plays a crucial role in the development of the skills and talents of young people and adults and is key to ensuring that every local community has a resource charged with delivering high quality learning to learners and employers.

### **CORPORATION RESPONSIBILITIES**

Specific responsibilities are set out in the Further and Higher Education Act 1992 and the Education Act 2011, the College's Instruments and Articles, the Accountability Agreement and Post-16 Audit Code of Practice.

Collectively Corporation and Co-opted committee members contribute their professional skills and experience to the Corporation and its Committees. The responsibilities of the Corporation are:

- a) articulation of the vision, mission, values and strategic direction
- b) the determination and periodic review of the educational character and mission of the institution and the oversight of its activities
- c) 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;
- d) approving the quality strategy of the institution
- e) holding the Senior Postholders to account for the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets
- f) approving annual estimates of income and expenditure
- g) the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of senior posts and the Clerk, including where the Clerk is, or to be appointed as, a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff
- h) setting a framework for the pay and conditions of service of all other staff
- i) formulating and monitoring of the College's strategic plan
- j) setting measurable annual targets to support the College's strategic plan and the monitoring of academic achievement and raising standards
- k) Specifically, the role of Co-opted committee members is to bring an external perspective to the work of the Corporation and to contribute specific professional expertise.

### **CO-OPTED COMMITTEE MEMBER ROLE DESCRIPTION**

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<sup>1</sup>SGS was formed as a result of a merger between Filton College and Stroud College.

- a) To act in the best interests of the South Gloucestershire and Stroud College Corporation.
- b) To support the decisions of the Corporation and its Committees once they have been reached on the basis of collective responsibility.
- c) To give due priority to attending meetings of the appropriate Committees of the Corporation.
- d) To bring to bear independent expertise and relevant experience gained in employment.
- e) To provide a third -party perspective to the business processes of the College.

### **PERSON SPECIFICATION**

- a) Be interested in voluntary service to the community. (The role of a Co-opted committee member is voluntary and unpaid, although related travel expenses will be re-imbursed).
- b) Be willing to travel to multi-sites for meetings.
- c) Have the ability and willingness to ask probing questions and to participate in robust debate.
- d) Be practising, or have current experience, in their field of expertise.
- e) Be forward thinking and committed to raising standards.
- f) Adhere to the seven principles of public life laid down by the Nolan Committee. These are Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

### **ELIGIBILITY**

- a) All Co-opted committee members will need to fully comply with Clause 7 of the Instrument of Government.
- b) A Co-opted committee member shall not be an employee at the College, or have any other business relationship with the College.

### **TIME COMMITMENT**

- a) Available to attend meetings of the Committees to which appointed and preparation time for such meetings.
- b) Available to attend appropriate induction training.
- c) A Co-opted committee member's full term of office shall not exceed four years.
- d) Co-opted committee members may be reappointed for a further term of office and any such reappointment will be considered by the Search Committee who will make recommendations to the Corporation.
- e) Appointment as a Co-opted committee member shall be counted as additional service to any Corporation appointment, where appropriate.

### **KEY ACCOUNTABILITIES**



- a) To the government, funding bodies and the public for the use of public funds.
- b) To Learners and other customers for the quality of experience and outcome.
- c) To the local community for providing a high-quality resource.

**PRINCIPAL RELATIONSHIPS**

- a) Chair of Committee
- b) Other Corporation/Committee Members
- c) Clerk to the Corporation
- d) Group Executive Team



Appendix 4

**CORPORATION MEMBER INDUCTION PROGRAMME CHECKLIST**

**NAME:**

**DATE OF APPOINTMENT:**

PROGRAMME ITEM	DATE COMPLETED
Appointment approved by Corporation	
Appointment confirmed in writing by the Clerk to the Corporation	

Receipt of: <ul style="list-style-type: none"> <li>• Completed Member Appointment Declaration</li> <li>• Completed confirmation of eligibility</li> <li>• Completed Declaration of Interests Form</li> <li>• Completed Privacy Notice</li> </ul>	
Induction training event (to be held within 6 months of being appointed)	
Consideration of appointment to Committee(s)	
Mentor assigned (if required)	
Training needs analysis completed	
Follow up by Clerk to the Corporation <ul style="list-style-type: none"> <li>• 6 months</li> <li>• 12 months</li> </ul>	

Appendix 5



**SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE**

**FURTHER EDUCATION CORPORATION**

**MENTORING SYSTEM**

**What is mentoring?**

Mentoring is a mechanism where an experienced Corporation Member will be paired with a newly appointed Corporation Member to mentor and support through the first 6-9 months of appointment. All Corporation Members will be asked to consider becoming a mentor as part of the Governance Self-Assessment Report process.

The mentor will:

- offer to arrange a social meeting with the new Corporation Member upon the latter's appointment

- meet with the new Corporation Member before their first Corporation meeting to go through the agenda with them
- sit with the new Corporation Member at their first Corporation meeting to provide a degree of support
- be available, thereafter, as a sounding board and someone to whom the new Corporation Member feels comfortable to turn for help and advice.

The aim is to ease the introduction of the new Corporation Member to the Corporation by providing:

- a known and friendly face
- someone who can help navigate through what may be a mass of new jargon, terminology, structures and procedures
- to explain a typical Corporation meeting and decision-making process, in particular the doctrine of collective corporate responsibility.



Appendix 6

**SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE**  
**FURTHER EDUCATION CORPORATION**

**POLICY ON SUCCESSION PLANNING**

- 1 The Corporation agrees that there must be an on-going review of succession planning for positions of Chair and Vice-Chair of the Corporation.
- 2 As stated in the Instrument & Articles of Government, the Chief Executive, College Principal, staff or student members are not eligible to be appointed Chair or Vice-Chair.
- 3 When considering succession, priority must be given to the development of existing Corporation members and of promotion from within existing membership. Where possible, the Vice-Chair is to be considered and developed as a possible future Chair.
- 4 An indication should be sought from existing Corporation members if there is any member prepared to put themselves forward for consideration as either the future Chair or Vice-Chair. This will be undertaken 12 months before the end of the

Chair/Vice-Chair's term of office. To help inform members, responsibilities and job descriptions for both Chair and Vice-Chair are attached.

- 5 If there are members who are prepared to undertake either of these roles, then arrangements should be made to enable prospective Chair and Vice-Chair to shadow the existing Chair and Vice-Chair over a period of time.
- 6 In addition, prospective Chair and Vice-Chair should be given the opportunity to chair a Committee of the Corporation, if they do not already do so, so that they gain experience in chairing meetings.
- 7 Should there be no expressions of interest received, and if there are members who have the appropriate skills and expertise to undertake the duties of either Chair or Vice-Chair, then arrangements should be made for the Chair, Vice-Chair and Clerk to actively persuade such members to take on the role.
- 8 If there are no members willing to put themselves forward for Chair or Vice-Chair, and if the Corporation feels there is need to attract a certain calibre of individual from outside its membership, then the option to search and advertise will need to be given consideration. Such a process would be undertaken by the Search Committee.
- 9 In making recommendations to the Corporation on future members, the Search Committee will also consider whether such members would, in the future, have or have developed, the necessary skills and expertise for the role of Chair and Vice-Chair.
- 10 There should be an on-going review of planning for future membership of the Corporation. The Clerk will monitor the terms of office of existing members and alert the Search Committee of future vacancies that will occur in 12 months time. Existing members will also, where possible, give the Clerk 12 months notice if it is their intention to resign before the expiry of their term of office.



## **SOUTH GLOUCESTERSHIRE AND STROUD COLLEGE FURTHER EDUCATION CORPORATION**

### **THE ROLE OF THE CHAIR AND VICE-CHAIR(S) OF THE CORPORATION**

#### **Appointment**

- The Chair is accountable to the Corporation and shall be elected by the Corporation for a term of office as defined in the Corporation Standing Orders.
- The Chair is a non-executive role and shall only be elected from those members who are not Staff/Student Members or the Group CEO & Executive Principal or College Principal.

#### **Chair's Principal Responsibilities**

##### **Strategy and Leadership**

The Chair is responsible for:

- providing effective and inclusive leadership of the Corporation and, in association with the Clerk, its efficient operation in accordance with statutory and responsibilities
- ensuring that the Corporation meets its external accountabilities and fulfils its duties in determining the College's mission, setting and monitoring the College's strategy and its strategic objectives, articulating the College's vision and educational character, and maintaining and developing its ethos
- focusing on the main strategic issues bearing on the College, maintaining priority on the College's responsiveness to its students, employers and the communities it serves
- maintaining awareness of the distinction between governance and management.

##### **Governance**

- ensuring the Corporation delivers highly effective governance for the College, fulfilling the highest standards of corporate governance at all times
- ensuring accountability is maintained for the effective and efficient use of resources, and safeguarding the students, staff, assets and estate
- establishing transparent, rigorous, and timely processes for decision making
- ensuring that appropriate and effective systems of financial and operational control, risk assessment and risk management are established
- monitoring and scrutinising the College's activities effectively
- ensuring that the Corporation receives timely and high-quality information in the appropriate form and offers appropriate challenge and support to the Senior Executive Team
- being satisfied that the *Nolan Seven Principles of Public Life*

(selflessness, integrity, objectivity, accountability, openness, honesty and leadership) are observed in all Corporation business

- ensuring that the Corporation is to observe the values of College governance as set out in the Code of Good Governance for English Colleges (March 2015 as revised September 2021 and subsequently in 2023) and the Colleges' Senior Post Holder Remuneration Code

## **Internal Relationships**

### **Corporation Members (including Chairs of the Committees)**

- foster, maintain and ensure that constructive relationships exist with and between Governors and Chairs of the Committees, ensuring that Governors are fully engaged and that decisions are taken in the best, long-term interests of the College
- promote critical self-assessment of Corporation performance and processes and continuous improvement
- support the Clerk in the development and delivery of associated self-assessment action plans and Corporation Member induction and development programmes
- ensure that the Corporation has established performance indicators against which to measure its performance
- ensure that each Corporation Member has the opportunity to discuss his or her contribution and development needs, as appropriate, providing personal support to Corporation Members and discussing matters relating to attendance, performance or conduct

### **Vice-Chair(s) of the Corporation**

- establish and maintain a good working relationship with the Vice-Chair(s)
- ensure that the Vice-Chair(s) is sufficiently informed so as to be able to deputise when required

### **Group CEO & Executive Principal, College Principal and the Clerk**

- develop and maintain strong, effective and constructive working relationships within which each can speak openly about concerns and challenges
- undertake the annual appraisals (with a Vice-Chair) of the Group CEO & Executive Principal and Clerk and ensure that the Group CEO & Executive Principal and Clerk have access to appropriate opportunities for development and training. The Chair shall report the outcomes of the appraisal process to the Remuneration Committee
- attend appraisals of the College Principal by the Group CEO & Executive Principal
- be responsible for approving expenses and travel claims of the Group CEO & Executive Principal and Clerk

## **External Relationships**

- seek to build relationships with key external stakeholders and promote the best interests of the College wherever possible, be its ambassador, and represent it at meetings, presentations and conferences.
- be the sole representative for dealing with the media on behalf of the Corporation.

### **Intent, Implementation and Impact**

- chair meetings effectively and efficiently, bringing impartiality and objectivity to the decision-making process and ensuring that the Corporation takes collective ownership
- ensuring the efficient conduct of the business of Corporation meetings, following established procedures and recognised “good practice”
- ensuring that the views of all Corporation Members are sought at meetings of the board and that Corporation Members work together effectively as a team
- shall call, agree the agenda for, preside at meetings of the Corporation and agree draft minutes
- call a special meeting of the Corporation (if necessary with less than seven days’ notice) where urgent and significant matters need to be considered before the next ordinary Corporation meeting
- have a casting vote at Corporation meetings where there is an equal division of votes on an issue
- exercise any specific authority delegated by the Corporation and act on the Corporation’s behalf between meetings where necessary in accordance with Corporation Standing Orders
- may not be a member of the Audit Committee
- has delegated authority to act on behalf of SGS Corporation, as a Member of SGS Academy Trust.

### **Personal Qualities**

- personal integrity with a commitment to lifelong learning and the College’s mission statement
- ambitious for the College, its learners and staff
- strong inter-personal and relationship building skills with the ability to listen and engage effectively and promote a collaborate team environment
- an ability to influence without being overbearing
- a willingness to devote the necessary time and effort to their duties as Chair and member of the Corporation
- strategic thinking and reasoning with a capacity to challenge
- be confident, supportive, willing to challenge and engage others in debate
- strong networking skills that can be utilised for the benefit of the College

### **Experience**

- Experience of operating at a senior strategic leadership level within an organisation

- Experience of performance management, negotiating and dealing with external bodies
- Experience of governance and significant experience of chairing meetings and events

### **Knowledge and skills**

- Broad knowledge and understanding of the Further and Higher Education sectors and the current issues affecting them
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- financially astute
- understanding the distinction between governance and management

### **Time Commitment**

The time commitment will be commensurate with the demands of the role and can vary depending upon various factors e.g. government policy, economic climate etc.

It is envisaged that it will require a time commitment of a minimum of 25 hours a month.

The following provides an indication of the time and level of commitment required:

- Attending all meetings of the Corporation (up to 7 per year) normally lasting 2.5 hours) and any Committees of which they are a member, and preparation time for such meetings
- Liaison with the Clerk over the drawing up of agendas and the approval of minutes
- Pre-Corporation meetings with the Group CEO & Executive Principal, College Principal and the Clerk (minimum of 7 per year normally lasting 1.5 hours)
- Participation in induction training for new Corporation Members, alongside the Group CEO & Executive Principal and Clerk, as and when required
- Representing the College at external events, conferences etc (approximately 8 days per year)
- Attending College events (probably at least 6)
- Meetings with the Group CEO & Executive Principal, College Principal and Clerk to conduct their appraisals (up to 2 per year lasting 2 hours)
- Meetings with other Corporation Members to conduct their reviews (usually allow 1 hour per Corporation Member plus report writing time of approximately 3 hours)
- Time to maintain an up-to-date knowledge of developments in the Further Education and Higher Education sectors
- Availability for ad-hoc meetings as required by any developments affecting the College

### **Role specification – Vice-Chair(s)**

- One or more Vice-Chair(s) should be appointed to act in the absence of the Chair.



- The role of the Vice-Chair(s) is to support the Chair by undertaking specific responsibilities as may be agreed with the Chair from time to time and to act in the Chair's absence.
- This means more than stepping in to chair occasional meetings, but to maintain a strategic overview and be prepared to lead with authority on key issues when the Chair is not present.
- The Vice-Chair shall establish and maintain a good working relationship with the Chair and ensure that sufficient knowledge is maintained so as to be able to deputise for the Chair when required.
- There is an option for a Vice-Chair to be considered and developed as a possible future Chair, should interest be expressed. The same personal qualities that make an effective Chair, make a good Vice-Chair.

### **Time Commitment**

The following provides an indication of the time and level of commitment required:

- Attending all meetings of the Corporation (up to 7 per year normally lasting 2.5 hours) and any Committees of which they are a member, and preparation time for such meetings
- Pre-Corporation meetings with the Group CEO & Executive Principal, College Principal and Clerk (minimum of 7 per year normally lasting 1.5 hours)
- Alongside the Chair of the Corporation, meetings with the Group CEO & Executive Principal, College Principal and Clerk to conduct their appraisals (up to 2 per year lasting 2 hours)
- Representing the College at external events, conferences etc (as required)
- Attending College events (probably at least 6)
- Time to maintain an up-to-date knowledge of developments in the Further and Higher Education sectors
- Availability to deputise for the Chair (and to be briefed thereon) and for ad hoc meetings as required by any developments affecting the College

Originator:	Clerk to the Corporation
Date of latest review:	June 2024
Date of last approval:	20 June 2024
Approved by:	Search Committee
Review interval:	Annually
Next review due by:	June 2025

Approved by the Corporation: 22 March 2012  
 Reviewed, updated, approved by the Corporation: 13 September 2012  
 Reviewed, updated, approved by the Corporation: 4 July 2013  
 Corporation Member and Co-Opted Committee Member role description and person specification revisions approved by the Corporation: 24 April 2014  
 Reviewed, and minor revision made in paragraph 3.3: 30 April 2015  
 Reviewed, updated, approved by the Corporation: 28 April 2016  
 Reviewed, updated, approved by the Search Committee: 1 November 2017  
 Reviewed, updated, approved by the Search Committee: 3 July 2018  
 Reviewed and approved by the Search Committee: 3 April 2019  
 Reviewed, updated, approved by the Search Committee: 3 March 2020  
 Reviewed, updated, approved by the Search Committee: 2 March 2021

Reviewed, updated, approved by the Corporation: 7 July 2022  
Reviewed, updated, approved by the Search Committee: 13 June 2023  
Reviewed, updated, approved by the Search Committee: 20 June 2024