



WEST THAMES COLLEGE

Governor Handbook

2023/2024

“Our vision is that West Thames will be a vibrant college, inspiring all our learners to fulfil their dreams and ambitions. Our outstanding education and training will contribute to a prosperous and cohesive community”.

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CONTENTS

Welcome	4
About the College	4
Vision.....	4
Values	4
Strategic Plan	5
About the Corporation.....	5
Corporation Legal Structure	5
Accountability Framework, Regulation, Support and Intervention.....	5
Code of Good Governance for English Colleges	5
Governance Structure.....	6
Responsibilities of the Corporation Board	6
Ofsted.....	7
Committees	7
Composition of the Corporation.....	8
Role of Individual Members	8
Specific Roles in the Corporation	9
Role of the Corporation v Role of the Principal and CEO	10
Executive Team.....	11
Conduct and Eligibility.....	13
Eligibility to be Member	13
Conduct of Members	13
Conflicts of Interest.....	14
Payments to Governors.....	14
Making Decisions	14
Members' Financial Liability	15
Work of the Board	17
Frequency, Notice and Duration of Meetings	17
Assistance	17
E-Governance	17
Governor Portal.....	17
Agenda and Minutes	17
Attendance and Quorum	18
Confidentiality.....	18
Withdrawal from Meetings - Staff and Student Members.....	18
Positive Board Behaviours	19
Discussions and Questions	19
Approval and Voting.....	20
Visits to the College.....	20

Expenses.....	21
Induction, Training and Development	22
Induction.....	22
Role of a Mentor.....	22
Training and Development	22
Governance Self-Assessment.....	23
Board Skills Analysis	24
Annex 1: New Governor Induction Plan.....	25
Annex 2: Key Information.....	27
Annex 3: Contact Details	29
Annex 4: Glossary of Acronyms.....	30
Annex 5: Accountability, Regulation and Intervention.....	43
Key Accountabilities	43
Regulation, Support and Intervention.....	43

Welcome

Welcome to West Thames College and thank you for volunteering to join us. West Thames College is a vibrant, inclusive and successful college that is firmly at the heart of the local community meeting local needs. We are ambitious and committed to ensuring that every student receive inspirational teaching and is given the opportunity and support to fulfil their potential, not only achieving their qualifications but also equipping them with the skills they need to progress and succeed.

We value your support in helping us to achieve our aims and we are sure you will enjoy your time with us.

This Governor's Handbook forms part of your induction pack and aims to give you the information you need to get started in the role. We hope you find your term of office as a member of the Corporation both rewarding and enjoyable.

About the College

The College has a community of more than 5,000 students, supported and educated by a talented and dedicated staff team at our two campuses in Isleworth and Feltham. Our main site is at Isleworth while our Skills and Logistics Centre at Feltham is our vocational centre of excellence for logistics, construction, engineering, and motor vehicle curriculum specialisms – areas we have invested significantly in over the past few years to meet the needs of employers.

We have been on a very positive journey; a journey of growth and development driven by passion and ambition. Rather than merge with neighbouring institutions, the College has developed and lived a new ethos: stand-alone – but grow through partnership. It is this philosophy that has seen the College thrive, with extensive partnerships, investment in key areas, and financial stability vital to our future. This success was recognised in the awarding of a 'Good' grade from Ofsted in September 2021, an achievement that everyone associated with the college was immensely proud of. We now have our sights on being Ofsted 'Outstanding'.

A key focus of ours is to provide clear progression routes into employment, further training, or higher education for our students. As such, many curriculum areas offer courses from entry/foundation level through to university level. We also offer courses for adults who want to change their careers or complement their current jobs by studying with us either full-time or through a range of part-time and evening courses across both our campuses. Due to the local demographic around us, our courses designed for those who speak English as another language (ESOL) are hugely popular.

Vision

Our vision is that West Thames will be a vibrant college, inspiring all our learners to fulfil their dreams and ambitions. Our outstanding education and training will contribute to a prosperous and cohesive community. The College has an ongoing commitment to widening participation. We see education as a transformative tool entitling and enabling people to achieve their full potential from whatever background.

Values

Our values are:

- Integrity
- Excellence
- Equality
- Respect

Strategic Plan

We have a strategic plan in place for 2022 – 2025 which can be found in the Governor Portal. The plan sets out our strategic aims for the next three years in the following areas:

- Curriculum, quality and students
- Our workforce
- Facilities
- Finance
- Partners
- Sustainability

About the Corporation

Corporation Legal Structure

Further Education (FE) colleges are incorporated through the Further and Higher Education Act 1992 (FHEA92) The College is a statutory corporation established for the charitable purpose of advancing education.

FE corporations are exempt charities which means they are subject to the requirements of the Charities Act but exempt from registration with Charity Commission. The principal regulator for FE corporations is the Secretary of State for Education.

The principal powers of the Corporation include the provision of:

- Further and higher education.
- Secondary education to students aged 14 and over.
- Goods or services in connection with the above.

Any use of corporation decision making which is inconsistent with these powers could be judged to be 'ultra vires' and would take the Corporation into serious difficulty.

Colleges have an Instrument and Articles of Government which set out how the College is to be governed. The Instrument and Articles of Government for West Thames College is available on the Governor Portal.

Since 2010, the Government has reduced regulation on the Further Education sector through removing legislation, and increasing freedoms and flexibilities for colleges and other providers. These freedoms and flexibilities allow colleges to act as autonomous institutions, providing the education and training that individuals, employers and the nation needs to succeed. With this increased freedom comes increased responsibility within a clear accountability framework.

Accountability Framework, Regulation, Support and Intervention

The nature and scope of college operations means they need to be accountable to a wide range of external stakeholders and they are subject regulation, support and intervention. Further details about accountability and regulation can be found in Annex 5.

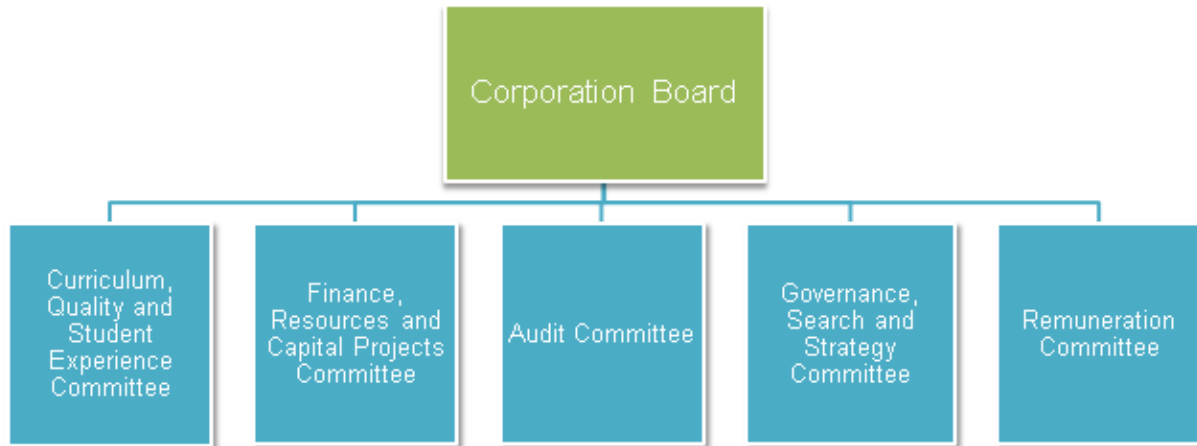
Code of Good Governance for English Colleges

The Corporation has adopted the Association of Colleges [Code of Good Governance](#)

Do take a moment to familiarise yourself with the Code.

Governance Structure

The Corporation's governance structure is laid out below.



In terms of terminology, the Corporation Board can be known by a variety of terms including:

- Corporation
- Board or
- Governing Body.

For individual members of the Board, the following terms are used:

- Member
- Board member or
- Governor

Responsibilities of the Corporation Board

Colleges are led by the Corporation Board. The responsibilities of the Board are laid out in detail, in the Instrument and Articles of Government. However, its core functions are:

- Determining and developing the College's educational character.
- Setting and communicating the College's strategy and goals.
- Holding executive leaders to account for the educational performance and quality of the College, and for the performance of staff.
- Exercising effective control to ensure that funds and assets are protected, the College remains solvent and legal obligations are met.

The Board is responsible for ensuring legal and regulatory compliance across a range of areas, including:

- General principles of charity law and education law.
- Responsibilities as operators of an educational institution, such as health and safety, information management and employment law.
- Conditions and obligations imposed by funding or regulatory bodies.

Specific areas of compliance include:

- Careers guidance.

- Equality, diversity and inclusion.
- ESFA funding agreement.
- Fraud and cyber security.
- Local skills improvement plans and the duty to review provision.
- Prevent
- Safeguarding.
- Special Educational Needs and Disability
- Serious incidents.
- Whistleblowing.

Further details about compliance can be found in the [Department for Education Further Education Governance Guide](#).

Ofsted

Colleges are subject to regular Ofsted inspections and members of the Board will be involved in the inspection process. It is worth familiarising yourself with the requirements of the current [Ofsted Inspection Handbook](#). In terms of governance, inspectors:

- Seek evidence of the impact of those responsible for governance.
- Determine whether the Board provides confident, strategic leadership and creates strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement.
- Consider whether those responsible for governance:
 - know the provider and understand its strengths and weaknesses
 - support and strengthen the provider’s leadership and contribute to shaping its strategic direction
 - ensure that the provider meets its statutory responsibilities
 - provide challenge and hold senior leaders and managers to account for improving the quality of learning and the effectiveness of performance management systems
- Inspectors will satisfy themselves that those responsible for governance understand their responsibilities and ensure that these are carried out appropriately within the provider.

The report from the last Ofsted inspection is available in the Governor Portal.

Committees

The Corporation has put in place the following committees to assist it in meeting its responsibilities:

Curriculum, Quality and Student Experience Committee	Provides assurance to the Board on the quality of teaching, learning and student outcomes for all provision at all levels for all age groups.
Finance, Resources and Capital Projects Committee	Has oversight of finance, health and safety, human resources, estates and capital projects.
Audit Committee	Provides the Board with an opinion on the adequacy and effectiveness of the College's audit arrangements, framework of governance, risk management and control and processes for the effective and efficient use of resources, the solvency of the institution and the safeguarding of its assets.
Governance, Search and Strategy Committee	Leads on continuous improvement and best practice in governance, advising the Corporation on membership and general governance matters. The committee also takes a lead on the

	review and appraisal of college strategic options, including the monitoring of strategic risk and opportunities.
Remuneration Committee	Determines and agrees the remuneration of Senior Postholders.

Every committee has a terms of reference, approved by the Board, which are available in the Governor Portal.

Composition of the Corporation

The Corporation's Instrument and Articles set out the rules on board composition which state that the Board will include:

- Up to 16 independent members who have the necessary skills to ensure that the corporation carries out its functions.
- The Principal and CEO.
- A member of staff.
- At least one and not more than two students.

The current list of members can be found in the Governor Portal. The experience, knowledge and skills mix of the Board members make a vital contribution to the continuing development of the College.

All members, despite their category are of equal status and work together as a single unit. Members can't be mandated by any group.

Members are appointed for terms of office of up to four years. They can be re-appointed at the end of their term but renewal is not automatic and only takes place after proper consideration of the governors' attendance, contribution to the work of the corporation and assessment against the skills audit.

In line with the Code of Governance, members do not normally serve for more than two terms of four years or three terms of three years (a maximum of either eight or nine years).

The Board is also able to appoint Associate Members and to Co-Opt members onto committees:

Associate Members: Associate Members are appointed for the expertise and experience they can offer. They are invited to board meetings but do not have voting rights and do not count towards the quorum. As members of committees they are full members and able to vote.

Co-opted Members: Members who are co-opted onto committees are full members of the committee and entitled to vote on any issues debated by the committee. They may be invited to attend board meetings but have no voting rights at board meetings.

Further details about the recruitment processes for all types of members can be found in the corporation's Standing Orders which can be found in the Governor Portal.

Role of Individual Members

As a member of the Board, you are a Governor and a Charity Trustee. You and your co-governors are collectively responsible for your charity and have six main duties under charity law:

1. Ensure the Corporation carries out its purpose for the public benefit
You must ensure the Corporation carries out the charitable purpose for which it was set up, and no other purpose.

2. Comply with the Corporation's governing document and the law
You must comply with charity law and other laws and regulations that apply to the Corporation and comply with the Corporation's Instrument and Articles of Government.

3. Act in the Corporation's best interests
You must:
 - Decide with the rest of the Board what will best enable the Corporation to carry out its purpose.
 - Make balanced and informed decisions.
 - Avoid being in a position where your duty to the Corporation conflicts with your personal interest.
 - Not receive any benefit from the Corporation, unless this is authorised and is in the Corporation's interest.

4. Manage the Corporation's resources responsibly
You must:
 - Make sure the Corporation's assets are used only to support its purpose.
 - Avoid exposing the Corporation to undue risk.
 - Not overcommit the Corporation.
 - Take care when investing or borrowing.
 - Comply with any restrictions on spending funds or selling land.
 - Ensure the effective and efficient use of resources.

5. Act with reasonable care and skill
You must take reasonable care in governing the Corporation, making best use of your skills and experience, and taking appropriate advice when necessary. You should give enough time to your role, including preparing for and participating in meetings.

6. Ensure the Corporation is accountable
You must comply with accounting and reporting requirements. You should also demonstrate that the Corporation complies with the law and is run effectively and ensure accountability in the corporation, especially where duties or tasks are delegated to staff.

For more information on your responsibilities, we strongly recommend that you read the Charity Commission guide '[The essential trustee](#)'.

The Corporation has developed a role description for members of the Board. The full version can be found in the Standing Orders.

Specific Roles in the Corporation

In accordance with the Instrument and Articles of Government, there are a number of specific roles in the Corporation:

Chair:	The Chair is responsible for ensuring the effective functioning of the Board, setting expectations for high standards of governance and giving the Board leadership and direction. The Chair is the main conduit for communication between the Board and the Principal and CEO and is the line manager for the
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	Head of Governance. The full role description for the Chair is available in the Standing Orders.
The Principal and CEO:	The Principal and CEO is responsible to the Board for all operational matters, including the internal organisation, management and control of the College and for the delivery of quality educational services. The Principal and CEO is appointed as the Accounting Officer and is personally responsible to the ESFA and parliament for assuring regularity, propriety and value for money in the management of public funds.
Clerk to the Corporation:	The Head of Governance performs the role of Clerk to the Corporation. The Head of Governance is responsible for supporting the board in meeting high standards of governance, including fulfilling legal or regulatory requirements and decision-making. Further details about the role are available in the Standing Orders.

Role of the Corporation v Role of the Principal and CEO

The Corporation and management team work together in partnership to achieve the best possible outcomes for the College but it's important to understand the differences between the strategic responsibilities of the Board and the operational duties of the Principal and CEO. The table below illustrates the difference:

Corporation	Principal and CEO
Defines the College's vision and mission; sets and measures targets for achievement.	Proposes the College's vision, mission and strategy.
Deals with strategic thinking and direction.	Handles strategic planning and implementation.
Determines and approves appropriate policy.	Proposes appropriate policies and implements board decisions.
Oversees effectiveness of management.	Conducts the day-to-day running of the college
Monitors the quality of the College's performance locally and in relation to the national average.	Assumes leadership of the staff.
Reviews the Board's own effectiveness in order to improve continuously.	Undertakes executive management and development of the college and staff. Self-assesses in order to improve continuously.
Ensures financial solvency and probity.	In colleges, the Principal and CEO is the accounting officer, responsible for the financial well-being of the College and accountable to the Corporation and Parliament.
Determines pay and remuneration framework for the Principal and CEO, Clerk and other Senior Post Holders.	Determines the pay and conditions of service of staff - other than Senior Post Holders and the Clerk - within the framework set by the Corporation.
Maintains the College's assets	Prepares annual estimates of income and expenditure.
Ensures that the College's educational character meets the needs of the community which the College serves.	Ensures the provision of a quality curriculum and customer service.

Provides the community's voice within the college and represents the College to the community.	The day-to-day running of the College and determination of its academic activities within the College and in the wider community. Developing and managing services and academic activities.
Promotes collaborative partnerships.	Represents the College locally and nationally; builds positive working relationships and collaborative partnerships
Supported by the Clerk, works with management to monitor, challenge and improve performance.	Supports and informs the Corporation; provides briefings and advice.

Executive Team

In your role on the Corporation, you will have frequent contact with members of the Executive Leadership team:



Tracy Aust – Principal and CEO

Tracy took up her role as Principal and CEO of West Thames College in April 2016, having previously been Deputy Principal. Tracy has helped steer West Thames to become the vibrant, inclusive and successful college that it is today. The college is firmly at the heart of the local community, meeting local needs. Tracy is absolutely committed to ensuring that every student is given the opportunity and support to fulfil their potential, not only achieving their qualifications but also equipping them with the skills they need to progress and succeed.



Marta Gajewska-Kopczwk – Vice Principal Curriculum and Quality

Marta works closely with the curriculum teams to ensure that the courses we offer meet the needs of local community and employers.



Mark Cooper – Executive Director of Finance, Human Resources and Development

Mark has responsibility for finance, human resources, management information systems, data protection, apprenticeships, student recruitment and exams.



Michael Michaelides – Executive Director of Resources and Student Experience

Michael has responsibility for IT, estates, health and safety, student experience and safeguarding, student security, the nursery, e-learning, careers and work placement and marketing.

A College Management Structure chart is available in the Governor Portal for further details about the staff structure of the College.

Conduct and Eligibility

Eligibility to be Member

The Instrument and Articles set out the rules regarding eligibility to become a member of the Corporation. Members are asked to sign to say they are eligible on appointment and then annually thereafter.

As with charities, all of the Corporation's managers, including members of the Corporation, must be 'fit and proper persons' as set out in the HM Revenue and Customs (HMRC) publication 'Guidance on the fit and proper persons test'.

In addition to the eligibility checks, the College requests Disclosure and Barring Service (DBS) criminal records checks for all members to be sure that a person is eligible to serve.

Conduct of Members

The Corporation has ultimate responsibility for all actions carried out by staff and committees throughout the College and is determined to ensure it inspires confidence and trust among its students, parents, staff, members, supporters, funders, suppliers and the wider public by demonstrating integrity and avoiding any potential or real situations of undue bias or influence in decision making.

To achieve this the Board has in place a Code of Conduct, that all members are expected to abide by that sets out the expectations, standards of behaviour and commitment required. The Code of Conduct is issued to members on appointment and is available in the Governor Portal.

All those appointed are required to fulfil the requirements of the Seven Principles of Public Life:

Selflessness:	Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material 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 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.
Leadership:	Holders of public office should promote and support these principles by leadership and example.

Conflicts of Interest

A conflict of interest is where your personal interest or loyalties could or could be seen to stop you from making a decision in the best interests of the Corporation. Under charity law, you must identify conflicts of interest and prevent them from affecting the decisions you make with the board.

The Instrument and Articles of Government set out the rules regarding conflicts of interests and the Corporation has systems in place to support this. All members are asked to complete a declaration of interest form on appointment and then annually thereafter. The information provided on the declaration form is transferred to the 'Register of Interests' which is maintained by the Head of Governance.

As well as maintaining the Register of Interests, declarations of interest are an agenda item at all formal meetings of the Corporation where members are asked to declare if they have an interest in any of the items on the agenda.

Once a member has declared an interest, the corporation will decide how to manage it. This may involve members not taking part in discussions about relevant items and/or withdrawing from the meeting while relevant items are discussed.

Payments to Governors

Under charity law, you cannot normally be paid for serving as a governor, other than reasonable out-of-pocket expenses. You can only be paid, or receive another form of personal benefit, when it's in the interest of the Corporation and provides a significant advantage over other options. These rules also apply when someone closely connected to you, such as a civil or business partner, benefits in a similar way.

If it's proposed that you be paid or receive a personal benefit, you should not be present at board discussions or decisions about his, nor at any subsequent meetings to review the payment or benefit. The Board must disclose any payments to members in the Corporation's accounts. The Board must also disclose any transactions or business arrangements between the Corporation and an organisation or individual if the members or senior staff have a personal connection with the organisation or individual.

Further information about payments to governors can be found in the Charity Commission publication 'Trustee expenses and payments'.

Making Decisions

When making decisions, you and your co-members must show you have:

- Acted within your powers and made decisions consistent with the Corporation's charitable purpose which is to advance education.
- Acted in good faith and only in the interests of the corporation.
- Made decisions based on sufficient evidence, informed by professional advice where appropriate.
- Considered all relevant factors, such as risks and benefits, funding, stakeholders' opinions and future college provision.
- Ignored irrelevant factors.
- Made decisions that are within the range of decisions a reasonable charity trustee body could make, such as being able to justify any decision not to follow professional advice.

Decisions must not be influenced by personal prejudices or connections or be affected by any conflicts of interest.

Members are collectively responsible for making decisions about how their corporation is run. Each category of governor has equal responsibility.

If you are a staff or student governor, you are appointed in your individual capacity. You are not appointed to represent the group you are drawn from or to follow instructions from the nominating or appointing body.

Following these decision making principles will protect you in all aspects of running your corporation. If the board does not observe these principles and your corporation suffers a financial loss as a consequence, you and your co-governors may be personally liable under charity law.

Members' Financial Liability

Corporation members have two key forms of protection against any personal financial liability that may arise through their activities on behalf of the corporation:

- Established legislation makes provision for the Court to extinguish, reduce or vary the liability of any member who has acted honestly and reasonably;
- Insurance cover taken out by the college in respect of damages and costs for any acts, errors or omissions committed by the college, members and officers whilst acting in those capacities.

Generally, if a problem in the College caused a loss to a third party, that third party would sue the Corporation and not individuals. This is because actions are taken in the name of the Corporation, which is a legal entity in its own right. In exceptional circumstances, it might be possible for a claimant or a successor corporation to sue an individual member, on the basis that it was his/her action or failure to act that caused the loss. In these unusual circumstances, the protections mentioned above would potentially be invoked.

Members are not responsible for losses caused by acts of employees or agents of the Corporation unless they have personally procured the act that led to the loss or are in breach of their duties of skill and care and that led to the loss.

It is worth noting the basic duties of members.

- Collectively to carry out the responsibilities set out in clause 3 of the Articles. These include responsibility for the effective and efficient use of resources, the solvency of the institution and the safeguarding of its assets. This does not mean that members become personally liable simply by virtue of the insolvency of the institution. Personal liability in such circumstances would only be likely to arise if it was found that individual members had failed to discharge their responsibilities properly in accordance with the principles referred to below.
- To act in good faith and in the best interests of the Corporation. Anything members do in their capacity as members they do, not on their own behalf, but on behalf of the Corporation. In making any decision, members should always have the best interests of the Corporation and the continued fulfilment of its functions at the forefront of their minds. Any ulterior motives or factors that are not relevant to such interests should not be taken into account.
- In carrying out their functions as members, to exercise such powers of skill and care as they possess, at least at the same level that an ordinary prudent person might reasonably be expected to show when acting on their own behalf. Higher duties of skill and care are expected of people who are professionally qualified when acting within their areas of expertise, as opposed to people who are not qualified.

- To avoid putting themselves in a position where they have a conflict of interests with the Corporation. For example, if members find that they have an interest in a personal or business capacity in a potential contract with the Corporation, they must declare that interest and ensure that they take no part in the Corporation's decision in relation to that contract.
- Not to obtain any undisclosed benefit as a result of being a member. In other words, members should not profit from their position and should not misappropriate or misuse corporation assets or information. A member may be liable to repay any improper benefit and should always declare any benefits received.
- To observe the rules of governance, ensuring that the corporation stays within its powers (e.g. in delegation of duties) and that actions are properly authorised. A third party could sue members who signed a contract that was unenforceable because the decision had been taken at an inquorate meeting.

Any claim against a member personally is unlikely. In the event of a claim, members are likely to be protected by current legislation and by the College's own insurance, provided that they have acted honestly and with a reasonable level of skill and care (as they would in looking after their own affairs).

Work of the Board

Frequency, Notice and Duration of Meetings

The full Corporation Board meets four times a year and committees generally meet once a term. Meetings are usually held on Wednesday evenings, starting at 6.00pm. Our aim is that meetings won't exceed two hours.

In addition to the formal meetings, two strategy days are held each year, usually on a Wednesday afternoon. The topics reflect current college specific and sector issues.

Dates of meetings are set in advance for the whole academic year and are available in the Governor Portal.

Meetings of both the full board and the committees are held either in person or virtually. If meetings are held virtually, they are usually held via Microsoft Teams. We have facilities at the College for hybrid meetings so if you would like to attend an 'in person' meeting virtually, please let the Head of Governance know, with as much notice as possible

You will receive the agenda and documents for meetings seven days in advance. This will be uploaded to the Governor Portal.

Assistance

If you require support of any kind – for example, wheelchair access – you should let the Head of Governance know so that suitable arrangements may be made. All reasonable adjustments to ensure access to the work of the Corporation and training opportunities will be provided including assistive technology.

E-Governance

In line with our sustainability and financial strategy, the Corporation has moved over to e-governance. Papers are made available electronically and you are encouraged to use your own IT equipment to access papers during meetings.

Governor Portal

When you start, you will be issued with log on details to be able to access the Governor Portal. The Governor Portal is used to store key documents, meeting papers, information about the Board and meeting dates.

It is also the place where you will be able to access the Data Dashboard. Part of the Board's role is to monitor the performance of the College and the Data Dashboard is a key tool in enabling that. It is used to monitor performance against the Board's agreed Key Performance Indicators (KPIs). Monitoring the Data Dashboard is a standing agenda item at every meeting of the Corporation and committees.

Agenda and Minutes

The agenda, which will be contained with your notification for the meeting, will list all the items that are to be discussed at the meeting.

You have the right to request that an item be placed on the agenda by contacting the Chair or Head of Governance a few weeks before the meeting. If you wish to raise an item under "Any Other Business" you must discuss this with the Chair and/or Head of Governance prior to the start

of the meeting so the Chair can evaluate whether the meeting is an appropriate forum for the issue and can allow sufficient time for discussion

The papers for meetings will be circulated with the agenda. Preparation will involve reading through the documents and the relevant sections of the Data Dashboard in advance of the meeting to help prepare your thoughts and questions. Preparation is really important as it ensures that the Corporation is as effective as it can be and can have an impact in college improvement.

All meetings are minuted. The minutes contain an action list highlighting any actions that members are required to carry out; this list forms the basis of the 'matters arising' agenda item. At the next meeting the previous minutes will then be reviewed and agreed pending any amendments highlighted by the members.

Attendance and Quorum

Attendance at all the meetings is expected, and in the event of non-attendance it is necessary to send apologies prior to the meeting. If you need to offer apologies for a meeting, you should notify the Chair and the Head of Governance and give as much notice as possible. This will enable the Head of Governance to ascertain whether the meeting will be quorate.

The corporation has set a Key Performance Indicator of 75% attendance at all main corporation, committee and strategy meetings in the year.

Non-attendance over a 6 month period may result in members disqualifying themselves from carrying on as a member of the Corporation.

It is important that each meeting is quorate in order for it to be effective. The quorum for meetings of the Corporation is 40% of the determined membership, excluding vacancies. For meetings or agenda items that are declared confidential, quoracy will be at least 40% of those members eligible to attend the confidential meeting or agenda item.

If a meeting is not quorate the meeting will be unable to convene.

Confidentiality

During meetings subjects may be discussed that are confidential and should not be discussed or disclosed to anyone else outside of the meeting. Documents considered to be confidential will be noted as such and must not be disclosed to anyone outside of the corporation. Confidential items will be left off the main documented minutes and instead minuted separately; these minutes should not be disclosed to anybody outside of the Corporation.

In particular, members should be careful when any reference to individuals arise, especially when dealing with staff and personnel issues. Members of staff or those with a personal interest in a particular agenda item must disclose their interest to the Chair and Head of Governance and will be asked to leave the meeting while the discussion takes place. It will be noted in the minutes that people have been asked to leave, and when they return.

Withdrawal from Meetings - Staff and Student Members

In accordance with the Articles and Instrument of Government, staff members, including the Clerk and the Principal and CEO are required to withdraw from any part of a meeting which is discussing:

- Their own remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement.

- The appointment of his/her successor if so required by a resolution of other governors present.
- The appointment, remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement of any member of staff holding a post senior to his/her own.

Student members who are under the age of 18 are not able to vote on any question concerning any proposal for the expenditure of money by the Corporation or under which the Corporation, or members of the Corporation would enter into any contract, or would incur any debt or liability (whether immediate, contingent or otherwise).

Student members are required to withdraw from that part of any meeting of the Corporation at which their conduct, suspension or expulsion is to be considered. Where the Corporation is discussing the appointment, remuneration, conditions or service, promotion, conduct, suspension, dismissal or retirement of a member or prospective member of the staff, student members are not permitted to take part in the consideration or discussion of the matter in question and not vote. If required by a resolution of the other members present, they will need to withdraw from the meeting.

Positive Board Behaviours

How board members work together is as important as governance structures and processes. The Board is committed to positive team behaviours and fosters a culture which empowers everyone to constructively question and challenge, encourages and values independent thinking and welcomes and draws on different perspectives to inform and improve decision making.

Discussions and Questions

Asking the right type of question at meetings can add real governance value to the College. A challenging but positive board is more efficient in its duties and a board works best when everyone is a participant and gets the opportunity to put forward their ideas.

Never be afraid to ask a question or state your viewpoint, you should always act in the best interest of the College and as a member of the Board you are accountable for its actions. Always seek clarification on any issue you are not sure about and feel free to challenge.

The following tips may be helpful:

- Remember – asking questions and challenging is GOOD and necessary.
- Don't accept things at face value.
- Ask what is causing things (how we know, what the evidence is).
- Ask for detail (what are we doing or going to do about it; what impact our strategy is having or is expected to have; why have we chosen an approach if it is not clear; how will we know if it is working).
- If you do not understand something, or it does not make sense, seek clarification.
- Prepare. Allow time to review documents before the meeting and note anything you need further information or clarification on.
- Questions should relate to the agenda item being discussed. If you wish to ask a question that is not related to an agenda item, notify the chair in advance of the meeting.

Some examples of questions members may pose are (in no particular order):

- Ultimately is this area working well/struggling?
- What is the feedback from service users? (students/employers/parents/staff)
- Is this meeting the needs of service users?
- What is the impact on service users?

- Is there a trend developing?
- Has anything surprised you?
- What is the biggest risk?
- What are the strengths?
- What are the weaknesses?
- How do you know these are the strengths and weaknesses?
- How do you follow this up?
- How are you bringing improvement?
- What will improvement look like?
- Have you set targets?
- Are they challenging enough/too challenging/realistic?
- What is the timescale?
- How will the governors be reported to?
- How do you see this progressing?
- Does this need closing down/removing?
- Do we need to consider a different approach?

The annual strategic review is another opportunity for the Board to add value. It is for the Principal and CEO to propose a strategy based on their professional knowledge of the College and sector with the support of other senior staff members.

It is for the Corporation to consider this strategy through appropriate questioning and ultimately approve it. The following questions could be considered:

- What are you basing this proposed strategy on?
- Are there any areas you have considered and discounted?
- What are the challenges in delivering this strategy?
- What are the risks in delivering this strategy?
- Where are the external pressures coming from?
- What are the internal considerations?
- Which are the growth areas?
- Which areas do you see declining?
- Are there new areas we could be looking to?
- Are there new ways of doing things we should be considering?

Approval and Voting

At meetings, items may need to be formally approved or ratified by the Corporation. Following discussion, the Chair will ask the members if the item is agreed. Should a circumstance arise where not all members are in agreement then a vote will occur, normally this is just a show of hands, however a secret ballot could be held if desired by members.

If you feel that for any reason you are unable to vote then you are able to abstain from voting.

The Chair has the casting vote in the event of a tie. The voting mechanism of the Corporation is vital; it is done in this way specifically to present the outside world with a collective view. Within the meeting minutes a vote is not disclosed by how individual governors voted but rather by a count of for and against. It is also noted should any member abstain from voting.

Visits to the College

We actively encourage members to visit the College which has the following benefits:

- To help fulfil your role in monitoring and evaluation.
- To improve your overall familiarity with the College's work.
- To give you detailed knowledge of areas to bring to the Board's debates.

- To meet with staff and students and hear their voice.
- To raise the Board's profile amongst College staff.

The Corporation has a Link Governor scheme, further details of which are available in the Governor Portal. As part of this, you will be linked with a particular area of the curriculum.

You will also be invited to attend College events throughout the year.

Expenses

Members are entitled to receive reimbursement for expenses incurred while undertaking Corporation business. Expense claims can be made to cover the costs incurred for travelling to meetings, conferences, training events, and to cover child care costs incurred whilst on Corporation business. Receipts need to be made available for all claims except for mileage claims.

If you wish to claim expenses, speak to the Head of Governance who will provide you with a college expense form.

Induction

It is recognised that being a college governor involves having to absorb a large amount of information and learn about unfamiliar concepts and practices. Most experienced governors feel that it takes a year to become fully confident about their role.

We have an induction process in place for new members which aims to support you to get to know your role, the college and key members of staff. The induction check list is available at Annex 1.

The Head of Governance is the point of contact both during and after appointment and will work with the new member through the induction process.

Each newly appointed member will also be offered the opportunity of support from a mentor.

Role of a Mentor

The role of the mentor will be to supplement the advice and support given by the Chair, Chairs of Committees, Principal and CEO and Head of Governance and to make themselves available to assist the new member to quickly develop the necessary knowledge, skills and understanding to fulfil their role.

The mentor will:

- Offer to meet with the new member when they are appointed or prior to his / her first Board meeting to go through the agenda and pack of papers, answer questions and, if necessary, draw attention to key issues and background.
- Sit with the new member at his / her first board meeting.
- Be available as a sounding board and someone to whom the new member can refer to for help and advice.

It is suggested that mentoring would last for about 12 months, or for as long as each partner felt it was needed.

The mentor is not required to “train” the new member or to provide explicit instructions on how to behave in specific circumstances as mentoring will form part of a wider induction and training process. The aim is to informally encourage their mentee and help them to comprehend the context of the Corporation as well as the College itself.

Training and Development

The College offers a variety of training and development opportunities for both individual members and 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.

Training and development opportunities include:

- Induction process.
- Mentor system.
- College online training modules.
- Continuous self-development through educational literature, training material and the internet.
- Governor training sessions as part of the College’s planned development programme for Corporation members.
- Bite-size briefings (presentations by senior staff on a specific topic/theme)
- Reports to and discussions at Board/committee meetings. E.g. health and safety, safeguarding.

- Attendance at external conferences, training events and webinars.
- Attendance at network groups.
- Receipt of newsletters and other material disseminated to corporation members by the Head of Governance.
- Executive report to board meetings which includes key Further and Higher Education sector developments.

Corporation members are expected to complete mandatory training on safeguarding and prevent. Members are provided with login details on appointment to be able to complete the training and will be provided with reminders when training is due.

During the course of the academic year, details of workshops, conferences, webinars and network groups are published by organisations such as the Association of Colleges (AoC). Corporation members will be advised by email and can request to attend these events.

Governance Self-Assessment

The corporation carries out a self-assessment of governance annually and is required to arrange an external review of governance every three years. The method of assessment is a decision for the Corporation and may vary from year to year according to its identified needs and priorities but will include a mix of individual and board reviews. All members of the Board will be involved in some way in the self-assessment process.

The Corporation have agreed some Governance Key Performance Indicators and measure their performance against these as part of the self-assessment process.

Area	Performance indicator
Attendance	75% attendance for the Corporation as a whole and for individuals at all main Corporation, committee and strategy meetings in the year
Attendance	All Corporation and committee meetings are quorate and decisions are not delayed
Length of meetings	Corporation meetings to last on average no more than 2.5 hours
Appointment	Corporation vacancies to be filled within three months of the vacancy occurring
Appointment	Annual review in terms of gender, ethnicity, age and disability to ensure equality of membership of the corporation
Committee membership	All governors to be a member of at least one committee unless agreed by the corporation
Register of interests	Declarations of interest to be made by governors as appropriate and presented to the corporation annually
Training and development	All governors to undertake compulsory on-line training in Prevent, Safeguarding, and Keeping Children Safe in Education
Training and development	Through one to one interviews with governors, to identify any required governor training & development needs
Training and development	Governors to conduct at least one annual visit to their allocated governor link area within the college
Training and development	All new governors to receive an induction
Guiding and monitoring the strategic direction of the college	Meeting to be held at least annually focusing <u>solely</u> on strategic direction of the college.
Guiding and monitoring the strategic direction of the college	Key strategic objectives, financial performance and SAR/Quality improvement plan of the college to be formally monitored by corporation each term.

Guiding and monitoring the strategic direction of the College	Achievement of college annual targets for teaching, learning & assessment.
Guiding and monitoring the strategic direction of the college	Achievement of budget
Risk and internal controls	College controls and financial management are robust - opinion to be confirmed in the annual report from the Audit Committee.
Risk and internal controls	Risk is proactively managed with annual opinion on risk management to be confirmed in the annual report from the Audit Committee.
Self-assessment	Completion of annual governance self-assessment.
Clerkship	Issue of agenda and supporting papers at least 7 days before meetings.
Senior post holders/Clerk	Annual appraisal of Principal & Clerk undertaken by Chair and Vice Chair.

The results of the annual governance assessment review feed into the Governance Action Plan which is monitored by the Governance, Search and Strategy Committee.

Board Skills Analysis

The members of the Corporation are drawn from a wide range of backgrounds and have a diverse set of skills and knowledge which is vital for effective governance. To ensure the continuity of a broad and balanced skill set, a skills analysis of the Board is carried out annually. The results from the skills analysis are used to inform recruitment and identify any training needs.

Annex 1: New Governor Induction Plan

Prior to Appointment	Date
Request completion of Application Form	
Seek References (if applicable)	
References obtained	
Pre meeting with Head of Governance/Chair/Principal and CEO and College Tour (if applicable)	
Governance, Search and Strategy Committee Interview & Recommendation	
Board – decision	
Letter of appointment confirming term of appointment	
Stage 1: within one month of co-option or election	Date
<p>Introductory session with the Head of Governance to plan induction and issue identity Badge. To issue the Governor Handbook, run through Board procedures, including governance framework and highlight key documents in the Governor Portal:</p> <ul style="list-style-type: none"> - Governance Handbook - Instrument and Articles of Government. - Standing Orders. - Funding Agreement. - Code of Good Governance. - List of corporation membership. - List of committees. - Latest Strategic Plan. - List of meeting dates. <p>To sign and complete the following -</p> <ul style="list-style-type: none"> - Declaration of Interest Form; - Skills Audit. - Code of Conduct - Eligibility Form 	
Photograph arranged	
Allocation of 'mentor'	
DBS check undertaken	
Appointment to committees	
IT log on details arranged	
Issue of ID badge/parking arranged	
Stage 2: within first College term	Date
Meeting with the Chair of the Corporation	
Meeting with relevant Chair/s of Committees	
'Introduction to College' sessions including the Data Dashboard:	

<ul style="list-style-type: none"> • The college mission, educational character and strategic plan (TA) • College finances, funding and resources. The colleges approach to risk and the college risk profile. (To include relevant sections of Data Dashboard). (MC) • Curriculum and quality. (To include relevant sections of Data Dashboard) (MGK) • Safeguarding, student experience, estates, health and safety. (To include relevant sections of Data Dashboard). Provide computer log ons and run through fire procedures. (MM) 	
Tour of sites	
Completion of on-line mandatory training modules; <ul style="list-style-type: none"> ○ Safeguarding ○ Inclusive, Cohesive and Safe FE Colleges (PREVENT) ○ Keeping Children Safe in Education 	
Suggested reading:	
Read Governor Handbook	
Read Instrument and Articles of Government.	
Read Standing Orders	
Read Scheme of Delegation and Committee Terms of Reference	
Read College Strategic Plan	
Read Further Education College Corporations Governance Guide. https://www.gov.uk/government/publications/further-education-corporations-and-sixth-form-college-corporations-governance-guide--2/fe-and-sixth-form-college-corporations-governance-guide	
Stage 3: within first 2 College terms	
Suggested reading:	
Read AoC Code of Good Governance for Colleges	
Read ESFA Scope of Work of Audit Committees	
Read ESFA Post 16 Audit Code of Practice	
Read latest Annual Report and Accounts	
Read latest Ofsted Report	
Read Governor Visits Policy	
Stage 4: within first year	Date
Suggested reading:	
Read College Management Accounts Direction	
Read Charity Commission 'Essential Trustee'.	
Read current Ofsted Framework	
Read Charity Commission 'Trustee Expenses and Payments'	
Evaluation of induction by new governor	

Annex 2: Key Information

Key Documents	Location
Department for Education Governance Guide for Further Education Corporations	https://www.gov.uk/government/publications/further-education-corporations-and-sixth-form-college-corporations-governance-guide--2/fe-and-sixth-form-college-corporations-governance-guide
Instrument and Articles of Government	Key documents folder in the Governor Portal
Standing orders	Key documents folder in the Governor Portal
List of meeting dates	Key documents folder in the Governor Portal
Funding agreement	Key documents folder in the Governor Portal
Code of conduct	Key documents folder in the Governor Portal
List of corporation membership	Key documents folder in the Governor Portal
List of committee membership	Key documents folder in the Governor Portal
Scheme of delegation and committee terms of reference	Key documents folder in the Governor Portal
Financial statements/annual reports	https://www.west-thames.ac.uk/governance/policies/1501-2018-19-report-and-financial-statements
Association of Colleges 'Code of Good Governance'	Key documents folder in the Governor Portal
College strategy	Key documents folder in the Governor Portal
Charity Commission 'Essential Trustee'	https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3
College Self-Assessment Report (SAR)	Key documents folder in the Governor Portal
Board Self-Assessment Report (SAR)	Key documents folder in the Governor Portal
Board action plan	Key documents folder in the Governor Portal
Latest Ofsted report	Key documents folder in the Governor Portal
Current Ofsted framework	https://www.gov.uk/government/publications/education-inspection-framework/education-inspection-framework
Current Ofsted Handbook	https://www.gov.uk/government/publications/further-education-and-skills-inspection-handbook-eif
ESFA 'Post 16 Audit Code of Practice'	Key documents folder in the Governor Portal
Key college policies	On the website: https://www.west-thames.ac.uk/governance/policies
Board cycle of business	Key documents folder in the Governor Portal
Governor visits policy and template form	Governor visits folder in the Governor Portal
Declaration of interest form	Forms folder in the Governor Portal
Financial Regulations	Key documents folder in the Governor Portal

Key Documents	Location
Annual eligibility form	Forms folder in the Governor Portal
Skills audit form	Forms folder in the Governor Portal
College management structure chart	Key documents folder in the Governor Portal
'Keeping Children Safe in Education Guidance'	https://www.gov.uk/government/publications/keeping-children-safe-in-education--2
Minutes of previous meetings	Governor Portal
Charity Commission 'Trustee Expenses and Payments'	https://www.gov.uk/government/publications/trustee-expenses-and-payments-cc11
Information about the College	https://www.west-thames.ac.uk/
Managing Public Money	https://www.gov.uk/government/publications/managing-public-money

Key Links:

[DfE Further Education Governance Guide](#)

[West Thames College Website](#)

[ESFA College Management Accounts Good Practice Guide](#)

[Association of Colleges](#)

[Governance 4 FE](#)

[ESFA Scope of Work of Audit Committees](#)

[ESFA Post 16 Audit Code of Practice](#)

[College Accounts Direction](#)

[DFE Financial Planning Handbook](#)

[College Financial Benchmarking Tool](#)

[AoC Code of Good Governance](#)

[AoC Governance Resources](#)

[DfE Guidance: Duty to Review How Provision Meets Local Needs](#)

[DfE College Oversight: Support and Intervention](#)

[Local Skills Dashboard](#)

Annex 3: Contact Details

Advice, information and practical support are available from Karen Frost, Head of Governance:
Karen.frost@west-thames.ac.uk.

Isleworth Campus

The Isleworth Campus is situated on the London Road (A315) between Hounslow and Brentford, next door to the Isleworth Fire Station. It is in TFL Zone 4.

Address: London Road, Isleworth, Middlesex TW7 4HS.
Phone: 020 8326 2000

Feltham Skills and Logistics Centre

The Feltham Skills+Logistics Centre is at the end of Boundaries Road, off the main Uxbridge Road (A312). Boundaries Road is accessed by a small service road and parade of shops (opposite the Airman pub, near the footbridge). It is in TFL Zone 6.

Address: 77 Boundaries Road, Feltham, Middx TW13 5DR.
Phone: 020 8326 2020 or 020 8818 6800

Annex 4: Glossary of Acronyms

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
A		
AaA	Ambitious about Autism	Education provider.
AAQ	Alternative Academic Qualification	
ABR	Area based reviews	A policy statement announced on 20 July 2015 to review post-16 education and training institutions across England. These reviews commenced in September 2015 and concluded in March 2017
ACAS	Advisory, Conciliation and Arbitration Service	ACAS is a non-departmental public body of the Government of the United Kingdom . Its purpose is to improve organisations and working life through the promotion and facilitation of strong industrial relations practice.
Achievement Rates		The main measure by which College FE results are judged: a calculation based on Retention rates, multiplied by Pass rates [used to be called "Success Rates"]
ACL	Adult Community Learning	What used to be known as 'Local Authority evening classes'
ACOP	Audit Code of Practice	ESFA requirements for audits and audit committees (2013-2017 Joint Audit Code of Practice for EFA and SFA). Now referred to as the Post-16 Audit Code of Practice.
AEB	Adult Education Budget	Budget for Education or Training for those aged 19 or over. (Formerly referred to at the Adult Skills Budget)
ALS	Additional Learning Support	Individualised support for students assessed as needing extra support (also refers to the additional funding that can be claimed)
ALUMNI		Latin for previous students.
AoC	Association of Colleges	FE Colleges' Membership organisation/representative body
AP	Assistant Principal	
APL	Accreditation of Prior Learning	Form of assessment rather than exam – usually assessment of portfolios etc. Now not as in vogue as in 1990s/2000s
Apprenticeships		Apprentices perform paid work while receiving training towards a "framework" of standards and vocational qualifications. Apprenticeships are at different levels: <ul style="list-style-type: none"> <input type="checkbox"/> Intermediate – including NVQ level 2 and equivalent to 5 A* - C GCSEs <input type="checkbox"/> Advanced – including NVQ level 3 and equivalent to 2 A levels <input type="checkbox"/> Higher – including NVQ level 4 and equivalent to a Foundation Degree
ATQ	Alternative Technical Qualification	
B		

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
BAF	Board Assurance Framework	A board assurance framework (BAF) is a structured approach for ensuring that boards get the right information, which is accurate and relevant, at the right time and with a level of assurance attributed to each source of data.
BAME	Black, Asian and Minority Ethnic	
B&A	Behaviour and Attitudes	A section in the Ofsted Education Inspection Framework.
BEIS	Department for Business Energy and Industrial Strategy	The Department for Business, Energy and Industrial Strategy (BEIS) is a department of the government of the United Kingdom , through a merger between the Department for Business, Innovation and Skills (BIS) and Department of Energy and Climate Change (DECC) . BEIS brought together responsibility for business, industrial strategy, and science and innovation with energy and climate change policy, merging the functions of the former BIS and DECC.
BFCCST	Brentford FC Community Sports Trust	
BIS	(Department for) Business, Innovation and Skills	Government Department which is 'sponsor' department for Colleges. Now part of Department for Business, Energy and Industrial Strategy (BEIS).
BME / BAME	Black and Minority Ethnic	Commonly used phrase/categorisation.
Board	Board of Governors	Can also be referred to as the Corporation.
BTEC	Business and Technology Education Council	Awards largely vocational education qualifications.
C		
CAPEX		Capital Expenditure.
CBI	Confederation of British Industry	The representative organisation providing a voice for employers at a national and international level.
CC	Charity Commission	The Charity Commission for England and Wales is the non-ministerial government department that regulates registered charities in England and Wales and maintains the Central Register of Charities. The Charity Commission answers directly to the UK Parliament rather than to Government ministers.
CCF	College Collaboration Fund.	
CCoGG	College Code of Good Governance	The AOC Code of Governance for English colleges
CEZ	Creative Enterprise Zone	
CIF	Common Inspection Framework	The criteria by which OfSTED inspect all types of post-16 provision. Usually reviewed every 4 years. New framework due September 2019.
CILT	Creativity and Innovation in Teaching and Learning	The college CPD programme.
CITB	Construction Industry Training Board	

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
CMT	College Management Team	
COVE	Centre of Vocational Excellence	
CPD	Continuing Professional Development	In service training.
CPC	Crescent Purchasing Consortium	Is owned and run on behalf of the Further Education sector. The income generated from CPC collaboration is invested into facilitating better procurement in FE institutions.
CQEG	Curriculum Quality Executive Group	
CQS	Curriculum, Quality and Standards Committee	
CQTM	Curriculum Quality Team Leader	
CRB	Criminal Records Bureau	Function now replaced by DBS
CSR	Corporate Social Responsibility	CSR aims to ensure that companies conduct their business in a way that is ethical. This means taking account of their social, economic and environmental impact, and consideration of human rights.
D		
DBS	Disclosure and Barring Service	Provide pre-employment checks on past convictions to ensure protection of children and vulnerable adults (formerly CRB checks)
DDA	Disability Discrimination Act	Anyone with a disability is protected by the DDA
DfE	Department for Education	The Department for Education was formed on 12 May 2010 and is responsible for children's services and education, including higher and further education policy, apprenticeships and wider skills in England.
DLHE	Destination of Leavers from Higher Education Survey	Survey data for HE students employment after graduation
DPA	Data Protection Act	The Data Protection Act 2018 is the UK's implementation of the General Data Protection Regulation (GDPR).
DSL	Designated Safeguarding Lead	The person who has responsibility for ensuring the College's safeguarding policy is adhered to.
E		
E & D	Equality & Diversity	
EAB	Employer Advisory Board	
EBITA	Earnings Before Interest, Tax, Depreciation and Amortisation	
Edexcel	One of the examination boards	
EDIMs	Equality and Diversity Impact Measures	Ways of measuring effectiveness of Equality and Diversity approaches.
EE	Employer Engagement	One of the Executive Team + groups.
EFA	Former Education Funding Agency (now ESFA)	Executive Agency of Department for Education, providing funding for schools and all 16-19 education and training. Created in April 2012 and

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
		replaced YPLA. EFA merged with SFA in March 2017 to become ESFA.
EFL	English as a Foreign Language	
EHCP	Education & Health Care Plan	An EHC plan is a legal document that describes a child or young person's special educational, health and social care needs.
EIA	Equality Impact Assessment	
EMA	Education Maintenance Allowance	Financial support (means tested) for 16-19s of up to £30pw to help with travel and meal costs. Abolished in England in 2012 and replaced with a Bursary Scheme
ER	Employer responsive	
ESF	European Social Fund	The United Kingdom is using ESF funding to reduce inactivity among young people and the long-term unemployed and to improve training and skills.
ESFA	Education & Skills Funding Agency	Executive Agency of the Department for Education, providing funding for schools, 16-19 education and post-19 skills (from 2017)
ESOL	English for Speakers of Other Languages	
ET	Executive Team	
ETF	Education and Training Foundation	FE body (from Aug 2013), owned by the sector but receiving BIS funding, with aim to improve professional standards and develop associated qualifications. (Briefly known as FE Guild, took over from LSIS).
EV	External Verification/Verifier	The role is to participate in verification of qualifications in the subject area (s) concerned to ensure standards are maintained.
F		
FE	Further Education	
FEC	Further Education Commissioner	The Further Education Commissioner role was established in 2013 as an independent adviser to ministers. The Commissioner was given responsibility for assessing the capacity of leadership and governance in colleges and in local authority ESFA funded adult learning services that have serious weakness in quality or financial health.
FEFC	Further Education Funding Council	Post-16 sector funding body, predecessor to LSC and SFA.
FELTAG	Further Education Learning Technology Action Group	FELTAG mission statement: "FELTAG will aim to best support the agile evolution of the FE sector in anticipation of disruptive technology, for the benefit of learners, employers & the UK economy as a whole." FELTAG was set up by the former Minister of State for Skills and Enterprise, Matthew Hancock.
FETL	Further Education Trust for Leadership	An independent think tank established to strengthen and develop the leadership of thinking from, in and about the further education system
F&F	Funding and Finance	One of the Executive Team + groups.

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
FoI	Freedom of Information	The Freedom of Information Act 2000 provides public access to information held by public authorities.
FRPC	Finance, Resources and Capital Projects Committee	
FRS	Financial Reporting Standard	Another term for accounting standards or financial accounting standards.
FSA	Financial Statements Auditor	Term used for External Auditors.
FS	Functional Skills	Type of qualification.
FT	Full Time	
FTE	Full Time Equivalent	A unit that indicates the workload of an employed person (or student) in a way that makes workloads or class loads comparable across various contexts.
G		
GDPR	General Data Protection Regulations	The General Data Protection Regulation (GDPR) is a legal framework that sets guidelines for the collection and processing of personal information of individuals within the European Union (EU). The GDPR sets out the principles for data management and the rights of the individual, while also imposing fines that can be revenue-based.
GCSE	General Certification of Secondary Education	Type of qualification.
GLA	Greater London Authority	
GLH	Guided Learning Hours	Way of quantifying number of 'taught' hours
Gurdwara		Community partner, subcontracted provision.
H		
H & S	Health & Safety	
HCUC	Harrow College and Uxbridge College	
HE	Higher Education	
HEFCE	Higher Education Funding Council for England	Former funding body and regulator for Higher Education.
HEI	Higher Education Institution	
HMCI	Her Majesty's Chief Inspector	Ofsted's Chief Inspector.
HMI	Her Majesty's Inspectorate (or Inspector)	Ofsted Inspector.
HNC	Higher National Certificate	Level 4 qualification - takes one year to complete, or two years part-time. An HNC is one level below an HND (generally equivalent to the first year at university).
HND	Higher National Diploma	Level 5 qualification - work-related course provided by higher and further education colleges. A full-time HND takes two years to complete.
HNS	High Needs Students	
HoT	Heads of Terms	A document setting out the main terms of an agreement reached between parties in a transaction.
HREG	Human Resource Executive Group	

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
HSCP	Hounslow Safeguarding Children Partnership	
HSE	Health and Safety Executive	
HTQ	Higher Technical Qualification	
I		
I&A	Instrument & Articles of Government	Governance Rules for FE corporations under the Further and Higher Education Act 1992 (as amended)
I&E	Income and Expenditure	
IAG	Information, Advice and Guidance	Guidance on careers and next steps
ICO	Information Commission/Information Commissioner's Office	The UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals.
ICT	Information Communication Technology	
IAS	Internal Audit Service	Every college has one, under sector Audit Code, usually contracted to external specialist accountancy firms
IFMC	Integrated Financial Model for Colleges	This ESFA model replaces the Financial Plan, the Financial Record, the Cash Flow forecast, and the CFADs model and requires submission annually.
IIP	Investors In People	Investors in People is a standard for people management, offering accreditation to organisations that adhere to the Investors in People Standard.
ILP	Individual Learning Plan	A 'route map' of how a learner will get from their starting point on a learning journey to the desired end point. Will include minimum predicted outcome as well as 'stretch and challenge' target.
ILR/ISR	Individualised Learner Record/ Individual Student Record	Student number count (the primary source of data at student and College level used for funding, planning and monitoring purposes. College make returns at designated points throughout the year)
Insolvency Regime		Introduced in 2018 and aligns insolvency practice for Colleges with company practice – AKA Technical and Further Education Bill.
IAS	Internal Audit Service	Another name for Internal Auditors.
IV	Internal Verification/Verifier	Internal Verification is a system for checking the quality of assessment to make sure that it is valid, consistent, fair and reliable across assessors and programme areas.
J		
JACOP	Former Joint Audit Code of Practice	Now replaced by the Post-16 Audit Code of Practice
JANET	Joint Academic Network (Ja.net)	Janet is a high-speed network for the UK research and education community provided by Jisc, a not-for-profit company set up to provide computing support for education.
JCP	Job Centre Plus	
JISC	Joint Information Systems Committee	A not-for-profit company set up to provide computing support for education.
JVC	Joint Venture Company	

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
K		
KCSIE	Keeping Children Safe in Education	Sets out the legal duties you must follow to safeguard and promote the welfare of children and young people under the age of 18 in schools and colleges.
KIS	Key Information Set	Bundle of measures required to be published by Government to improve consumer choice on courses and institutions
KPI	Key Performance Indicator	Target or Measure of performance
L		
L&M	Leadership and Management	A section in the Ofsted Education Inspection Framework.
LEA	Local Education Authority	Replaced by LA (Local Authority)
LAC	Looked After Children	Looked after children are also often referred to as children in care
LEP	Local Enterprise Partnerships	There are 38 LEPs across England. They are local business led partnerships between local authorities and businesses and play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. The College works with the West of England LEP and GFirst (Gloucestershire)
LGPS	Local Government Pension Scheme	Pension scheme available to FE College support/business staff
Level 1	Level of qualification or award	Equivalent to: GCSE Grades 1-3 (D-G); NVQ 1
Level 2	Level of qualification or award	Equivalent to: GCSE Grades 4-9 (A*-C); NVQ 2
Level 3	Level of qualification or award	Equivalent to: GCE A Level; International Baccalaureate; NVQ 3;
Level 4	Level of qualification or award	Equivalent to: NVQ4; HNC; Certificate of Higher Education
Level 5	Level of qualification or award	Equivalent to: HND; Diploma of Higher Education; Foundation Degree
Level 6	Level of qualification or award	Equivalent to: Bachelor Degrees
Level 7	Level of qualification or award	Equivalent to: Masters Degrees
Level 8	Level of qualification or award	Equivalent to: Doctoral Degrees
LGBTQ	Lesbian, Gay, Bisexual, Transgender and Questioning	
LLDD	Learners with Disabilities and Difficulties	
LMI	Labour Market Intelligence	The data includes information about the past, present and future structure and working of the labour market and the factors that influence it.

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
LSB	London School of Basketball	
LSC	Learning and Skills Council	Former main funder of post 16 sector (2001 – 2010) [took over from FEFC and themselves succeeded by SFA]
LSIS	Learning and Skills Improvement Service	Now defunct Government funded improvement body (formed from merger of CEL and QIA). Replaced in 2013 by ETF
LW	Learning walks	
M		
MAT	Multi-Academy Trust	A multi-academy trust (MAT) is a single entity established to undertake a strategic collaboration to improve and maintain high educational standards across a number of schools.
Matrix	Matrix Standard	Accreditation for quality of provision of information, advice and guidance (IAG)
MER	Minimum Eligibility Requirements	
MIS	Management Information System	Data records and systems, used for funding calculations, enrolments and other management information
MOODLE		Virtual Learning Environment (see VLE)
N		
NAO	National Audit Office	NAO is an independent Parliamentary body in the United Kingdom which is responsible for auditing central government departments, government agencies and non-departmental public bodies. The NAO also carries out Value for Money (VFM) audit into the administration of public policy.
NART	National Achievement Rate Table	
NAS	National Apprenticeship Service	NAS is a government agency that coordinates apprenticeships in England, enabling young people to enter the skilled trades.
NEET	Not in education, employment or training	Category monitored by Government and targeted for action
NIACE	National Institute of Adult Continuing Education	
NJF	National Joint Forum	
NLG	National Leader in Governance	Free consultancy support is available to help providers with a range of governance issues. This programme is funded by the Education and Training Foundation.
NLSS	National Learner Satisfaction Survey	The learner satisfaction survey is an opportunity for existing learners to rate their learning or training.
NoC / Ntl	Notice of Concern / Notice to Improve	Notice of Concern /Notice to Improve (issued to colleges by the ESFA where there are concerns about financial health or financial control, or where the college fails to meet minimum levels of performance)
Nolan Report		A report on principles underlying governance – Nolan Principles.

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
NPHE provision	Non Prescribed Higher Education provision	
NR	National Rates	
NSF	National Skills Fund	
NSS	National Student Survey	The National Student Survey is an annual survey, launched in 2005, of all final year undergraduate degree students at institutions in England, Scotland, Wales and Northern Ireland within the United Kingdom. The survey is designed to assess undergraduate students' opinions of the quality of their degree programmes.
NTI	Notice to Improve	
NUS	National Union of Students	NUS is the national voice of students helping them to campaign, get cheap student discounts and provide advice on living student life to the full.
NVQ	National Vocational Qualification	Available at Levels 1-5
O		
Ofqual	Office of Qualifications and Examinations Regulation	Ofqual is a non-ministerial government department that regulates qualifications, exams and tests in England.
OfS	Office for Students	Regulator for institutions providing Higher Education (Replaced HEFCE in 2018)
Ofsted	Office for Standards in Education	Colleges and Schools inspectorate
OJEU	Official Journal of the European Union	Publication which displays tendering/procurement opportunities in the EU
P		
PD	Personal Development	A section in the Ofsted Education Inspection Framework.
PET	Pre-Employment Training.	
PFA	Provider Financial Assurance	Section within ESFA who oversee audit matters
PIAP	Post Inspection Action Plan	This is developed following an Ofsted inspection.
PISG	Post Inspection Steering Group.	
PPE	Personal Protective Equipment	
PPR	Principal's Performance Reviews	
Pre-Entry Level		Qualifications in Basic Skills, necessary for entry into mainstream Further Education.
ProAchieve		Solution for colleges, councils, adult education and training providers to drive improved learner attainment, progress, achievement and retention.
ProMonitor		Tracks student progress through the qualification and records on programme performance.
Q		
QA	Quality Assurance	
QAA	Quality Assurance Agency for Higher Education	Conducts HE subject reviews; maintains UK HE Quality Code

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
QAR	Qualification Achievement Rates	National qualification information published by the government for FE, including apprenticeships. Formally called QSR (Qualification Success Rates).
QIP	Quality Improvement Plan	
QIT	Quality Improvement Team	
QoE	Quality of Education	A section in the Ofsted Education Inspection Framework.
R		
R&E	Resources and Environment	One of the Executive Team + groups.
RAG	Red, Amber, Green	RAG system is a method of rating for issues or status reports, based on Red, Amber (yellow), and Green colours used in a traffic light rating system.
Retention		The percentage of students starting measured against those actually completing
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences	The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, often known by the acronym RIDDOR, is a 2013 statutory instrument of the Parliament of the United Kingdom. It regulates the statutory obligation to report deaths, injuries, diseases and "dangerous occurrences", including near misses, which take place at work or in connection with work.
RISE		The Rise School, education partner, part of AaA
S		
SAR	Self-Assessment Report	Primarily, the main annual (autumn) self assessment exercise for Colleges. Provides basis for inspections
SCIF	Strategic College Improvement Fund	
SEE	Student Experience and Engagement	One of the Executive Team + groups.
SEMH	Social, Emotional and Mental Health Needs	
SEND	Special Educational Needs and Disability	A child or young person of compulsory school age is said to have SEND if they: Have a significantly greater difficulty in learning than the majority of others of the same age.
SES	Single Equality Scheme	
SFA	Former Skills Funding Agency (now ESFA)	Former Government main funder of post- 19 skills sector since 2010 (replaced LSC). Merged with EFA in 2017 to become ESFA.
SFC	Sixth Form College	
SL	Supported Learning.	
SLA	Service Level Agreement or Student Learning Advisor.	
S&LC	Skills and Logistics Centre	
SLDD	Students with Learning Disabilities and Difficulties	
SLN	Student Learner Number	Learner record.

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
SM	Special Measures	
SME	Small and Medium Enterprise	A firm with less than 250 employees.
SORP	Statement of Recommended (Accounting) Practice	A framework for charity accounting that all charities that prepare accrual accounts must follow.
SPH	Senior Postholder	In many colleges, a small number of senior members of staff are appointed by, and are directly accountable to, the governing body. These staff are known as 'Senior Postholders'. Because it appoints and directly manages Senior Postholders, the governing body has obligations to these individuals as their employer that it cannot delegate to the Principal.
SSA	Subject Sector Area or Student Support Assistant.	Categorisation for Inspection purposes (which may cross college organisational lines)
SSC	Sector Skills Councils	Oversee certain skills areas (replaced National Training Organisations and, previously, Industry Training Boards)
SPH	Senior Post Holder	Designated category of staff under the I&A – with particular responsibilities and are appointed directly by the Corporation
STEM	Science, Technology, Engineering and Mathematics	
STRIVE		Subcontracted provision.
Study Programmes		All students in full or part-time education aged 16 to 19 are expected to follow a study programme tailored to their individual needs, education and employment goals, including students with learning difficulties and/or disabilities.
SV	Student Voice	One of the Executive Team + groups.
SWAPs	Sector Based Work Academies	
T		
T Levels	Technical Levels	T Levels are new courses coming in September 2020, which will follow GCSEs and will be equivalent to 3 A Levels. These 2-year courses have been developed in collaboration with employers and businesses so that the content meets the needs of industry and prepares students for work.
TAG	Teaching Assessment Grade	
TEF	Teaching Excellence Framework	HE provider assessment (Gold/Silver/Bronze) administered by the Office for Students (formally by HEFCE)
TIP	Teacher Improvement Plan.	
TL&A	Teaching, Learning and Assessment	
TLO	Teaching and Learning Observation	Observation and assessment of the quality of teaching (academic staff)

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
ToR	Terms of Reference	Written framework setting out responsibilities, accountabilities and delegations
TPS	Teachers Pension Scheme	Pension scheme open to FE lecturing/academic staff
TUPE	Transfer of Undertakings (protection of Employment)	The TUPE Regulations preserve employees' terms and conditions when a business or undertaking, or part of one, is transferred to a new employer.
U		
UCAS	Universities and Colleges Admissions Services	Its main role is to operate the application process for British universities.
UCU	Universities and Colleges Union	UCU is the largest trade union and professional association for academics, lecturers, trainers, researchers and academic-related staff working in further and higher education throughout the UK.
UNISON		The public service union – nationally recognised union for support staff.
URN	Unique Reference Number	
UTC	University Technical College	Established under school academy regulations to provide vocational and technically focussed education for 14-19 year olds and often sponsored by Universities and Colleges
V		
VA	Value Added	Measure of extent of progress made by the student whilst at College, used to assess quality and outcomes.
VADT	Value Added, Distance Travelled	
Validation		Confirmation of the appropriateness of a programme and the standards met.
VfM	Value for Money	The National Audit Office (NAO) uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes: Economy: minimising the cost of resources used or required (inputs) – spending less ; Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well ; and Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely .
VLE	Virtual Learning Environment	The software and platform for e-learning (e.g. MOODLE)
VP	Vice Principal	
W		
WBL	Work Based Learning	Employment combined with training and achievement of recognised qualifications in the workplace

ACRONYM/ TERMS	STANDS FOR.....	MEANS.....
WLP	West London Principals Group	
WPES	Woodbridge Park Education Services	
WTC	West Thames College	
Y		
YPLA	Young People's Learning Agency	Government main funder 16-19 education from 2010-12. Replaced by EFA
YE	Year Ending	
YTD	Year to Date	

Annex 5: Accountability, Regulation and Intervention

Key Accountabilities

Corporation Board	The key internal accountability is to the college corporation. The corporation is responsible for the strategic oversight of the college and are guardians of public money, ensuring its effective and efficient use. As such, corporation boards should have the right mix of skills and experience to fulfill these responsibilities. They should be empowered to ask the difficult questions and to make sure they have the information and data they need to challenge and scrutinise the executive and hold the Principal and CEO to account. Governors must hold the senior leadership to account for delivering the College's mission and for ensuring that the College serves the needs of its learners, employers and communities.
Choice and Diversity	Colleges are accountable to their customer base, these being learners, employers and the wider community that the College serves.
Government Quality Assurance	Colleges are accountable that Government investment is directed towards meeting the key outcomes for publicly funded skills provision. This is achieved through inspection (Ofsted) and formal performance management measures.
Finance	Funding agencies provide funding to FE corporations through funding agreements that sets out certain conditions of funding. The college's funding agreement is available in the Governor Portal.
Intervention	<p>There are three triggers for intervention, these being:</p> <ul style="list-style-type: none"> • An inadequate Ofsted inspection grading • Failure to meet minimum standards of performance • An inadequate assessment for financial health <p>Where intervention occurs the FE Commissioner will review the position of the college and will advise the Minister of required actions to seek improvements. This could include changes to governance and or leadership.</p>

Regulation, Support and Intervention

The following sections set out how the corporation is regulated:

Charity Commission	<p>Corporations are exempt from registration with the Charity Commission, but the Commission plays a regulatory role in:</p> <ul style="list-style-type: none"> • Giving authority for certain activities, such as payments to governors. • Using investigation or other regulatory powers which the Secretary of State does not have, at the request of the Secretary of State. • Providing advice and guidance on charity law. <p>The relationship between DfE and the Charity Commission is set out in a memorandum of understanding.</p>
Department for Education	<p>The Department for Education (DfE) is responsible for education in England. This includes further and higher education, apprenticeships and wider skills. DfE regulates, supports and challenges the FE sector to ensure high standards of governance, education and training.</p> <p>Specific areas of DfE support include:</p>

	<ul style="list-style-type: none"> • Education & Training Foundation: funding for the development of governors, governance professionals, college leaders and teachers • Strategic Development Fund: grant programme that supports a change in facilities and provision to meet skills priorities across a local area and improve the local skills system <p>As part of its college oversight policy, DfE:</p> <ul style="list-style-type: none"> • holds annual strategic conversations with every college, providing support and challenge to leadership teams, and to college corporation boards, on their ambitions and plans • works with the FE Commissioner to support and intervene, in order to improve financial resilience and quality in colleges - the offer of active support to all colleges spans the existing range of support tools and products as well as the development of new ones <p>DfE may intervene where there is significant concern about a college. This may include escalating cases for assessment by the FE Commissioner. DfE will also take regulatory action if Ofsted rates a college's apprenticeship training as 'inadequate'.</p> <p>If DfE or ESFA has serious concerns about a college, consideration may be given to using statutory intervention to secure improvement, where the relevant statutory triggers are met. This includes, for example, where there is mismanagement, significant underperformance or a failure to adequately meet local needs.</p> <p>The Secretary of State for Education's intervention powers are set out in sections 56A and 56E of the Further and Higher Education Act 1992.</p> <p>Where statutory intervention is needed, the Secretary of State can do a range of things, including:</p> <ul style="list-style-type: none"> • remove or appoint governors • require a governing body to resolve to dissolve a corporation • direct the transfer of property, rights, and liabilities - for example a merger
Education Skills and Funding Agency	<p>Education, Skills and Funding Agency is an executive agency sponsored by DfE. Its key role is funding education and training for children, young people, and adults. ESFA is responsible for:</p> <ul style="list-style-type: none"> • allocation and payment of funding • administration of funding agreements • assurance, including financial reporting and audit requirements, monitoring the financial health of education institutions and overseeing the appropriate use of funds
Education and Training Foundation	<p>The Education and Training Foundation (ETF) is the expert body for professional development and standards in FE and training in England. Its role is to commission and deliver professional learning and development for governors, governance professionals, college leaders and teachers to meet sector needs. This includes leadership programmes for chairs and governance professionals, plus a governance development programme for governors.</p>
FE Commissioner	<p>The FE Commissioner is an independent adviser to ministers.</p>

	<p>The Commissioner works closely with colleagues in DfE and ESFA to support the national network of statutory further education providers and to help deliver high quality outcomes for learners. This includes ensuring colleges can access support and advice, as set out in College oversight: support and intervention, and identifying and sharing good practice in the sector.</p> <p>The Commissioner’s role is closely aligned with other agencies that also have a role in supporting improvement, including: the Education and Training Foundation, Institute for Apprenticeships and Technical Education, and Ofsted.</p> <p>There is a range of help and support tools available for all colleges, including:</p> <ul style="list-style-type: none"> • Active support: the Commissioner leads a team of deputies and advisers. They are all available to support continuous improvement at all stages. Corporations can request a discussion about the active support offered • National Leaders of Governance for further education: experienced college governors and governance professionals who provide peer-led mentoring and support to governing boards • National Leaders of Further Education: serving college senior leaders who provide peer-led mentoring and support to colleges <p>If there are any financial or quality issues, the Commissioner works with college corporations to help address these as early as possible. If necessary, the Commissioner will intervene to address significant challenges. This will be focused on making recommendations for improvement to corporation boards.</p> <p>The Commissioner does not have formal powers to direct a corporation. Responsibility for effectively carrying out those recommendations and for holding leadership teams to account remains with the corporation board. Where a corporation is already taking appropriate quality improvement action, the Commissioner can verify the approach and recommend measures to accelerate improvements. If necessary, the Commissioner can recommend:</p> <ul style="list-style-type: none"> • changes to board or executive leadership • improvement plans to be undertaken by the corporation • use of the Secretary of State’s intervention powers
Office for Students	<p>The Office for Students is the independent regulator for higher education in England.</p>
Ofsted	<p>The Office for Standards in Education, Children’s Services and Skills (Ofsted) is a non-ministerial government department responsible for inspecting and regulating services that:</p> <ul style="list-style-type: none"> • provide education and skills training • care for children and young people <p>Ofsted inspects and reports on the quality of education and training in FE and sixth-form colleges, including how well safeguarding and Prevent obligations are met. The principal areas assessed are:</p> <ul style="list-style-type: none"> • quality of education and training • behaviour and attitudes of learners • personal development of learners • leadership and management (including the role of governors)

	<p>Ofsted uses a four-point grading scale ranging from 'outstanding' to 'inadequate'. Inspections, which include interviews with governors, are carried out at varying intervals depending on a college's past performance.</p>
<p>Principal Regulator</p>	<p>Under the charity legal framework, the Secretary of State for Education is the principal regulator of FE corporations and sixth-form college corporations and has a statutory duty to promote compliance with charity law. The Secretary of State aims to:</p> <ul style="list-style-type: none"> • maintain and increase public trust and confidence in corporations • promote awareness and understanding of how colleges benefit the public • promote the effective use of corporations' resources • enhance the accountability of corporations to government, donors, beneficiaries and the general public <p>The Secretary of State may ask the Charity Commission to use its regulatory powers where there are serious concerns about a corporation.</p>