

**Subject:**

**Circular Number:**  
FE04/12 (updated)

**Further Education Code of Governance**

**Date of Issue:**  
13<sup>th</sup> December 2016

**Target Audience:**

- Governing Bodies of Further Education Colleges

**Summary of Contents:**

This Circular sets out the Code of Governance for Further Education Colleges.

**Enquiries:**

Any enquiries about the contents of this circular should be addressed to:

FE Corporate Governance and Accountability Branch  
Department for the Economy  
Adelaide House  
39 – 49 Adelaide Street  
BELFAST  
BT2 8FD

**Status of Contents:**

Information

**Related Documents:**

**Further Education  
(Northern Ireland) Order  
1997**

**Articles and Instrument  
of Government**

**Management  
Statement/Financial  
Memorandum**

**Guide for Governors**

**Audit Code**

**Superseded Documents:**  
**None**

**Expiry Date: N/A**

**E-mail:**  
fegovernance@economy-  
ni.gov.uk

## **Introduction**

1. This Code sets out the principles and provisions of governance in the Further Education sector. These form the framework for corporate governance and outline the responsibilities of the Governing Body. There is a supporting scheme of delegation which details the tasks and duties associated with each principle and provision. The Code and the attached scheme should be read together. The document as a whole is based on the regulatory framework and the relevant source documents are referenced in the scheme.

## **Further Education Code of Governance**

2. The Governing Body of a college is a body corporate appointed by the Minister to act on behalf of the Department to ensure the efficient and effective management of the college and to ensure it secures the provision of suitable and efficient education to its students in line with statutory obligations in respect of further education.
3. The purpose of corporate governance in further education is to ensure that the systems by which colleges are directed and controlled are operating effectively. The Governing Body must guide strategy within the government's priorities, and provide and exercise both a support and challenge function in respect of the Principal and the executive team. Individual Governing Body members should bring independence, objectivity, impartiality and expertise to both the decision making and challenge processes within the college.
3. A Governing Body is established in accordance with the Further Education (Northern Ireland) Order 1997 and it is subject to an Instrument and Articles of Government, a Management Statement/Financial Memorandum, an Audit Code, and other regulatory requirements. These documents (and the scheme of delegation drawn from these documents) provide a framework under which the Governing Body is required to operate.
4. Under the Further Education (Northern Ireland) Order 1997 the Governing Body is accountable to the Minister. The Principal is both the Chief Executive and Accounting Officer of the College. The Principal is accountable to the Governing Body and, in addition, is accountable to the Permanent Secretary of the Department for the Economy for all aspects of the college's expenditure of public funds.

5. The principal documents informing governance in the Further Education sector are as follows:

**The Further Education (Northern Ireland) Order 1997:** provides the statutory basis for further education in Northern Ireland. It establishes the role and powers of the Department and the Governing Body. In terms of governance, all other documents are subordinate to the Order and subject to its provisions.

**Articles of Government:** made under the powers of the Further Education (Northern Ireland) Order 1997, these Articles are legal requirements which govern the committee structure, the proceedings, and the duties of the Governing Body. They also determine the matters which are reserved to the Governing Body and those which can be delegated to the Principal.

**Instrument of Government:** made under the powers of the Further Education (Northern Ireland) Order 1997, the Instrument sets out the legal requirements concerning the composition of the Governing Body and its Committees, including arrangements for the appointment of members.

**Standing Orders:** made under the powers of the Articles, these may be procedural rules relating to the conduct of Governing Body business. These are internal to the college and are not subject to approval by the Department. They must be fully compliant with the Articles and Instrument and take account of all other regulatory documents.

**Management Statement/Financial Memorandum:** this sets out the terms and conditions under which the Department makes funding available to colleges. It defines the framework which helps ensure that the funds which are made available for further education are used effectively and efficiently and only used for the purpose for which they have been allocated. It also sets out the respective responsibilities of the Department and the College, especially with regard to the planning, budgeting and control of resources. It reflects the requirements of *Managing Public Money Northern Ireland*.

**Audit Code:** this is primarily to guide members of governing bodies, particularly those appointed to the Audit Committee, senior managers in colleges, and internal auditors. The guidance embodies the Department's requirements in relation to funds provided by the Northern Ireland Assembly and specifically the audit/risk assurance function. All colleges must comply with the Code.

**College Development Plan (CDP):** this is the annual strategic plan of the college. It is a requirement of the Further Education (Northern Ireland) Order 1997 that each college produces and implements a CDP. The CDP forms part of the annual strategic planning framework and includes financial forecasting data. It enables the Governing Body to make informed strategic decisions and manage its resources in accordance with its strategic priorities.

**Guide for Governors:** this is an information document which provides individual members of Governing Bodies with a general overview of the role of the Department, the Governing Body and the Colleges and their respective responsibilities as governors.

6. This **Code of Governance** summarises the principles and provisions of the governance arrangements, as set out in these documents and includes a scheme of delegation intended to clarify roles and responsibilities.

## **MAIN PRINCIPLES OF THE CODE**

### **Section A: Leadership**

A1: The Governing Body is responsible for securing the effective and efficient management of the college.

A2: The Governing Body should ensure the demarcation of responsibilities between the Governing Body and the college's executive, particularly the Principal, in line with the Articles of Government, the Management Statement/Financial Memorandum, and the Further Education (Northern Ireland) Order 1997.

A3: The chairperson is responsible for the leadership of the Governing Body and for its overall effectiveness.

A4: Governors should ensure that they are satisfied that the systems of corporate governance are fit for purpose and that they are able to fulfil their responsibilities as defined in the regulatory framework.

### **Section B: Performance and Effectiveness**

B1: There should be an appropriate balance of skills, experience, and knowledge to enable the Governing Body to discharge its duties effectively.

B2: The overall composition of the Governing Body is primarily a matter for the Economy Minister.

B3: In order to fulfil their role all members of the Governing Body should receive training appropriate to their specific role, if required.

B4: The Governing Body should be provided with information in a timely manner in a form and of a quality to enable it to discharge its duties.

B5: The Governing Body should undertake an annual evaluation of its collective performance as well as individual governor performance against personal objectives.

## **Section C: Accountability**

C1: The Governing Body must ensure the proper use of public money.

C2: The Governing Body is responsible for determining the nature and extent of the risks it is willing to take in the achievement of its strategic objectives. The Governing Body must ensure that the systems of risk management and internal control in the college are fit for purpose.

C3: The Governing Body must ensure its structures and processes for audit and corporate reporting are fit for purpose and comply with statutory and regulatory requirements.

C4: The Principal is answerable to the Governing Body and, separately, to the Department in respect of his or her role as Accounting Officer.

## **Section D: Relations with Stakeholders**

D1: The Governing Body is responsible for ensuring that there is constructive dialogue with the Department, the community and businesses which the college serves, and with other educational institutions.

## **SECTION A: LEADERSHIP**

### **A.1: The role of the Governing Body**

#### **Main Principles**

The Governing Body is responsible for securing the effective and efficient management of the college.

#### **Supporting Principles**

The Governing Body has responsibility for establishing the mission of the college.

The Governing Body has responsibility for implementing the strategy and policies for the sector which are established by the Minister.

The Governing Body has responsibility for setting the strategic direction of the college and for maintaining strategic oversight

The Governing Body is responsible for the overall performance of the college.

The Governing Body is responsible for the assessment of the performance of the Principal.

#### **Code Provisions**

A1.1 The Governing Body must ensure compliance with the statutes, ordinances, and provisions that form the College's governance, regulatory, and accountability framework, and with the Articles and Instrument of Government of the College.

A1.2 The Governing Body should establish systems and processes in order for it to discharge its duties effectively. It should ensure that these systems and processes adhere to the requirements of the Further Education (Northern Ireland) Order 1997, Articles and Instrument of Government, Management Statement/Financial Memorandum, and Audit Code.

A1.3 The Governing Body must agree policies and strategies within the government's priorities and ensure that it has objective and effective means of monitoring progress towards their achievement.

A1.4 The Governing Body must have formal procedures in place for the regular appraisal of the Principal's performance. The chair should take a leading role in agreeing the Principal's annual targets. The appraisal of the Principal will be carried out through a performance review and management scheme.

A1.5 The Governing Body must submit a College Development Plan (CDP) to the Department each financial year in accordance with section 20 of the Further Education (Northern Ireland) Order 1997 and as determined by the Department. The development plan should provide for medium and long term strategic objectives. Through the CDP the college will commit to deliver agreed levels of provision and will be funded accordingly. It is the responsibility of the Governing Body to ensure that the college meets the targets established through the CDP process.

## **A.2: Division of Responsibilities**

### **Main Principle**

The Governing Body should ensure the demarcation of responsibilities between the Governing Body and the college's executive, particularly the Principal, is in line with the Articles of Government, the Management Statement/Financial Memorandum, and the Further Education (Northern Ireland) Order 1997.

### **Code Provisions**

A2.1 It is the responsibility of the Governing Body to ensure that it is able to discharge its specific responsibilities under the Further Education (Northern Ireland) Order 1997, Articles and Instrument of Government, Management Statement/Financial Memorandum, and Audit Code through its relationship with the college executive. The Governing Body should ensure that it holds the Principal to account in respect of his or her delegated responsibilities.

## **A.3: Role of the Chairperson**

### **Main Principle**

The chairperson is responsible for the leadership of the Governing Body and for its overall effectiveness.

## **Code Provisions**

- A.3.1 The chairperson is responsible for setting the agenda of the Governing Body and for ensuring that the Governing Body maintains a focus on its key responsibilities.
- A.3.2 The chairperson should promote a relationship between the Governing Body and the executive, and the Governing Body and the Department that is constructive, positive and based on mutual trust.
- A.3.3 The chairperson should promote effective relationships within the Governing Body.
- A.3.4 The chairperson should ensure that the Governing Body acts as a collective entity and has full corporate ownership of its decisions.

## **A.4: Role of Governors**

### **Main Principle**

Governors should ensure that they are satisfied that the systems of corporate governance are fit for purpose and that they are able to fulfil their responsibilities as defined in the regulatory framework.

### **Supporting Principles**

Governors should use their skills and experience to contribute to establishing the strategic direction of the college.

Governors should use their skills and experience to scrutinise proposals from the Principal on the educational nature and mission of the college.

## **Code Provisions**

- A4.1 The Governing Body must ensure that key positions on the Governing Body are held by suitably qualified members in accordance with the Further Education (Northern Ireland) Order 1997, the Articles and Instrument of Government, the Management Statement/Financial Memorandum, and the Audit Code.
- A4.2 Governors must demonstrate leadership by adhering to the principles of public life.

A4.3 Governors should support the college executive as appropriate.

A4.4 Governors should hold the college executive to account and satisfy themselves that the systems of financial control and risk management are fit for purpose and meet the Department's requirements.

## **SECTION B: PERFORMANCE AND EFFECTIVENESS**

### **B.1: The Composition of the Governing Body**

#### **Main Principle**

There should be an appropriate balance of skills, experience, and knowledge to enable the Governing Body to discharge its duties effectively.

#### **Code Provisions**

- B1.1 Governors should be appointed in accordance with the Further Education (Northern Ireland) Order 1997 and the Instrument for Government. Co-option should be used in order to fill specific skills gaps on the Governing Body.
- B1.2 Governors may serve a maximum of two four year terms, in accordance with the Instrument of Government and the Code of Practice of the Commissioner for Public Appointments in Northern Ireland.

### **B.2: Appointments to the Governing Body**

#### **Main Principle**

The appointment of members to the Governing Body is a matter for the Minister and should be conducted by a formal, rigorous and transparent procedure.

#### **Code Provision**

- B2.1 The Minister will appoint members to the Governing Body in accordance with the Code of Practice of the Commissioner for Public Appointments in Northern Ireland.

### **B.3: Training and Development**

#### **Main Principle**

In order to fulfil their role all members of the Governing Body should receive training appropriate to their specific role.

## **Code Provision**

B3.1 All Governing Body members should receive induction training and be provided with opportunities for other training as necessary. The chairperson is responsible for ensuring that members keep their skills and knowledge up to date.

## **B.4: Information and Support**

### **Main Principle**

The Governing Body should be provided with information in a timely manner in a form and of a quality to enable it to discharge its duties.

## **Code Provision**

B4.1 The chairperson is responsible for ensuring that members receive adequate and timely information. The principal is responsible for providing information to the Governing Body. The chairperson and principal are jointly responsible for ensuring effective communication arrangements between the Governing Body and the executive.

## **B.5: Evaluation and Assessment**

### **Main Principle**

The Governing Body should undertake an annual evaluation of its collective performance as well as individual governor performance.

### **Supporting principle**

The performance of each member, including the chairperson, should be individually assessed on an annual basis.

Any re-appointment of governors and chairs will be dependent on evidence of satisfactory performance, in addition to other considerations.

## **Code Provisions**

B5.1 The Governing Body should develop a self-assessment process to monitor its own performance and identify any performance issues on an ongoing basis.

- B5.2 The chairperson is responsible for the annual assessment of the performance of each member, including the vice-chairperson but excluding the principal, who is assessed by the Governing Body as a whole.
- B5.3 The chairperson is responsible for acting upon the results of the annual performance assessment of both the Governing Body overall and individual members.
- B5.4 The Department is responsible for the annual assessment of the performance of the chairperson.
- B.5.5 The College's overall performance, including its delivery of the CDP, will be taken into account when assessing the collective performance of the Governing Body.

## **SECTION C: ACCOUNTABILITY**

### **C.1 Financial and Business Reporting**

#### **Main Principle**

The Governing Body must ensure the proper use of public money.

#### **Supporting Principle**

The Governing Body is required to ensure that funding from the Department is only used in support of activities permitted by Further Education (Northern Ireland) Order 1997 and in accordance with the terms of Management Statement/Financial Memorandum, and other Departmental conditions.

The Governing Body is required to comply with the accountability framework set out by the Department in the Management Statement/Financial Memorandum, the Audit Code, and any other relevant directives issued by the Department.

#### **Code Provisions**

- C1.1 The Governing Body must ensure that value for money is obtained for college expenditure. The college must adhere to all public sector purchasing and procurement requirements. The Governing Body should approve the college's purchasing procedures which should comply with NI Public Procurement Policy

(NIPPP). The Governing Body must ensure that proper procurement procedures are followed where goods or services are obtained to support its activities.

- C1.2 The Governing Body is required to keep proper accounts and proper records in relation to accounts under section 19 of the Further Education (Northern Ireland) Order 1997. These must be submitted to the Department and the Comptroller and Auditor General. They should be prepared in accordance with the terms of the Accounts Direction and Management Statement/Financial Memorandum.
- C1.3 In accordance with section 15(3) of the Further Education (Northern Ireland) Order 1997 and the Management Statement/Financial Memorandum, the Governing Body shall not, without the prior written consent of the Department, borrow money from any source, give any guarantee or indemnity or create any trust or security over or in respect of any of its property.

## **C.2 Risk Management and Internal Control**

### **Main Principle**

The Governing Body is responsible for determining the nature and extent of the risks it is willing to take in the achievement of its strategic objectives. The Governing Body must ensure that the systems of risk management and internal control in the college are fit for purpose.

### **Code Provisions**

- C2.1 Systems of internal control must comply with the Management Statement/Financial Memorandum.
- C2.2 The Audit Committee should submit reports to the full Governing Body (copied to the Department) at a minimum of four times a year on the adequacy of the college's internal control systems.
- C2.3 The Principal is required to make an annual Governance Statement to the Department to accompany the accounts, and to provide the Department with a bi-annual assurance statement.
- C2.4 The Principal must report all fraud (including proven, suspected, or attempted) to the Department. The Department, the Governing Body and the Principal are responsible for investigating disclosures in accordance with their whistleblowing procedures.

### **C.3 Audit Committee and Auditors**

#### **Main Principle**

The Governing Body must ensure its structures and processes for audit and corporate reporting are fit for purpose and comply with statutory and regulatory requirements.

#### **Code Provisions**

- C3.1 The Governing Body must establish an Audit Committee in accordance with the Further Education (Northern Ireland) Order 1997, the Articles of Government, and comply with the terms of the Audit Code.
- C3.2 The Governing Body must provide for internal audit arrangements as required by the Department.
- C3.3 The Governing Body must co-operate with and facilitate the Comptroller and Auditor General in the statutory external audit of the college's statement of accounts.

### **C4 Accounting Officer responsibilities**

#### **Main Principle**

The Principal is answerable to the Governing Body and, separately, to the Department in respect of his or her role as Accounting Officer.

#### **Supporting Principle**

The Governing Body must support the Principal in the discharge of his or her duties as Accounting Officer.

#### **Code Provisions**

- C4.1 The Principal must fulfil the responsibilities outlined in the letter of appointment as Accounting Officer, Managing Public Money (NI), and the Management Statement/Financial Memorandum. As Accounting Officer, the Principal is responsible to the Department for the proper stewardship of expenditure by the Governing Body.

C4.2 The Governing Body must recognise the role of the Principal as Accounting Officer and his or her dual accountability to the Governing Body and the Permanent Secretary of the Department.

## **SECTION D: RELATIONS WITH STAKEHOLDERS**

### **D.1 Dialogue with stakeholders**

#### **Main principle**

The Governing Body is responsible for ensuring that there is constructive dialogue with the Department, the community and businesses which the college serves, and with other educational institutions.

#### **Code Provisions**

- D1.1 The Governing Body must ensure that the college deals with the Department in an open, transparent, and constructive manner.
- D1.2 The Governing Body must ensure that the college builds links with businesses and the community and provides services which meet their needs.
- D1.3 The Governing Body must ensure that the college builds links with other educational institutions.

<b>Section A: Leadership</b>			
<b>A1: The role of the Governing Body</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>A1</b>	Secure the efficient and effective management of college activities and property (FEO)	Organisation, direction and management of college (Art)	Pay grants, loans and other payments to the Governing Body under Article 5 of the Further Education Order (FEO)
	Maintain strategic oversight of college activities	Implement decisions of Governing Body (provided there is no conflict with his or her responsibilities as Accounting Officer)	Determine the strategic direction of the Further Education sector, including policies, priorities, and targets
	Determine mission of college (Art)	Make proposals to Governing Body about educational nature and mission of the college. (Art)	
		Provide leadership to college staff (Art)	
			Provide capital funding to colleges.
<b>A1.1</b>	Establish an Audit Committee and a Finance and General Purposes Committee (Art)		
	Establish other committees as appropriate and in line with the Articles for Government (Art)		
		Development of the curriculum (Art)	
	Determine college policy on issues relating to persons with a disability and publish a disability statement (FEO)	Take account of the provisions of the Special Educational Needs and Disability Order (SENDO) Code of Practice for students with a learning difficulty and / or disability	
	Ensure an effective human resource framework is in place to meet all legislative requirements.	Have due regard for all legislative requirements placed upon the college to ensure fair and equal treatment of staff and students	
	Approve disciplinary code for staff	Implement disciplinary code.	

**Abbreviations:**

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

	setting out a code of conduct and procedures to be followed should the code be breached (Art)		
		Make arrangements for the admission, assessment and examination of students (Art)	
	Determine tuition and other fees payable to the college, subject to conditions specified by the Department (Art)		
		Maintain auditable trail of student enrolment, attendance and achievement.	
	Determine size and structure of the college's staffing complement in order to deliver its mission and maintain the character of the college (Art)	Employ staff in such numbers and such grades as necessary to meet statutory obligations, fulfil the directions of the Governing Body, and having due regard to the principles of economy, efficiency and effectiveness	
	Approve the arrangements for the appointment, promotion, discipline, conduct, and grievance of staff, other than senior staff (Art)	Implement the appointment, promotion and discipline framework established by Governing Body (Art)	
	Approve a framework for the pay and conditions of service of staff, other than senior staff, and arrange for the negotiation of such with the recognised representatives of such staff. (Art)	Implement the pay and conditions of service framework established by Governing Body; Advise Governing Body about pay and conditions framework established for staff. (Art)	Approve pay awards for staff (in conjunction with DoF) under public sector pay policy arrangements (MS/FM)
	Appointment, discipline, conduct, grievance, suspension and dismissal of senior staff (Art)	Support and advise the Governing Body on the appointment, discipline, conduct, grievance, suspension and dismissal of senior staff, with the exception of the Principal.	
	Setting the pay and conditions of service		Approve terms and conditions of senior

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

	of senior staff, other than to a body established for the purposes of negotiating the pay and conditions of service of senior staff on behalf of colleges generally. (Art)		staff (and other staff as the Department may direct).
	Ensure there is an efficient and effective appraisal system for all staff (Art)	Implement appraisal system	
	Determine whether there will be a redundancy programme on the basis of management proposals (Art)	Present a case for redundancies to the Governing Body if necessary. (Art)	
	Draw up procedures for the dismissal of staff on the grounds of redundancy and for appeals by staff dismissed on such grounds (Art)	Implement Governing Body procedures for the dismissal on the grounds of redundancy.	
		Prepare programmes of staff development (Art)	
	Appoint a secretary to the Governing Body (Inst)	Advise Governing Body about pay and conditions framework established for college non-teaching staff; and ensure that college recruitment policies are followed by the Governing Body when appointing a secretary.	
	Hear and adjudicate on appeals from students who have been suspended or expelled. (Art)	Maintenance of student discipline and for the suspension and / or expulsion of students (Art)	
	Approve constitution of Students' Union (Art)		
	Consider the provision of financial support to the College's Students' Union and, if appropriate, receive audited accounts annually. (Art)	Ensure the College's Students' Union is representative of the student body and has a constitution approved by the Governing Body.	
<b>A1.2</b>	Establish appropriate systems and processes		

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

<b>A1.3</b>	Monitor the quality and performance of the college	Ensure the quality and performance of the college, especially with regard to academic provision (Art)	Manage system of health checks and college performance against KPIs
<b>A1.4</b>	Evaluate the performance of the Principal in line with agreed appraisal system.		
<b>A1.5</b>	Approve the draft College Development Plan	Prepare draft CDP on the basis of the Department's targets, objectives, policies and priorities for the sector, and the expected level of resources.	Approve College Development Plan in accordance with targets, objectives, policies and priorities for the sector.
	Approve Annual Report (MS/FM)	Prepare Annual Report (MS/FM)	Receive Annual Report (MS/FM) Lay annual report and accounts of each college at the Assembly
<b>A2: Division of Responsibilities</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>A2</b>	Ensure the demarcation of responsibilities of the Governing Body and the Executive in line with the regulatory framework		
<b>A2.1</b>	The chairperson should ensure that the delegation of functions is observed.		

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

<b>A3: Role of the Chairperson</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>A3</b>	Chairperson is responsible for the leadership and effectiveness of the Governing Body		
<b>A3.1</b>	Chairperson should set the agenda for meetings of the Governing Body.	Inform and assist the chairman in setting the agenda for meetings of the Governing Body.	
	Chairperson is responsible for the performance of the Governing Body.		
<b>A3.2</b>	Chairperson should promote relationships between the Governing Body and the Department and the Governing Body and the Executive that are constructive, positive, and based on mutual trust.		
<b>A3.3</b>	Chairperson should promote effective relationships within the Governing Body.		
<b>A3.4</b>	Chairperson must ensure that the Governing Body acts as a collective entity and has full corporate ownership of all decisions it makes.		
<b>A4: Role of Governors</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>A4</b>			
<b>A4.1</b>	Appoint suitably qualified governors to key positions.		
<b>A4.2</b>	Adhere to principles of public life		
<b>A4.3</b>	Provide support to the college executive where appropriate		
<b>A4.4</b>	Constructively challenge the executive of		

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

	the college and hold it to account in respect of its responsibilities.		
--	--	--	--

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

**Section B: Performance and Effectiveness**

**B1: The composition of the Governing Body**

	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>B1</b>	Identify skills gaps in the Governing Body and liaise with the Department regarding steps to address them.		Develop and maintain a knowledge and skills matrix and a competence framework for use by the Governing Body.
<b>B1.1</b>	Recommend candidates to the Department for appointment as co-optees.		Make appointments to the Governing Body.
<b>B1.2</b>			Make re-appointments to the Governing Body depending upon satisfactory performance and other considerations and in accordance with the CPANI Code of Practice.

**B2: Appointments to the Governing Body**

	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>B2</b>			Appoint members of the Governing Body and appoint the Chair of the Governing Body (Inst).
<b>B2.1</b>			Run public appointment competitions as and when necessary in accordance with the CPANI code of practice.
			Appoint staff, student, and co-opted members upon receipt of recommendations from Governing Bodies.

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

<b>B3: Training and Development</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>B3</b>	Ensure that governors have requisite information and are given opportunities to acquire and update their knowledge and skills (Art)		Arrange induction training for all members of the Governing Body.
<b>B4: Information and Support</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>B4</b>		Provide members of the Governing Body with sufficient information in order to enable them to perform their role (Art)	
<b>B5: Evaluation and Assessment</b>			
	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>B5.1</b>	Develop self-assessment process to monitor own performance		Advise Governing Bodies of best practice on self assessment.
<b>B5.2</b>	Chair assesses the performance of each governor (excluding the principal) annually		Ensure that the performance of each member is assessed annually.
<b>B5.3</b>	Chairperson should ensure that unsatisfactory performance is recorded, monitored, and reported to the Department. The chair should draw up proposals to address unsatisfactory performance, where necessary.		
<b>B5.4</b>			Evaluate performance of the chair on the basis of agreed criteria.

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

**Section C: Accountability**

Please refer to FE Order, Articles and Instrument of Government, MS/FM, Chapter 6 of Audit Code, Accounts Direction and any relevant guidance issued by DoF.

**Abbreviations:**

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office

**Section D: Relations with Stakeholders**

**D1: Dialogue with stakeholders**

	<b>Governing Body</b>	<b>Principal</b>	<b>Department</b>
<b>D1.1</b>	Maintain effective channels of communication with Departmental officials.	Maintain effective channels of communication with Departmental officials.	Respond to correspondence from Governing Bodies in a timely fashion.
<b>D1.2</b>	Ensure the college establishes links with businesses and the community.	Establish links with businesses and the community.	
<b>D1.3</b>	Ensure the college establishes links with other educational institutions.	Establish links with other educational institutions.	

Abbreviations:

FEO – Further Education Order; Art – Articles of Government; Inst – Instrument of Government; MS/FM – Management Statement/Financial Memorandum; DoF – Department of Finance; NIAO – Northern Ireland Audit Office