

Governor Recruitment

Information Pack

June 2017

Dear Prospective Governor

First let me thank you for your interest in becoming a Brooklands College Governor. I am currently Chair of the Governors and have been involved with the college since 2007 and I have found this experience both extremely interesting and personally rewarding.

The College values the work of the Governors, which is essential to its effective running. Our role is to ensure that the college provide an optimum learning experience for all students and to support the college staff in achieving this.

The Governing Body, alongside the senior management team, ensures the College progresses its strategic aims whilst maintaining financial stability. The College does this through a committee structure where it meets with the senior management to set standards for and monitor the College's performance and planning.

My fellow Governors and I are all volunteers and have significant professional, business or community experience. We use this experience and knowledge to inform the governing body's collective decision-making through the range of committees we attend.

When looking for new Governors we always seek to widen our knowledge and skills base and welcome people from varied sectors of the community with a diverse experience base to further enrich the college's competencies. Being a College Governor provides useful expertise for other aspects of business or community life and you will receive practical training relevant for your role. The 'Associate' programme we run also gives you the opportunity to gain governor experience before joining the governing body completely.

Staff and students also have their own governors whom they elect. The day-to-day governance business of the College is managed by the clerk to the governors, whose autonomy from the college management structure assures our independence.

I hope you will find the information in this pack helpful. If you feel that you meet the requirements of the person specification we will be very pleased to hear from you either through an application or if an informal discussion about this most rewarding of roles would be helpful, please do not hesitate to contact myself or Josephine Carr, Clerk to the Governors, 01932 797822.

Jerry Tapp
Chair of Governors

Introduction

Our Governing Body members come from a wide variety of backgrounds and have different skills to offer the College as a whole. A good governing body reflects the community it serves, thriving on diversity and bringing together a wide range of people with different personalities, backgrounds, skills and experience. Governors may come with significant professional, business, community or educational experience. They may have expertise in a field relevant to the business of the College. As important, Governors should be able to contribute ideas, share knowledge and skills, and contribute to a thinking effective board room.

Generally, Governors are recruited in the role of Associate in the first instance. This enables a period of training and familiarisation. Associates attend full Governing Body and committees, voting at committee meetings but not at the Governing Body until appointed a full member of that body. Associates are generally recruited and reappointed for one year terms of office. The term of office for full Governors is four years and Governors may be re-appointed for a further term.

A full role description and person specification is at page 5 of this pack. We are seeking to appoint Associate Governors with the generic competencies set out in the specification.

The commitment

These are voluntary roles

The Governing Body has at least four scheduled meetings a year. It is supported by a number of sub committees which provide detailed and focused support to the College on key aspects of its business. There are currently six committees which each meet around three to four times a year. Both governing body and sub-committee meetings are generally held between 8.00 and 10.30/11.00 in the morning, with a smaller number later in the afternoon to tie in with evening College events or training sessions for governors.

On average an Associate or full Governor would be expected to attend around 6 to 9 meetings of two to three hours duration per year. In addition there would be about six College events such as graduations. Attendance at these is shared by the Governors. Participation in self-assessment and collective assessment of the performance of the Governing Body as a whole is also an important part of the role.

The Governing Body

The Governing Body comprises twelve independent governors, two staff governors, two student governors and the Principal who is also the chief executive officer.

In summary, the Governing Body, through its work to set and monitor levels of performance, ensures that the College functions well. The Governing Body is responsible for the quality of the service to its students and their welfare, for the financial health of the College, for the proper use of public funds and for ensuring effective management.

The legal basis for the Governing Body's constitution and the way in which it operates is set out in the Instrument and Articles and standing orders. The Articles formally state the role of the Governing Body:

- a. the determination and periodic review of the educational character and mission of the College and the oversight of its activities;
- b. publishing arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
- c. approving the quality strategy of the College;
- d. the effective and efficient use of resources, the solvency of the institution and the Corporation and safeguarding their assets; approving annual estimates of income and expenditure;

- e. the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, setting a framework for the pay and conditions of service of all other staff.

The Governing Body is also responsible for monitoring its own performance to ensure it operates to a high standard, and will carry out a regular review of all aspects of its work and operation.

Voluntary members of the Governing Body may be compared with non-executive directors of a board of a public company or public sector organisations such as NHS Trusts. A college's Governing Body may give an account of its activities to its local community but is not accountable in the way a public company board is to its shareholders.

The sub Committees

The Resources Committee

The Resources Committee is responsible for ensuring the viability of the College through management of the College's funds.

The Audit Committee

The Audit Committee monitors and assesses the controls of the College, has responsibility for internal and external audit and ensures that the College is operating at appropriate levels of risk.

Curriculum and Performance Review Committee

The Curriculum and Performance Review Committee is particularly concerned with that responsibility of the Governing Body which is the determination of the educational character and mission of the College and oversight of its activities in relation to the curriculum and quality of performance.

Planning, Remuneration and Governance Committee

The Committee is responsible for setting out the process for developing and agreeing the strategic plan. It advises on the remuneration of senior post holders and the clerk to the governing body. It is also responsible for devising, implementing and monitoring the governance structure for the College. It is also responsible for filling vacancies on the governing body and nominating candidates for the approval of the Governing Body.

Capital Strategy Committee

This Committee is responsible for considering key issues relating to the management of the College's capital assets and its estate.

Role Description

Role title: Governor (voluntary role)

Responsible to: The Chair and the full Governing Body

Time commitment: Around six to nine formal meetings a year, plus the opportunity to attend other formal and informal College meetings and events as part of a process of engagement with the College, students and staff.

Role purpose:

The role of a Governor and the Governing Body is concerned with setting strategy and monitoring levels of performance to ensure that Brooklands College its objectives. The role of the Governor is concerned with oversight. Day to day responsibility for management rests with the Principal/Chief Executive Officer.

Main duties and responsibilities

1. To play an active role in the high level strategic planning process of the College by contributing to:
 - a. the development of the College's mission, vision and educational character;
 - b. the development of strategic priorities;
 - c. the setting of measurable targets to establish and monitor expected levels of performance;
 - d. monitoring the development and implementation of improvement plans to address areas of weakness;
 - e. monitoring the financial performance of the College.
2. To play an active role in one or more of the Governing Body's sub Committees overseeing planning, remuneration, governance, curriculum, financial, human and physical resources and audit.
3. To comply with the provisions of the following documents as they apply to the role of members of the governing body:
 - a. Instrument and articles of government;
 - b. Funding agency financial agreements;
 - c. Governing body code of conduct;
 - d. College financial regulations and financial procedures.
4. To play an appropriate leadership role in respect of regulatory requirements in the sector, participating in meetings and inspections where appropriate and monitoring the implementation of recommendations.
5. To act in the best interests of the Governing Body and to support decisions of the governing body and the committees of the Governing Body once they have been reached on the basis of collective responsibility.
6. To meet the commitment of attending meetings of the Governing Body and the apposite Committees of the Governing Body.
7. To attend College events in order to gain an understanding and appreciation of the work of the college, and to meet students and staff.
8. To participate in Governor appraisal, self-assessment and training.
9. To comply with the seven Nolan principles of public life.

Person Specification

Criteria		Essential/ Desirable	How assessed
Education and Qualifications	There are no formal qualifications for the roles, although when the College is seeking to recruit governors with skills in particular areas, such as specialist knowledge in the delivery of further and higher education, a qualification or equivalent experience may be helpful. For the vacancies we currently have for governors with financial or audit experience, see Annex A to this document.	D	A
Knowledge and Skills	A commitment to education and the ability to demonstrate an understanding of life-long learning and the role of the College in improving the region's skill base.	E	A I
	For vacancies for governors with previous experience in higher/further education: <ul style="list-style-type: none"> • Experience of higher education quality systems • Experience of working with partners in industry • Higher education/further education partnership experience 	E	AI
	The ability to assist in strengthening the links of the College with its business and local communities.	E	A I
	Interpersonal and team skills: the ability to work positively with others, to challenge and debate whilst maintaining a constructive atmosphere	E	A I
	Communication skills and the ability to influence: to be able to express ideas clearly and actively listen to other views	E	A I
	Planning and organisational skills: to be able to establish quickly an effective course of action for self and others with realistic performance measures	E	A I
	Strategic perspective: to be able to develop a broad based view of issues and events and perceive their long term impact. To be visionary and share the vision for the College's future.	E	A I
	Ability to demonstrate an understanding of the principles of good governance, the responsibilities of a governor, and standard of conduct in public life.	E	A I
	Previous experience in a non-executive or advisory capacity	D	A
Personal attributes and competencies	A dedication to acting openly, honestly and with integrity, in accordance with the College Governors code of conduct and the Nolan principles of standards in public life.	E	I
	To act with determination and drive and to be able to create the energy and enthusiasm to be effective. To have the tenacity to overcome obstacles.	E	I
	To be able to demonstrate behaviour and skills which motivate others to achieve – to inspire others to achieve.	E	I
	To respect the views of others.	E	I

Key: A = Application; I = Interview

Annex A

Specification of experience and knowledge for governors applying for finance or audit roles

Finance

1. ACA or FCA (Institute of Chartered Accountants) qualified or alternatively a ACCA/FCCA.
2. Experience of financial performance reviews at board or senior management level
3. Knowledge of recommended accounting standards pertaining to charities
4. Experience of internal controls and internal/external audit programs and liaising with audit companies.
5. Experience of overseeing building projects would also be an advantage.

Audit

1. A qualified Internal Auditor (Fellow of the Chartered Institute of Internal Auditors).
2. A good understanding of the relationship between reviewers and the reviewed.
3. Practical experience of audit management, auditing issues and a good understanding of what internal audit should be able to provide.
4. Practical experience of working alongside External Audit
5. Understanding of the workings of Audit Committees and what an effective committee should look like.
6. Understanding of Risk Management and Governance issues.

Further information

Further information on the legislative framework governing Brooklands College and its plans for the future refer to our website <http://www.brooklands.ac.uk>

For an informal discussion with the clerk to the governing body please contact Josephine Carr, Clerk to the Governing Body on 01932 797822 or by e-mail at: Josephine.Carr@brooklands.ac.uk

Application Process

If you wish to express an interest in becoming a Governor at Brooklands College you should forward a letter of application setting out your interest and how you meet the criteria (maximum two sides A4) and curriculum vitae by post or e mail to:

Josephine Carr
Clerk to the Governing Body
Brooklands College
Weybridge
Surrey
KT 13 8TT

E mail: Josephine.Carr@brooklands.ac.uk