



HOPWOOD HALL COLLEGE FURTHER EDUCATION CORPORATION

CODE OF CONDUCT

FOR CORPORATION MEMBERS

(Updated & Approved by the Corporation Board on 10 October 2019)
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1. INTRODUCTION

- 1.1 This Code is intended as a guide, to indicate the standards of conduct and accountability which are expected of Corporation Members, to enable them to understand their legal and ethical duties and to assist them both in carrying out those duties and in their relationship with the Corporation Board and Principal as the Chief Executive. This Code therefore is aimed at promoting effective, well informed and accountable college governance, and is not intended to be a definitive or authoritative statement of the law or good practice.
- 1.2 In addition to this Code, Corporation Members are recommended to familiarise themselves with the source documents listed in the Schedule.
- 1.3 If a Corporation Member is in doubt about the provisions of this Code or any of the source documents, the Clerk should be consulted and, if necessary, professional advice should be obtained. However, ultimate responsibility for the appropriateness of conduct as a Corporation Member of the College and for any act or omission in that capacity rests with the individual Corporation Member.
- 1.4 This Code applies to every Committee or Working Party of the Corporation and to every subsidiary company or joint venture of the College to which Corporation Members may be appointed.
- 1.5 By accepting appointment to the Corporation Board, each Corporation Member agrees to accept the provisions of this Code.

2. INTERPRETATION

In this Code:

- 2.1 'Agency' means the Education & Skills Funding Agency or any successor body;
- 2.2 'GMCA' means the Greater Manchester Combined Authority;
- 2.3 'OfS' means the Office for Students
- 2.4 'College' means Hopwood Hall Further Education College;
- 2.5 'College Mission Statement' means the mission statement as may be agreed by the Corporation Board from time to time;
- 2.6 'Corporation Board' means the Further Education Corporation which was established under the Further & Higher Education Act 1992 for the purpose of conducting the College;
- 2.7 'Corporation Member', 'Chair', 'Principal' and 'Clerk' mean respectively the Member of the College Corporation, the Chair of the Corporation, the Principal of the College and the Clerk of the Corporation;
- 2.8 'DfE' means the Department for Education;
- 2.9 all other definitions have the same meanings as given in the College's Instrument and Articles of Government; and
- 2.10 words importing one gender import any gender.

3. AIMS AND VALUES

- 3.1 The College Mission Statement together with the corporate objectives of the College agreed by the Corporation Board from time to time seek to encapsulate the core purposes and aims of the College. Corporation Members, should have due regard to these purposes and aims when conducting the business of the Corporation Board and considering the activities and proposed activities of the College.
- 3.2 The Corporation Board recognises its obligations to all those with whom it and/or the College have dealings, including students, employees, suppliers, other educational institutions and the wider community. In particular, the Corporation Board is committed to combating any discrimination within the College on the grounds of race, ethnic or national origin, religion, belief, age, disability, gender or sexuality.
- 3.3 The Corporation Board is also committed to ensuring that it conducts its business in accordance with the highest ethical standards as set out in more detail in this Code.

4. DUTIES

- 4.1 Corporation Members owe a fiduciary duty to the College. This means that they should show it the highest loyalty and act in good faith in its best interests. Each Corporation Member should act honestly, diligently and (subject to the provisions appearing in paragraph 10 of this Code relating to collective responsibility) independently. The actions of Corporation Members should promote and protect the good reputation of the College and the trust and confidence of those with whom it deals.
- 4.2 Decisions taken by Corporation Members at meetings of the Corporation Board and its Committees must not be for any improper purpose or personal motive. Decisions taken must always be for the benefit of the College, its students and staff and other users of the College and must be taken with a view to safeguarding public funds. Accordingly, Corporation Members must not be bound in their speaking and voting by mandates given to them by other bodies or persons.
- 4.3 Corporation Members must observe the provisions of the College's Instrument and Articles of Government and in particular the responsibilities given to the Corporation Board by the College's Articles of Government. Those responsibilities, including a list of non-delegable responsibilities, are set out in Appendix 3.
- 4.4 Corporation Members should comply with the Standing Orders and terms of reference of the Corporation Board and its Committees to ensure that the Corporation Board conducts itself in an orderly, fair, open and transparent manner. Corporation Members must keep those Standing Orders and terms of reference under periodic review.
- 4.5 Corporation Members should also have regard to the different, but complementary, responsibilities given to the Principal as the College's Chief Executive. The responsibilities given to the Principal by the College's Articles of Government are set out in Appendix 4. Whereas it is the function of the Corporation Board to decide strategic policy and overall direction and to monitor the performance of the Principal and any other designated Senior Postholders, it is the Principal's role to implement decisions of the Corporation Board, and to manage the College's affairs within the budgets and framework fixed by the Corporation Board. Corporation Members should work together so that the Corporation Board and the Principal as Chief Executive perform their respective roles effectively.
- 4.6 Corporation Members should refer to the Clerk for advice relating to the governance functions which are set out in Appendix 4 and have regard to the Clerk's independent advisory role.

5. STATUTORY ACCOUNTABILITY

- 5.1 Corporation Members are collectively responsible for observing the duties set out in the Financial Memorandum which the College has entered into with the Agency and the GMCA as a condition of receiving public funds. Although the Agency is the main provider of funds to the College, Corporation Members should note that they are also responsible for the proper use of income derived from other sources, such as the GMCA, Office for Students (OfS), tuition fees, student bursaries, commercial activity and the European Union (EU) and for the control and monitoring of expenditure of such income, in order to meet the requirements of the relevant funding body and public audit.
- 5.2 As accounting officer for the Agency, its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the Agency puts its funds are consistent with the purposes for which the funds were given and comply with the conditions attached to them. The Principal, as accounting officer for the College, is also directly responsible and accountable to Parliament, through the Committee of Public Accounts, for the effective stewardship by the College of public funds. The Principal may be required to appear before the Committee of Public Accounts, alongside the Chief Executive of the Education & Skills Funding Agency, to give an account of the use made by the College of such funds. The Corporation Board has a statutory responsibility for ensuring the solvency of the College and the safeguarding of its assets.

6. PUBLIC SERVICE VALUES

Public service values are at the heart of the further education service. High standards of personal and corporate conduct, based on the principles set out in Appendices 1 and 2 of this Code, and the recognition that students and other users of the College's services come first, are a requirement of being a Corporation Member, and should underpin all decisions taken by the Corporation.

7. SKILL, CARE AND DILIGENCE

A Corporation Member should in all his or her work for the College exercise such skill as he or she possesses and such care and diligence as would be expected from a reasonable person in the circumstances. This will be particularly relevant when Corporation Members act as agents of the College, for example, when functions are delegated to a Committee of the Corporation or to the Chair. Corporation Members should be careful to act within the terms of reference of any Committees on which they serve.

8. POWERS

Corporation Members are responsible for taking decisions which are within the powers given to the Corporation Board by Parliament under sections 18 and 19 of the Further and Higher Education Act 1992.

If a Corporation Member thinks that the Corporation Board is likely to exceed its powers by taking a particular decision, he or she should immediately refer the matter to the Clerk for advice.

9. CONFLICTS OF INTEREST

- 9.1 Like other persons who owe a fiduciary duty, Corporation Members should seek to avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and their duties to the Corporation Board. They should not allow any conflict of interest to arise which might interfere with the exercise of their independent judgement.
- 9.2 Corporation Members are reminded that under the College's Instrument of Government they must not acquire or hold any interest in any property held or used for the purposes of the College or receive any remuneration for their services as a Corporation Member (save as a member of the College's staff).
- 9.3 Corporation Members are reminded that under the College's Instrument of Government and the general law they must disclose to the Corporation Board any direct or indirect financial interest they have, or may have, in the supply of work to the College or the supply of goods for the purposes of the College, or in any contract or proposed contract concerning the College, or in any other matter relating to the College or any other interest of a type specified by the Corporation Board in any matter relating to the College, or any duty which is material and which conflicts or may conflict with the interests of the Corporation Board.
- 9.4 If an interest of any kind (including an interest of a spouse or partner of a Corporation Member or of a close relative of the Corporation Member or his or her partner or spouse) is likely or would, if publicly known, be perceived as being likely to interfere with the exercise of a Corporation Member's independent judgement, then:
- 9.4.1 the interest, financial or otherwise, should be reported to the Clerk;
 - 9.4.2 the nature and extent of the interest should be fully disclosed to the Corporation Board before the matter giving rise to the interest is considered;
 - 9.4.3 if the Corporation Member concerned is present at a meeting of the Corporation Board, or any of its Committees, at which such supply, contract or other matter constituting the interest is to be considered, he or she should:
 - (a) not take part in the consideration or vote on any question with respect to it and shall not be counted in the quorum for that part of the meeting; and,
 - (b) withdraw from that Corporation Board or Committee meeting where required to do so by a majority of the Members present at the meeting.
- 9.5 For the purposes of clause 9.4 "close relative" includes but is not limited to a spouse, partner, father, mother, brother, sister, child, grandchild and step-father/mother/ brother/sister/child.
- 9.6 Corporation Members must not receive gifts, hospitality or benefits of any kind from a third party which might be seen to compromise their personal judgement or integrity. Any offer or receipt of such gifts, hospitality or benefits should immediately be reported to the Clerk.
- 9.7 The Clerk will maintain a Register of Corporation Members' Interests which will be open for public inspection. Corporation Members must disclose routinely to the Corporation Board all business interests, financial or otherwise, which they may have, and the Clerk will enter such interests on the Register. Corporation Members must give sufficient details to allow the nature of the interests to be understood by enquirers. Corporation Members should inform the Clerk whenever their circumstances change and interests are acquired or lost. In deciding whether an interest should be disclosed, Corporation Members should have regard to the meaning given to "interest" in paragraphs 9.4 and 9.5 of this Code.

10. COLLECTIVE RESPONSIBILITY

- 10.1 The Corporation Board operates by Corporation Members taking majority decisions in a corporate manner at quorate meetings. Therefore, a decision of the Corporation Board, even when it is not unanimous, is a decision taken by the Corporation Members collectively and each individual Corporation Member has a duty to stand by it, whether or not he or she was present at the meeting of the Corporation Board when the decision was taken.
- 10.2 If a Corporation Member disagrees with a decision taken by the Corporation Board, his or her first duty is to have any disagreement discussed and minuted. If the Corporation Member strongly disagrees, he or she should consult the Chair and, if necessary, then raise the matter with the Corporation Board when it next meets. If no meeting is scheduled, the Corporation Member should refer to the power of the Chair or any five Corporation Members under the College's Instrument of Government to call a special meeting and, if appropriate, exercise it, requesting the Clerk to circulate the Corporation Member's views in advance to the other Corporation Members. Alternatively, as a final resort, the Corporation Member may decide to offer his or her resignation from office, after consulting the Chair.

11. OPENNESS AND CONFIDENTIALITY

- 11.1 Because of the Corporation Board's public accountability and the importance of conducting its business openly and transparently, Corporation Members should ensure that, as a general principle, students and staff of the College have free access to information about the proceedings of the Corporation Board. Accordingly, agendas, minutes and other papers relating to meetings of the Corporation Board are published on the College's website when they have been approved for publication by the Chair.
- 11.2 There will be occasions when the record of discussions and decisions will not be made available for public inspection; for example, when the Corporation Board considers sensitive issues or named individuals and for other good reasons. Such excluded items will be kept in a confidential folder by the Clerk, and will be circulated in confidence to Corporation Members. Some confidential items are likely to be of a sensitive nature for a certain period of time only (for example information relating to a proposed commercial transaction or collaboration with another institution). The Corporation Board should specify how long such items should be treated as confidential or, if this is not possible, such items should be regularly reviewed to consider whether the confidential status should be removed or whether the public interest in disclosure outweighs that confidential status and the item made available for public inspection. When considering such issues, the Corporation Members must also consider the College's publication scheme issued under the Freedom of Information Act 2000. (The Principal, Clerk, Staff and Student Corporation Members have no right of access to minutes dealing with matters in respect of which they are required to withdraw from meetings under the Instrument of Government.)
- 11.3 It is important that the Corporation Board and its Committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between Corporation Members with a shared corporate responsibility for decisions. Corporation Members should keep confidential any matter which, by reason of its nature, the Chair or Members of any Committee of the Corporation Board are satisfied should be dealt with on a confidential basis.
- 11.4 Corporation Members should not make statements to the press or media or at any public meeting relating to the proceedings of the Corporation Board or its Committees without first having obtained the approval of the Chair or, in his or her absence, the Vice Chair. It is unethical for Corporation Members

publicly to criticise, canvass or reveal the views of other Corporation Members which have been expressed at meetings of the Corporation Board or its committees.

12. COMPLAINTS

- 12.1 In order to ensure that the affairs of the College are conducted in an open and transparent manner and that the College is accountable for its use of public funds but also to its employees, its students and the community it serves, it is important for there to be appropriate complaints procedures in place and for these to be well publicised. Corporation Members are reminded of their specific responsibility under the Articles of Government to make rules specifying the procedures in accordance with which employees may seek redress of any grievances relating to their employment, of the importance of having formal complaints procedures in place to handle issues raised by students, former students and third parties and of the legal requirement to have a whistle blowing procedure in place.
- 12.2 Students, employees and other third parties have a right to make a complaint to the Agency in respect of the College or of any of its decisions. Corporation Members in particular are reminded that under the Agency's Procedure for dealing with complaints the Agency:
- *must* investigate all allegations of irregularity, unlawful or unethical conduct, financial malpractice, equality and diversity issues and health and safety risks to staff, learners or the public;
 - *can* investigate quality or management of learning provision, undue delay or non-compliance with published procedures, poor administration by a Further Education Provider, equality and diversity issues (except where there is a more appropriate mechanism for dealing with the matter through the court or tribunals or other organisations), health and safety concerns;

The OfS is responsible for dealing with complaints made by learners following HE courses in FE colleges.

13. ATTENDANCE AT MEETINGS

Conformance with the voluntary target of 75% attendance at meetings of the Corporation Board is expected so that Corporation Members can perform their functions properly.

14. GOVERNANCE DEVELOPMENT

- 14.1 The Corporation Board shall seek to ensure that all Corporation Members are appointed on merit, in accordance with an open selection procedure carried out by the Search Committee, and are drawn widely from the community which the College serves so as to be representative of that community. The Corporation Board should have regard to the provisions relating to membership set out in the College's Instrument of Government, the need to combat discrimination and to promote equality, and the need to make available a range of necessary skills and experience to ensure that the Corporation Board carries out its functions under the College's Articles of Government.
- 14.2 Corporation Members must undergo Safeguarding & Prevent training, they must also obtain a thorough grounding in their duties and responsibilities by participating in the College's governance induction and training programmes, including regular refresher briefings.
- 14.3 In order to promote more effective governance, Corporation Members will carry out an annual review of the performance by the Corporation Board of its duties and responsibilities, as part of a continuing and critical process of self-evaluation.

15. ETHICS

- 15.1 The Corporation Board recognises its obligations to all those with whom it has dealings - students, employees, employers, suppliers, other educational institutions and the wider community - and also to the taxpayer.
- 15.2 The reputation of Hopwood Hall College and the trust and confidence of those with whom it deals is one of its most vital resources, the protection of which is of fundamental importance.
- 15.3 Hopwood Hall College demands and maintains the highest ethical standards in carrying out its activities.
- 15.4 In its dealings with individuals the College will adhere to the principles of natural justice.
- 15.5 The Corporation Board seeks to encourage a culture of openness aimed at ensuring that matters connected with the operation of the College can be discussed frankly with staff and students. It will, in addition, adopt procedures on whistleblowing which will enable concerns to be raised on a confidential basis, where that is appropriate, both inside, and if necessary, outside, the College.
- 15.6 The Corporation Board is committed to securing equality of opportunity for staff and students alike.
- 15.7 In its dealings with students Hopwood Hall College:
- believes that integrity in dealing with its students or prospective students is a prerequisite for success, and an important statement of the values it offers;
 - will not give deliberately inadequate or misleading information on its learning programmes or other services;
 - will not commit untruths, concealment and overstatement about its programmes and achievements in all advertising and public communications;
 - will not adopt recruitment practices which involve the offer of improper financial or other inducements to students;
 - will deliver learning programmes and support services to meet the individual needs of students, efficiently and effectively to accepted quality standards, and will take steps to rectify any shortcomings in the service delivered;
 - will offer impartial Learning support, information, advice and guidance to students guided by the best interests of the student;
 - will adopt a charter setting out what students and others can expect of Hopwood Hall College;
 - will deal with all students with equal care and respect;
 - will ensure that complaints are dealt with fairly, openly and efficiently;
 - maintain the confidentiality of information on individual students within the requirements of the law.
- 15.8 In respect of relationships with College staff, the Corporation Board will:
- Respect the freedom within the law for academic staff to question and test received wisdom, and to put forward new ideas of controversial or unpopular opinions, without placing their employment in jeopardy.
 - Recognise the right of staff to speak freely and without being subject to disciplinary sanctions or victimisation about academic standards or related matters, provided they do so lawfully, without malice and in the public interest.
 - Not use confidentiality clauses to prevent staff who have legitimate concerns about malpractice raising those concerns with the appropriate authority.

15.9 In dealings with Educational Partners Hopwood Hall College will:

- compete vigorously but honestly with other educational institutions offering similar learning opportunities.
- not seek to damage the reputation of competitors either directly or by innuendo.
- provide information on individual students to other institutions and organisations engaged in providing for the learning needs of the student in accordance with agreed procedures, within General Data Protection Regulation guidelines.
- not seek to acquire information regarding competitors by unfair or disreputable means.
- not engage in unfair or restrictive practices in regard to the recruitment or retention of students.
- consult with partners who might be affected on any significant proposals for change in the learning programmes or services it offers.

15.10 Hopwood Hall College recognises its responsibilities to the community it serves and will take steps to ensure that information on its activities is made widely available. In its external relationships, Hopwood Hall College will:

- be responsive to its community and within the framework of its own Mission Statement will seek to provide programmes and services relevant to the needs of individuals and employers;
- provide timely and accurate information on individual students to employers or others providing sponsorship, subject to ensuring compliance at all times with current General Data Protection Regulations;
- ensure that it contracts with organisations which comply with acceptable ethical standards.

SCHEDULE - List of source documents

1. the College's Instrument & Articles of Government;
2. the Standing Orders and terms of reference of the Corporation and its Committees;
3. the Financial Memorandum entered into by the College with the Agency;
4. the College's Mission Statement and corporate objectives;
5. the College's Strategic Plan;
6. the principles laid down by the Committee on Standards in Public Life (Nolan Committee) for those holding public office, namely:
 - selflessness;
 - integrity;
 - objectivity;
 - accountability;
 - openness;
 - honesty; and
 - leadership.

(An extract from the report of the Nolan Committee setting out these Principles in more detail is set out at Appendix 1);

7. the Post 16 Joint Audit Code of Practice issued by the Agency;
8. the Code of Good Governance for English Colleges published by the Association of Colleges.
9. the DfE Further education corporations and sixth-form college corporations: governance guide (20 November 2018)
10. the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services (Good Governance Standard).

(An extract from the Good Governance Standard setting out the six core principles of good governance is set out at Appendix 2);

Appendices:

- 1 (the Seven Principles of Public Life),
- 2 (Six Core Principles of Good Governance),
- 3 (Responsibilities of Corporation Members), and,
- 4 (Responsibilities of the Principal and Clerk), are attached to this Code for reference.

APPENDIX 1

The Seven Principles of Public Life

The following is an extract from the Second Report of the Nolan Committee on Standards in Public Life, May 1996

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. LEADERSHIP

Holders of public office should promote and support these principles by leadership and example.

APPENDIX 2

Six Core Principles of Good Governance

The following is an extract from the Good Governance Standard for Public Services published by the Independent Commission on Good Governance in Public Services, January 2005

- 1. Good governance means focusing on the organisation's purposes and on outcomes for citizens and service users**
 - 1.1 Being clear about the organisation's purposes and its intended outcomes for citizens and service users;
 - 1.2 Making sure that users receive a high-quality service;
 - 1.3 Making sure that taxpayers receive value for money.

- 2. Good governance means performing effectively in clearly defined functions and roles**
 - 2.1 Being clear about the functions of the governing body (Corporation Board);
 - 2.2 Being clear about the responsibilities of the non-executives and the executive, and making sure that those responsibilities are carried out;
 - 2.3 Being clear about relationships between the governors and the public.

- 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - 3.1 Putting organisational values into practice;
 - 3.2 Individual governors behaving in ways that uphold and exemplify effective governance.

- 4. Good Governance means taking informed, transparent decisions and managing risk**
 - 4.1 Being rigorous and transparent about how decisions are taken;
 - 4.2 Having and using good quality information, advice and support;
 - 4.3 Making sure that an effective risk management system is in operation.

- 5. Good governance means developing the capacity and capability of the governing body to be effective**
 - 5.1 Making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;
 - 5.2 Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
 - 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal.

- 6. Good governance means engaging stakeholders and making accountability real**
 - 6.1 Understanding formal and informal accountability relationships;
 - 6.2 Taking an active and planned approach to dialogue with accountability to the public;
 - 6.3 Taking an active and planned approach to responsibility to staff;
 - 6.4 Engaging effectively with institutional stakeholders.

APPENDIX 3

Summary of Main Responsibilities of Corporation Members under the Articles of Government

Under the College's Articles of Government, the Corporation Board shall be responsible:

- (a) for the determination and periodic review of the educational character and mission of the College and for oversight of its activities;
- (b) for approving the quality strategy of the College;
- (c) for the effective and efficient use of resources, the solvency of the College and the Corporation and for safeguarding their assets;
- (d) for approving annual estimates of income and expenditure;
- (e) for the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of designated Senior Posts and the Clerk, including, where the Clerk is, or is to be appointed as, a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity as a member of staff;
- (f) for setting a framework for the pay and conditions of service of all other staff.

"Senior Post" means the post of Principal & Chief Executive and such other senior posts as the Corporation Members may designate for the purposes of the Articles of Government.

Responsibilities which must not be delegated

The Articles of Government prohibit the Corporation Board from delegating the following functions:

- (a) the determination of the educational character and mission of the College;
- (b) the approval of the annual estimates of income and expenditure;
- (c) the responsibility for ensuring the solvency of the College and the Corporation and for safeguarding of their assets;
- (d) the appointment of the Principal or holder of a post designated as a Senior Post;
- (e) the appointment of the Clerk (including, where the Clerk is, or is to be, appointed as a member of staff the Clerk's appointment in the capacity as member of staff);
- (f) the modifying or revoking of the Articles of Government;
- (g) the consideration of the case for dismissal, of the Principal, the Clerk or the holder of a designated Senior Post unless such function is delegated to a Committee of Members of the Corporation; and
- (h) the power to determine an appeal in connection with the dismissal of the Principal, the Clerk or the holder of a designated Senior Post unless such power is delegated to a Committee of Members of the Corporation.

The Corporation Board may, from time to time, resolve to add other functions to the list of those which must not be delegated.

APPENDIX 4

1. Summary of main responsibilities of the Principal under the Articles of Government.

Under the College's Articles of Government, the Principal shall be the Chief Executive of the College and shall be responsible for:

- (a) making proposals to the Corporation Board about the educational character and mission of the College, and for implementing the decisions of the Corporation Board;
- (b) the determination of the College's academic and other activities;
- (c) preparing annual estimates of income and expenditure, for consideration and approval by the Corporation Board, and the management of budget and resources within the estimates approved by the Board;
- (d) the organisation, direction and management of the College and leadership of the staff;
- (e) the appointment, assignment, grading, appraisal, suspension, dismissal, and determination, within the framework set by the Corporation Board, of the pay and conditions of service of staff, other than the holders of the designated Senior Posts or the Clerk, where the Clerk is also a member of the staff; and
- (f) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds and expelling students for academic reasons.

2. Summary of main responsibilities of the Clerk under the Articles of Government.

Under the College's Articles of Government, the Clerk shall be responsible for the advising the Corporation Board with regard to the following matters:

- (a) the operation of its powers;
- (b) procedural matters;
- (c) the conduct of its business; and
- (d) governance practice.