

Management and Governance – Self Assessment

Derby College is a general further education college located in Derbyshire. Its main campus next to Derby railway station moved to its present site in 2003 following an ambitious and innovative capital strategy which has totally transformed the majority of its estate. The College has four main campuses with Higher Education provision delivered at its flagship main Roundhouse campus, at the Joseph Wright Centre, and its land-based campus at Broomfield Hall, approximately 6 miles away. The College has grown its higher education numbers by 47% over four years. In the 17/18 Academic Year 49% of students are on Full Time programmes. Indeed, there has been a significant growth in full time student numbers in the past 3 years which has been in line strategic decisions set out by the College. The College has both franchise and validated provision with the University of Derby (UOD), Sheffield Hallam University (SHU), Nottingham Trent University (NTU), as well as running a portfolio of Pearson Higher National Programmes.

The provision and growth of Higher Education (HE) within the college is very much a strategic goal and, as such our relationships with our HE partners is seen as a key aspect of the provision of teaching excellence within our HE provision. The reason for growing and developing higher level technical and professional education has been to support a local social mobility agenda which is at the heart of the College's strategic mission.

Current governance arrangements for the College's HE provision are specific and appropriate. To ensure that provision could grow so that the needs of local people, employers, and communities could be met a root and branch independent review of HE governance structures took place four years ago. Following the review additional governance structures were put in place to support strategy enactment and operational leadership. A new HE Academic Board was established with link governors, executive and senior leaders with a remit to review institutional decisions and enhance the quality of the teaching experience. A HE Academic Quality and Standards Committee was established for operational managers. A Teaching, Learning, Scholarship and Enhancement Committee was established for teachers to discuss issues around their practice and enhance their learning and research activity. Furthermore, the review started to standardise agendas for Programme Committee meetings. These have become the staple underpinning for all HE provision. Students are represented on all committees. As information and developments filter through committees every month a mini Self-Evaluation Document is produced by the Director of HE. The post holder presents it at the College's Executive Standards Committee and it is presented, along with information from HE Academic Board, at the Curriculum and Quality Committee of the Corporation.

The production of this document was introduced at the start of the 2016/17 Academic Year as an enhancement of practice. Furthermore, progress against the HE Strategy is reviewed every six months by a formal written report and presentation to the College's Executive. This ensures that the structures needed to review, monitor and enhance HE provision are checked against regularly. Terms of references for committees are also reviewed at this time.

The 2017-2020 HE Strategy is an evolution of the positive work that has been undertaken in previous years. A range of consultation events took place with teachers, support staff, managers and students to start to co-construct and co-design the future of the HE experience at Derby College.

There are three main priorities in this strategy:

Management and Governance – Self Assessment

Priority 1: To grow and develop Higher Education so that it meets the needs of the communities that we serve and is accessible.

Priority 2: To strive for teaching excellence in all its contexts, built on effective assessment and learning gain practices.

Priority 3: To foster a culture of scholarship, curiosity, and sharing to improve the relevancy and standing of the HE curriculum.

Progress against these priorities are reviewed by an independent panel who offer challenge and support on activity.

Details of the activities of each committee

As previously discussed, central to achieving this strategy is a focus on excellent teaching, assessment and outcomes and this is the focus for everyone associated with Higher Education in the College. Senior Leaders and the Link Governor attend HE Academic Board where the HE Teaching and Learning Coach gives an update on the progress and activities of the HE Teaching Learning Enhancement Programme. This is an opportunity to discuss themes which emerge through the observation process and through the formal quality and enhancement processes. It receives reports on annual monitoring, curriculum development, catalyst projects and changes to legislation and their impact. APPs, fee structures, and other items relevant to information students will receive and the things needed for the successful running of programmes and providing a positive student experience are discussed here.

The HE Academic Quality and Standards Committee provides operational and team managers with a space to meet to discuss issues affecting the whole student experience from the information they receive, resources available to them, classroom, workshop and learning space activity. The committee peer reviews annual and continual monitoring to ensure that best practice is shared and embedded across the institution. Reports on activities and decisions that need to be made on spend for resources take place at this committee and are then taken to Academic Board so that there is a two way process between leaders and practitioners to develop provision. The impact of the interaction between the two committees has been wide ranging but includes things like the establishment of new HE Centres, expanding academic support roles, and recently setting up mechanisms to support the expansion of degree apprenticeships.

Additionally, the College has a HE Teaching, Learning, and Scholarship Committee (HETLSC). This committee involves managers and practitioners and provides a space to review how teaching and learning is progressing and needs supporting. There is an ethical approval sub-committee which feeds into this activity.

Following the Higher Education Research Act, and the subsequent guidance notes from the Office for Students, all committee remits were reviewed to ensure that they are all fit for purpose. The development of an Access and Participation Plan has seen the introduction of a new widening participation committee and this is detailed in the College's APP.

The full structural relationships between committees are detailed with the attached diagram.

Derby College follows the principles Code of Good Governance for English Colleges, which was adopted by the Corporation in May 2015. An exercise was undertaken to evidence the College's adherence to every aspect of the Code. The Corporation comply with those aspects relating to statute or minimum expectations identified in the Code.

Management and Governance – Self Assessment

Public interest governance principles	
Standard public interest governance principles: applicable to all providers	
<p>Academic freedom: Academic staff at an English higher education provider have freedom within the law:</p> <p>(a) to question and test received wisdom; and (b) to put forward new ideas and controversial or unpopular opinions;</p> <p>without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider.</p>	<p>The College operates a set of standard contracts within the sector advised on by the AoC. These contracts allow staff to question and challenge and put forward new ideas.</p> <p>We do not operate separate contracts for FE or HE teaching staff as all staff teach both.</p> <p>Our values as set out in our strategy documents encourage staff to have a 'CAN DO' approach and thus we encourage people to come forward with innovative ideas and solutions to solve problems, and to look at new approaches to things.</p> <p>We have a code of conduct which provides a reference point for all staff members. The only thing that staff members are not allowed to do contractually is bring the College into disrepute.</p>
<p>Accountability: The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.</p>	<p>As well as following the Governance Code, the College has a set of values which include working with openness and honesty. All staff are inducted to these, and they are promoted each year and good practice is celebrated through the 'Living the Values' awards.</p>
<p>Student engagement: The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.</p>	<p>Student voice is represented through the Standards Committee and Link Governors interact with students as part of their visits. Student survey information is presented to the Board through self-evaluation. Programme Committees with student reps underpin all quality cycles and students are represented on all HE committees.</p>
<p>Academic governance: The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Senate/Academic Board (or equivalent).</p>	<p>The Audit Committee review the College's assurance framework, which is then presented to the Corporation. This can be evidenced through the Audit Committee's Internal Audit Strategy, Assurance Plan, Strategy Risk Monitoring and Internal and External Audit Recommendation Monitoring. The Audit Committee reviewed</p>

Management and Governance – Self Assessment

	the effectiveness of the HE Strategy and associated governance arrangements last year.
Risk management: The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.	Strategic risk is analysed at Audit Committee and summarised at Corporation. Further details above. The College has a risk register and any risks associated with HE provision are highlighted on it and reviewed regularly.
Value for money: The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for students and (where a provider has access to the student support system or to grant funding) for taxpayers.	By law the College has to publish its annual accounts. Moreover, the FE commissioner has oversight of the College in relation to value for money. The College's CEO is one of 7 members of the College's advisory panel. The Corporation approve the Tuition Fees Policy and Student Financial Support Policy. The APP is consulted on through Academic Board which link governors attend. This gives assurances on the communication of financial support as well as the levels of support.
Freedom of speech: The governing body takes such steps as are reasonably practicable to ensure that the freedom of speech within the law is secured within the provider.	The Public Interest and Disclosure Policy is reviewed by the Corporation and was last reviewed in October 2017.
Governing body: The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider.	The Search and Governance Committee review the composition of the Corporation, which includes diversity, skills and terms of office. Skills Audits are undertaken on appointment with the Board trying to address any gaps identified. Governors adhere to a Code of Conduct which is regularly reviewed. The College has 10 independent members of the corporation, plus an independent chair, plus the CEO, and an elected student governor (from the student body) and an elected staff governor (from the staff body), making it comprise of 14 people in total.
Fit and proper: Members of the Governing Body, those with senior management responsibilities, and individuals exercising	All Corporation members complete an annual Declaration of Interest and these are reviewed ahead of each meeting. They are subject to DBS and disqualification checks

Management and Governance – Self Assessment

<p>control or significant influence over the provider, are fit and proper versions.</p>	<p>with the Charities Commission and Companies House. The Corporation also review the Conflict of Interest Policy.</p>
<p>Additional public interest governance principle: providers authorised with degree awarding powers</p>	
<p>Records: Where degree awarding powers are solely contained in the provider’s governing documents, and no order either under section 76 of the Further and Higher Education Act 1992, or under HERA exists, the provisions setting out those powers must be retained and may not be altered without the consent of the OfS.</p>	<p>The College does not have FDAPs or DAPs. However, through institutional approval and review processes we ensure we are compliant with all the policies and procedures of our partners.</p>
<p>Additional public interest governance principles: providers in receipt of financial support</p>	
<p>Independent members of the governing body: There must be at least one external member of the governing body who is independent of the provider, and whose term of office is normally limited to a maximum of three terms of three years or two terms of four years. For providers with large governing bodies, or more complex legal forms, additional independent members may be appropriate.</p>	<p>The Corporation consists of 11 independent members.</p> <p>The terms of office are set between 2-3 years with a maximum of two four year terms of office.</p>
<p>Regularity, propriety and value for Money: The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken.</p>	<p>Corporation members review the Management Accounts at each meeting and sign of the Financial Statements in December. They approve the Anti-Money Laundering and Bribery Act Policies.</p> <p>They also appoint the External Auditors to carry out their annual regularity Audit and adhere to the Post 16 Audit Code of Practice.</p>