



MORLEY COLLEGE LONDON

Code of Conduct

For Governing Body Members

Approved by the Board 25 March 2024

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CODE OF CONDUCT FOR Governing Body members

1. INTRODUCTION

- 1.1 A Code of Conduct is a set of guidelines setting out the responsibilities, obligations and good practice for an organisation; it provides a structure for the responsibilities and expectations of Governing Body members.
- 1.2 This Code is intended as a guide, to indicate the standards of conduct and accountability which are expected of Governing Body 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 Governing Body and the Principal as Chief Executive. This Code therefore is aimed at promoting effective, well informed and accountable governance, and is not intended to be a definitive or authoritative statement of the law or good practice.
- 1.3 In addition to this Code, Governing Body members are recommended to familiarise themselves with the source documents listed in **the Schedule**.
- 1.4 If a Governor is in doubt about the provisions of this Code or any of the source documents, the Director of Governance should be consulted and, if necessary, external professional advice should be obtained. However, ultimate responsibility for the appropriateness of conduct as a Governor of the College and for any act or omission in that capacity rests with the individual Governor.
- 1.5 This Code applies to every committee or working party of the Governing Body and to every subsidiary company or joint venture of the College to which Governors may be appointed.
- 1.6 By accepting appointment to the Board, each Governor agrees to accept the provisions of this Code.

2. INTERPRETATION

In this Code:

- 2.1 the 'Code of Governance' means the Code of Good Governance for English Colleges issued by the Association of Colleges, as revised from time to time, and adopted by the Governing Body,
- 2.2 all other definitions have the same meanings as given in the College's Articles of Association and
- 2.3 words importing one gender import any gender.

3. AIMS AND VALUES

- 3.1 The College's Mission, Vision and Values are set out in the Strategic Plan 2021-25 which was adopted by the Governing Body in December 2020.
- 3.2 The Code of Governance is based on a set of Core Values. These are described as 'expectations of good governance, which illustrate the values and beliefs of college governors'. The Core Values are:
 - Putting the student first; promoting high expectations and ambitions for students and staff.
 - Ensuring inspirational teaching and learning.
 - Creating a safe environment for students to learn and develop.
 - Providing strong leadership to both the senior team and the community the college serves.
 - Setting the strategy and acting as guardians of the college's mission.

- Demonstrating accountability to students, parents, staff, partners, employers, funders, trustees and other stakeholders, including publishing accurate and timely information on performance.
 - Listening to students, parents, employers and staff.
 - Ensuring the achievement of equality of opportunity and diversity throughout the college.
 - Using the college's autonomy and independence to meet local education and skills needs.
- 3.3 Together, the College's Mission, Vision and Values and the Core Values set out in the Code of Governance encapsulate the purposes, aims and values of the College. Governors should have due regard to these purposes, aims and values when conducting the business of the Governing Body and considering the activities and proposed activities of the College.
- 3.4 The Governing Body 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 Governing Body is committed to:
- 3.4.1 having close regard to the voice of the learner;
 - 3.4.2 combating any discrimination within the College on the grounds of the characteristics protected by the Equality Act 2010;
 - 3.4.3 engaging with the communities that the College serves in order to understand and meet their needs; and
 - 3.4.4 observing its duty under the Education (No.2) Act 1986 to take reasonable steps to ensure freedom of speech for members of the College community and visiting speakers and its duty under the Counter Terrorism and Security Act 2015 to have regard to the need, when exercising its functions, to prevent people from being drawn into terrorism.
- 3.5 The Governing Body 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 Governors 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. The College's objects are set out in its Articles of Association and Governors should become familiar with them.
- 4.2 Governors must run the College and administer its assets in the best interests of current, and future, beneficiaries.
- 4.3 Each Governor should act honestly, diligently and (subject to the provisions appearing in paragraph 10 of this Code relating to collective responsibility) independently. The actions of Governors should promote and protect the good reputation of the College and the trust and confidence of those with whom it deals.
- 4.4 Decisions taken by Governors at meetings of the Governing Body 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, Governors must not be bound in their speaking and voting by mandates given to them by other bodies or persons (including but not limited to the bodies that elected them).
- 4.5 Governors must observe the provisions of the College's Articles of Association and in particular the duty to give immediate notice to the Director of Governance should

they become disqualified from continuing to hold office. The responsibilities of Governors are summarised in **Appendix 3**.

- 4.6 Governors should comply with the Standing Orders of the Governing Body and the terms of reference of its committees to ensure that the Governing Body and its committees conduct themselves in an orderly, fair, open and transparent manner. Governors must keep those Standing Orders and terms of reference under periodic review.
- 4.7 Governors 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 as Chief Executive are set out in the Articles and detailed further in the Scheme of Delegation approved by the Governing Body. In broad terms, whereas it is the Governing Body's function to decide strategic policy and overall direction and to monitor the performance of the Principal and any other senior staff, it is the Principal's role to implement the Governing Body's decisions, and to manage the College's affairs within the budgets and framework fixed by the Governing Body. Governors should work together so that the Governing Body and the Principal as Chief Executive perform their respective roles effectively.
- 4.8 Governors should refer to the Director of Governance for advice relating to the governance functions and have regard to the Director of Governance's independent advisory role.

5. **STATUTORY ACCOUNTABILITY**

- 5.1 Governors are collectively responsible for observing the duties set out in the Accountability Agreement which the College has entered into with the Education and Skills Funding Agency (ESFA) as a condition of receiving public funds. A summary of some of the more important requirements of the Accountability Agreement with the ESFA is set out in **Appendix 5**.
- 5.2 Although the ESFA is one of the main providers of funds to the College, Governors should note that they are also responsible for the proper use of income derived from other sources, such as the Greater London Authority (GLA) 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. Where funding is received directly from the GLA the College will have a funding agreement with the GLA which sets out the basis on which such funding is provided.
- 5.3 As accounting officer for the ESFA, its Chief Executive is directly responsible and accountable to Parliament for ensuring that the uses to which the ESFA 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 ESFA, to give an account of the use made by the College of such funds. The Governing Body is accountable to Parliament for ensuring the financial health of the College, and to the Courts for ensuring that the College is conducted in accordance with the Education Acts and the general law. The responsibilities of the Principal as Accounting Officer are summarised in **Appendix 4** to this Code.

6. **PUBLIC SERVICE VALUES**

Public service values are at the heart of the 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 Governor, and should underpin all decisions taken by the Governing Body.

7. **SKILL, CARE AND DILIGENCE**

A Governor 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 Governors act as agents of the College, for example, when functions are delegated to a committee of the Governing Body or to the Chair. Governors should be careful to act within the terms of reference of any committees on which they serve.

8. **POWERS**

Governors are responsible for taking decisions which are within the powers given to the Governing Body by the College's Articles of Association. A summary of those powers is set out in Information for Governors. If a Governor thinks that the Governing Body is likely to exceed its powers by taking a particular decision, he or she should immediately refer the matter to the Director of Governance for advice.

9. **CONFLICTS OF INTEREST**

9.1 Like other persons who owe a fiduciary duty, Governors 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 College. They should not allow any conflict of interest to arise which might interfere with the exercise of their independent judgement.

9.2 Governors are reminded that under the College's Articles of Association and its policy on Conflicts of Interest and the general law they must disclose to the Governing Body 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 Governing Body in any matter relating to the College, or any duty which is material and which conflicts or may conflict with the interests of the Governing Body.

9.3 If an interest of any kind (including an interest of a business partner or of a spouse or partner of a Governor or of a close relative of the Governor 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 Governor's independent judgement, then:

9.3.1 the interest, financial or otherwise, should be reported to the Director of Governance;

9.3.2 the nature and extent of the interest should be fully disclosed to the Governing Body before the matter giving rise to the interest is considered;

9.3.3 if the Governor concerned is present at a meeting of the Governing Body, 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 meeting;

(b) withdraw from that Governing Body or committee meeting where required to do so by a majority of the Governors or committee present at the meeting; and

- (c) if, as a consequence of this provision, the meeting becomes inquorate, no decisions can be taken and the meeting can be advisory only.

- 9.4 For the purposes of clause 9.3 “close relative” includes but is not limited to a father, mother, brother, sister, child, grandchild and step-father/mother/brother/sister/child.
- 9.5 Where it is proposed that the Governing Body should grant a Governor a financial interest (such as a contract for the supply of goods or services) the Board must observe the requirements of the Charities Act 2011. The Governing Body may wish to take legal advice before granting such an interest to a member.
- 9.6 Governors must not receive gifts, hospitality or benefits of any kind from a third party which might be in breach of the Bribery Act 2010 and the College’s anti-bribery policy or 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 Director of Governance.
- 9.7 The Director of Governance will maintain a Register of Governors’ Interests which will be open for public inspection. Governors must disclose routinely to the Governing Body all business interests, financial or otherwise, which they may have, and the Director of Governance will enter such interests on the Register. Governors must give sufficient details to allow the nature of the interests to be understood by enquirers. Governors should inform the Director of Governance whenever their circumstances change and interests are acquired or lost. In deciding whether an interest should be disclosed, Governors should have regard to the meaning given to “interest” in paragraphs 9.3 and 9.5 of this Code. The Register must be reviewed and updated, if necessary, at least annually.

10. **COLLECTIVE RESPONSIBILITY**

- 10.1 The Governing Body operates by Governors taking majority decisions in a corporate manner at quorate meetings including meetings held by video conferencing as provided for in the Articles of Association (Article 22.8) Therefore, a decision of the Governing Body, even when it is not unanimous, is a decision taken by the Governors collectively and each individual Governor has a duty to stand by it, whether or not he or she was present at the meeting of the Governing Body when the decision was taken.
- 10.2 If a Governor disagrees with a decision taken by the Governing Body, his or her first duty is to have any disagreement discussed and minuted. If the Governor strongly disagrees, he or she should consult the Chair and, if necessary, then raise the matter with the Governing Body when it next meets. If no meeting is scheduled, the Governor should refer to the power of any five Governors under the College’s Articles of Association to requisition a meeting of the Governing Body and, if appropriate, exercise it, requesting the Director of Governance to circulate the Governor’s views in advance to the other Governors. Alternatively, as a final resort, the Governor may decide to offer his or her resignation from office, after consulting the Chair.

11. **OPENNESS AND CONFIDENTIALITY**

- 11.1 Because of the Governing Body’s public accountability and the importance of conducting its business openly and transparently, Governors should ensure that, as a general principle, students and staff of the College have free access to information about the proceedings of the Governing Body. Accordingly, agendas, minutes and other papers relating to meetings of the Governing Body are normally available for public inspection 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 Governing Body

considers sensitive issues or named individuals or for other good reasons. Such excluded items will be kept in a confidential folder by the Director of Governance, and will be circulated in confidence to Governors. 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 Governing Body 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 Governors must also consider the College's publication scheme issued under the Freedom of Information Act 2000. Governors have no right of access to minutes dealing with matters in respect of which they are required to withdraw from meetings under the College's Articles of Association.

- 11.3 It is important that the Governing Body and its committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between Governors with a shared corporate responsibility for decisions. Governors should keep confidential any matter which, by reason of its nature, the Chair or members of any committee of the Governing Body are satisfied should be dealt with on a confidential basis.
- 11.4 Governors should not make statements to the press or media or at any public meeting relating to the proceedings of the Governing Body 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 Governors publicly to criticise, canvass or reveal the views of other Governors which have been expressed at meetings of the Governing Body or its committees.
- 11.5 Governors should make arrangements for the proper handling and disposal of board papers and it is recommended that printed papers are returned to the Director of Governance for secure shredding when no longer required. Board papers will be stored electronically for Governors to access before and after each meeting.

12. **COMPLAINTS**

- 12.1 Accountability is at the heart of public service bodies and it is important that the affairs of the College are conducted in an open and transparent manner. To this end governors should be aware of the systems in place to deal with employees' grievances and matters relating to their employment. Governors should also be aware of the College's complaints procedure, including the right of any complainant, who feels that a complaint has not been dealt with appropriately by the College to inform the ESFA. Governors' attention is also drawn to the College's Public Interest Disclosure ('Whistleblowing') Policy and the fact that an allegation of inappropriate behaviour by a governor may be dealt with under this procedure. Under the ESFA's Accountability Agreement with colleges (Part 3, clause 15.3), students, employers and other third parties have a right to make a complaint to the ESFA in respect of their College or any of its decisions. Governors in particular are reminded that under the ESFA's procedure for dealing with complaints about post 16 education and training provision (November 2018) the ESFA:
- *can* investigate complaints about quality, management or experience of education and training; undue delay or non-compliance with published complaints procedures; poor administration; the quality of assessments; equality and diversity issues (except where there is a more appropriate mechanism for dealing with the matter through the courts or tribunals or other organisations); advanced learner loans; apprenticeship providers from employers; and from employers, parents or other third parties on behalf of apprentice(s) (with written permission)

- *will not* investigate complaints about issues that are more than 12 months old (except for exceptional cases related to advanced learner loans); examination results, grades, marks, assessment outcomes or curriculum content; individual employment issues; governor or other voluntary employment issues; contractual or commercial disputes or arrangements; disputes between an employer and a provider in relation to the apprenticeship levy; matters which are the subject of legal action or matters that are better investigated by the police; the cancellation or reimbursement of advanced learner loans (which should be referred to the Student Loans Company); claims for compensation, a refund of fees or costs incurred when a learner has to transfer to another provider; issues classified as serial; or allegations of fraud, financial irregularity, whistleblowing and allegations of incentives or inducements (which should be directed to the Allegations team); and safeguarding concerns¹ .

Complaints made by learners following HE courses in FE colleges are directed to the Office of the Independent Adjudicator for HE.

13. **ATTENDANCE AT MEETINGS**

A high level of attendance at meetings of the Governing Body is expected so that Governors can perform their functions properly. If attendance is not possible an apology should be sent to the Director of Governance in advance.

14. **GOVERNANCE DEVELOPMENT**

- 14.1 The Governing Body shall seek to ensure that all Governors are appointed on merit, in accordance with an open selection procedure carried out by the Governing Body's Governance and Nomination Committee, and are drawn widely from the communities that the College serves so as to be representative of those communities. The Governing Body should have regard to the provisions relating to the membership of the Governing Body in the College's Articles of Association, the need to combat discrimination and to promote equality, diversity and inclusion and the need to make available a range of necessary skills and experience to ensure that the Governing Body carries out its functions under the College's Articles of Association.
- 14.2 Governors must obtain a thorough grounding in their duties and responsibilities by participating in the College's governance induction and training programmes, including regular refresher workshops.
- 14.3 As part of a continuing and critical process of self-evaluation and in order to promote more effective governance, Governors will carry out an annual review of the performance by the Governing Body of its duties and responsibilities.

¹ These will be passed onto the appropriate team within ESFA who will contact the provider. The ESFA may also contact other organisations such as Ofsted and local authorities.

SCHEDULE

List of source documents

1. the College's Articles of Association
2. the Scheme of Delegation
3. the Standing Orders and Conflicts of Interest Policy of the Governing Body
4. the terms of reference of any committees established by the Governing Body
5. the Accountability Agreement entered into by the College with the ESFA
6. the College's Strategic Plan
7. the College's policies that extend to Governors, including the College's policies on safeguarding learners and preventing people being drawn into terrorism, the avoidance of discrimination and the promotion of equality, diversity and inclusion, the anti-bribery policy as required by the Bribery Act 2010 and the College's Financial Regulations.
8. 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**)
9. the Post-16 Audit Code of Practice issued by the ESFA;
10. the Code of Good Governance for English Colleges
11. 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 Governors), 4 (Responsibilities of the Principal) and 5 (Summary of the ESFA's College Funding Framework).

APPENDIX 1

The Seven Principles of Public Life

The following is an extract from the 14th Report of the Committee on Standards in Public Life, January 2013

SELFLESSNESS

Holders of public office should act solely in terms of the public interest.

INTEGRITY

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

OBJECTIVITY

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or

ACCOUNTABILITY

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

OPENNESS

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

HONESTY

Holders of public office should be truthful.

LEADERSHIP

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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;
- 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 systems 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 Governors

General

Governors have a wide range of statutory responsibilities, for example under employment and health and safety legislation, under the Counter-terrorism and Security Act 2015 (the 'Prevent' duty to have regard to the need to prevent people being drawn into terrorism) and under the Equality Act 2010 (to avoid discrimination and promote equality).

Under regulations

Colleges are required to comply with a wide range of regulations, for example in relation to safeguarding and Special Educational Needs.

As company directors

A summary of directors' duties appears in [Information for Governors](#) *

As charity trustees

A summary of charity trustees' duties appears in [Information for Governors](#) *.

Under the Articles of Association

Under Article 15.2, to exercise the powers of the company as set out in Article 4.2.

Governors may under Articles 15.4-15.6 delegate many of their functions to committees and the principal or other senior staff, subject to the limitations in Article 15.7 and the Governing Body's written scheme of delegation.

Under the ESFA's College Funding Framework

A summary of the Framework appears as **Appendix 5**.

*Please note that these summaries are not exhaustive and contains illustrative examples only. There are numerous other statutes and regulations which may apply to college governors. For more specific advice on the applicable laws and regulations, detailed legal advice should be sought.

APPENDIX 4

Summary of main responsibilities of the Principal

1. Under Article 25.1 of the Articles of Association subject to the responsibilities of the Governing Body, the Principal shall be the Chief Executive of the College and shall be responsible for the academic and executive direction and management of the College, including financial management, organisation, structure, conduct and discipline.

2. Under HM Treasury's *Managing Public Money* the Principal as Accounting Officer for the College shall be responsible for:

- (a) ensuring high standards of probity in the management of public funds, particularly regularity (dealing with public money in accordance with legal requirements), propriety (dealing with funds in accordance with Parliament's intentions) and value for money (through efficient and effective use of resources);
- (b) signing annual statements on regularity, propriety and compliance and submitting them to the ESFA;
- (c) demonstrating via the governance statement in the audited accounts how the College has secured value for money;
- (d) keeping proper financial records;
- (e) taking personal responsibility for assuring the Governing Body that there is compliance with the Accountability Agreement;
- (f) advising the ESFA in writing if any action they are considering is in breach of the Articles of Association or the Accountability Agreement (and informing the ESFA in writing if nevertheless the Board decides to proceed with such action); and
- (g) Complying with Treasury guidance on the role of accounting officer and adhering to the Seven Principles of Public Life.

APPENDIX 5

Summary of the ESFA's College Funding Framework

The ESFA implemented a new accountability framework in Spring/Summer 2023 which introduced Accountability Agreements, a two-part document setting the overall expectations of providers in return for the ESFA's funding investment.

The agreements are formed of a main terms and conditions document and schedules. Background on the structure of the Education and Skills agreements can be found on the [ESFA Education and Skills contracts 2019 to 2020](#) page. Whilst structured slightly differently, the Accountability Agreements for relevant colleges and local authorities, essentially adhere to the same principles.

Further information about Accountability Agreements can be accessed here:

[ESFA college and local authority accountability agreements - GOV.UK \(www.gov.uk\)](#)

<https://www.gov.uk/guidance/esfa-education-and-skills-agreements-2020-to-2021>

[Schedule 9](#) of the Accountability Agreement sets out the key issues for Governors to take account of. Nevertheless, all governors should ensure that they have reviewed and are familiar with the Accountability Agreement in its entirety and any other ESFA agreement that applies to the College.