



Kendal College
creating bright futures

Scheme of Delegation 2025-26

Approved

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Introduction

The Scheme of Delegation sets out:

- (a) the powers delegated by the Board to the Principal and
- (b) the powers delegated by the Board to its committees.

This document is subject to annual update, review and approval by the Board to ensure the appropriateness of the delegation of powers and responsibilities.

Role of Governance

Article 3 of the Instrument & Articles of Government specifies very clearly the governance framework of colleges along with the key responsibilities of the Corporation, the Principal and the Clerk.

The framework is in place to ensure the strategic direction of the College, effective monitoring of the management of the College and the accountability of Corporation members to the Corporation, Parliament and the wider community. There is a clear distinction between the Corporation's responsibility for setting the strategy and the Principal's responsibility for implementing it.

The Board is collectively accountable for the business of the College taking all decisions on matters within its duties and responsibilities as set out in its Instrument & Articles of Government as well as meeting its legal and regulatory requirements.

Role of Chair and Vice Chair

Instrument 5 makes specific reference to the appointment of Chair and Vice Chair and the Standing Orders of Kendal College Corporation require that each is elected annually for the following academic year. The role of Chair is clearly to lead the Board in achieving its expectations and meeting and adhering to statutory requirements in respect of the Instrument & Articles and its Standing Orders. This shall be achieved through ensuring appropriate conduct at meetings that follows established procedures and effective reporting of relevant business. The Chair must seek the views of all governors including staff and student governors on key issues and ensure that there is effective monitoring of the financial health of the College, the efficacy of safeguarding, the quality of curriculum delivery, employer engagement, the setting of corporate objectives and establishing high standards of integrity. The Chair will also promote the best interests of the College through an ambassadorial role including through external representation.

The Chair is responsible for the leadership of the Board and ultimately to the stakeholders for its effectiveness. It is a non-executive role and should not be involved in day-to-day operations but should promote the effective and efficient operation of the Board ensuring that members work together effectively. The Chair should also foster a supporting and constructively challenging working relationship with the Principal and Clerk and ensure there is effective communication between the Board and both internal and external stakeholders. The Chair is also responsible for the regular assessment of the performance of designated senior postholders. In respect of delegated authority, the Chair may deal with powers handed down by the Corporation such as leading on the selection of a senior postholder.

In the absence of the Chair, the Vice Chair will take on the role described above and provide a high level of support to the Chair.

Delegation

Responsibilities of the Corporation

The Corporation sets the strategic and operational framework within which the Principal will manage the College. The Corporation will monitor performance and compliance and hold the Senior Leadership Team to account to achieve the College's Strategic Plan. The responsibilities of the Corporation are set out in the Articles of Government (Article 3) which states that the Corporation **shall** be responsible for:

1. The determination and periodic review of the educational character and mission of the institution and for the oversight of its activities.
2. 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.
3. The approval of the institution's quality strategy.
4. The effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets.
5. The approval of annual estimates of income and expenditure.
6. The appointment, grading, suspension, dismissal and determination of the pay and conditions of services of senior post holders and the clerk.
7. Setting a framework of pay and conditions for all other staff.

Article 8 states that the Corporation **shall not delegate** the following:

1. The determination of the educational character and mission of the institution.
2. The responsibility for ensuring the solvency of the institution and the Corporation and for safeguarding their assets.
3. The approval of annual estimates of income and expenditure.
4. The appointment or dismissal of the Principal or a senior post holder.
5. The appointment or dismissal of the Clerk.
6. The modification or revocation of the Articles

As directed in the Conditions of Funding Agreement between the Secretary of State for Education and the College, the Governing Body is responsible for ensuring it operates in line with its exempt charitable status.

Principal

The **statutory powers and duties** of the Principal are set out in Article 3(2b). The Principal is responsible for

1. Making proposals to the Corporation about the educational character and mission of the institution and implementing the decisions of the Corporation;
2. The determination of the institution's academic and other activities;

3. Preparing annual estimates of income and expenditure for consideration and approval by the Corporation, and the management of budget and resources, within the estimates approved by the Corporation;
4. The organisation, direction and management of the institution and leadership of the staff;
5. The appointment, assignment, grading, appraisal, suspension, dismissal, and determination, within the framework set by the Corporation, of the pay and conditions of service of staff, other than the holders of senior posts or the Clerk;
6. Maintaining student discipline and, within the rules and procedures provided for within the Articles, suspending or expelling students on disciplinary grounds or expelling students for academic reasons.

The Governing Body shall require the accounting officer to take personal responsibility, which shall not be delegated, to assure them that there is compliance with the Conditions of Funding Agreement.

The following further powers and responsibilities are **delegated** by the Board to the Principal:

1. Informing the Board, its committees or the Chair as appropriate, of all significant matters, achievements, activities and events related to the work of the College;
2. Determining the employment policies of the College;
3. Setting a framework for the pay and conditions of service of staff, other than senior postholders or the Clerk;
4. Making any rules relating to the conduct of staff, including discipline, grievance, suspension and dismissal procedures;
5. Making any rules relating to the conduct of students, including suspension, discipline, academic appeals and complaints procedures;
6. Determining all matters relating to the establishment, constitution and conduct of any student body or other social or representative organisation for students;
7. 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;
8. Determining the College's responses and communications to other organisations, including the Department for Education (DfE) in accordance with the policies of the Board;
9. Determining the levels of tuition fees and other charges payable to the College and the College's remitted fee policy.

Note: Under Article 8d, the Principal may delegate functions to the holder of any senior post **other than**:

1. The management of budget and resources; and
2. Any functions that have been delegated to the Principal by the Corporation.

Clerk

The Clerk shall be responsible for the following functions (Article 3[c]):

1. Advising the Corporation with regard to the operation of its powers;
2. Advising the Corporation with regard to procedural matters;
3. Advising the Corporation with regard to the conduct of its business; and
4. Advising the Corporation with regard to matters of governance practice.

Board Committees

The Board has established 4 committees, each of which has powers delegated from the Board:

- Audit and Risk (required under Article 5)
- Search and Governance (proposed under Article 4a)
- Finance and Resources
- Quality and Standards

TERMS OF REFERENCE OF BOARD COMMITTEES

The terms of reference for each of the Committees specify the responsibilities of that committee. Each committee will also review its own terms of reference annually to ensure this scheme of delegation remains current and appropriate.

Audit and Risk Committee

Membership: Minimum of 3 Independent Governors (excluding the Chair, the Principal) and up to 2 external co-opted members
Quorum: 2 Independent Governors.

Membership and Committee Operation

1. It is a condition of funding and a requirement of the [Framework for Auditors and reporting accountants of colleges](#) that an Audit Committee is established and the Corporation of Kendal College has a responsibility to appoint members to maintain the committee's independence and objectivity.
2. The Committee shall comprise a minimum of three members, the majority of whom must be governors, but must not include the Chair of the Corporation, the Principal or Board members with significant financial interest in the college and should not include staff governors. It may include persons co-opted by the Corporation who are not governors. The committee may invite the Corporation's advisers or other parties to attend meetings as appropriate. Such persons shall be entitled to speak at the meeting but shall not have a vote.

3. The Audit Committee must ensure that it maintains its independence and objectivity when considering the appointment of members. The membership of the committee will not exceed five, and the maximum number of co-opted members will be:
 - one, when the membership is three
 - one, when the membership is four
 - two, when the membership is five
4. Membership must include individuals with an appropriate mix of skills and experience to allow the committee to discharge its duties effectively. Collectively, members of the committee should have recent, relevant experience in risk management, finance, and assurance. The abilities of the membership of the committee should reflect the needs of the corporation and should extend to expertise in all relevant financial and non-financial areas. Audit committees will be most effective when they are staffed by individuals who are prepared to support, challenge, and warn the board of governors.
5. The Committee will have the authority to investigate any activity within its terms of reference which may involve engaging a third party to assist
6. The Committee will have the right of access to obtain all the information and explanations it considers necessary, from whatever source, to fulfil its remit
7. The Committee must not be required to adopt an executive role
8. The Corporation shall review the membership of the committee and select a chair of the Committee annually. The Chair need not be a member of the Corporation.
9. In the absence of the Chair of the Committee, the members present shall elect one of their body to chair the meeting.
10. If requested by the Chair of the Committee, relevant College managers will attend meetings of the committee.
11. The quorum for meetings of the Committee shall be a minimum of three attendees, two of whom must be full members. Any member of the Corporation may be invited to attend meetings in line with eligibility criteria in point 1 above and can be included in quoracy and voting for that meeting.
12. The Clerk to the Corporation shall act as Clerk to the Committee.
13. The Committee will meet at least three times per year. The funding auditors, internal auditors and external auditors may request a meeting with the Committee if they consider that one is necessary and the Committee will endeavour to comply with such a request.
14. Where a meeting is not held, such as when quoracy requirements have not been met, an explanation must be included in the annual report of the Committee.

Terms of Reference

The Audit & Risk Committee Must:

1. Assess and provide the Corporation with an opinion on the adequacy and effectiveness of the College's assurance arrangements, framework of governance, risk management and control, processes for the effective and efficient use of resource, solvency of the College and the safeguarding of its assets
2. Take an holistic view of all aspects of systems, both financial and non-financial
3. Consider the development of members and put in place appropriate training to ensure their skills and knowledge are up to date. Where the Committee identifies a gap in its existing skill set, training and development will be provided to address this in the first instance.
4. Advise the Corporation on the appointment, reappointment, dismissal and remuneration of the external auditor, reporting accountant and other assurance providers, including internal auditors, and establish that all such assurance providers adhere to relevant professional standards
5. Inform the Corporation on the provision of any additional services by the external auditor, reporting accountant, internal auditors and other assurance providers, and to explain how independence and objectivity have been safeguarded, taking into consideration relevant UK professional and regulatory requirements
6. Advise the Corporation on matters of internal control and other issues included in the management letters and reports of the financial statements and regularity auditor, and of any reports submitted by other providers of audit and assurance services the College, and management's responses to these.
7. Review and consider reports of the external auditor, reporting accountant, internal audit and other assurance providers and monitor the implementation of recommendations to agreed timescales
8. Ensure college policies and processes reflect obligations relating to managing public money (MPM) as identified under sector reclassification and annual updates in the Audit Code of Practice
9. Produce an annual report for the Corporation, summarising the Committee's activities relating to the financial year under review including:
 - 9.1. A summary of the work undertaken by the committee during the year
 - 9.2. The number of meetings held during the year and attendance records for each member
 - 9.3. Any significant issues arising up to the date of preparation of the report
 - 9.4. Details of the date of appointment of external auditors and remaining term of contract
 - 9.5. Any significant matters of internal control including in the reports of audit and assurance providers
 - 9.6. The Committee's view of its own effectiveness and how it has fulfilled its terms of reference.
 - 9.7. The Audit & Risk Committee's opinion on the adequacy and effectiveness of the College's assurance arrangements, its framework of governance, risk management and

control processes, including assurance over sub-contracting where in place, for the effective and efficient use of resources, solvency and safeguarding of assets.

- 9.8. The annual report must be submitted to the Corporation before the Statement of Corporate Governance and Internal Control in the accounts is signed.
- 9.9. A copy of the Audit & Risk Committee's annual report must be submitted to the relevant funding body with the annual accounts
10. Oversee the College's policies and processes on fraud, irregularity, impropriety and whistleblowing, and ensure:
 - 10.1. The proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity;
 - 10.2. That investigation outcomes are reported to the Audit & Risk Committee;
 - 10.3. That the external auditors and internal auditors are informed of investigation outcomes and other matters of fraud, irregularity and impropriety, and that appropriate follow up action has been planned/ actioned,
 - 10.4. That all significant cases of fraud or suspected fraud, impropriety, theft and bribery, corruption, irregularity, major weakness or breakdown in the accounting or other control framework are reported to the DfE or other relevant funding authority as soon as possible (email to allegations.mailbox@education.gov.uk)
 - 10.5. That risks around fraud have been identified and controls put in place to mitigate them
11. Notify DfE immediately over the resignation of auditors other than at the end of their term of office or where they have been removed before expiry of their term of office
12. Have a policy in place for retendering of external audit services that includes consideration of the quality of the audit service as well as the price, with the contract put out to tender every five years.
13. Ensure the Board and its committees and senior management have in place adequate processes and support for undertaking and managing risk
14. Monitor the development and review of College policies to ensure they remain up-to-date and relevant
15. Monitor compliance with the General Data Protection Regulation through regular updates from the Data Protection Officer including data breaches and report progress to the Board
16. Monitor health and safety incidents including RIDDOR reporting
17. Review the terms and conditions on an annual basis and publish on the college website

Search and Governance Committee

Membership and Committee Operation

1. The Committee shall comprise a minimum of two members and the Principal and Chair of the Corporation, totalling four altogether.
2. The Corporation shall review the membership of the Committee and select a Chair of the Committee annually.

3. In the absence of the Chair of the Committee, the members present shall elect one of their body to chair the meeting.
4. If requested by the Chair of the Committee, relevant college managers will attend meetings of the Committee.
5. The quorum for meetings of the Committee shall be three.
6. The Director of Governance shall act as Clerk to the Committee.
7. The Committee will meet at least twice per year.
8. All meetings will be summoned by the Director of Governance at least 7 days in advance of the meeting.
9. In case of emergency, the Chair may call special meetings by written notice of less than 7 days.
10. Minutes from the meeting will be made available to all Corporation Members and, once approved, will be published on the College website. A summary of each meeting will be reported to the next available Board meeting by the Committee Chair.
11. Where minutes or parts of minutes are deemed by the Corporation to be confidential, they will not be published but will be retained on file by the Clerk and reviewed on an annual basis.
12. At one meeting per year the SGC will hold a 'Remuneration' meeting, that is subject to specific terms of reference and membership.

Terms of Reference

To advise the Corporation on the appointment and re-appointment of eligible members of the Corporation other than the Principal, staff and student members, and such other matters relating to the membership and appointments as the Corporation shall remit to it, having regard at all times to the provisions of the Instrument and Articles of Government [Instruments 2-10] and the Standing Orders of the Corporation

2. To consider and advise the Corporation on the composition and balance of the Corporation and its committees as well as the appointment of non-members on committees where such people would resolve a skills or experience deficiency [Article 4].
3. To gather nominations in respect of vacancies on the Corporation and to determine and apply the processes whereby such nominations are screened for eligibility and short listed through a transparent process [Instrument 7]
4. To initiate searches for potential candidates through consultation with appropriate others, including local authorities, local bodies and employers
5. To undertake a regular skills audit to test the range of skills and experience on the board of the Corporation
6. To ensure the composition of the Board of the Corporation is inclusive and broadly reflects the composition of both the College and the local community in respect of gender and ethnicity

7. To ensure the terms of reference for the Committee are reviewed annually and made available to the public via the college website
8. To ensure confidentiality when publishing minutes that no personal information relating to an individual is included without that individual's consent
9. For the Committee Chair, Vice-Chair and Director of Governance to review items that have been identified as confidential at Corporation meetings and make such materials available for inspection where the confidential basis no longer applies or where it is agreed that public interest outweighs the reason of confidentiality.
10. To monitor Governor attendance to ensure the target identified within the Standing Orders is met at Board and individual member level and that poor attendance is followed up.
11. To draw up and implement an annual Governor Development & Improvement programme that reflects training requirements identified through skills audits and appraisal.
12. To agree and monitor governor performance review processes and oversee the self-assessment process of the Board
13. To monitor the Corporation's Standing Orders for regularity and compliance against the Instrument & Articles of Governance and the AoC Code of Good Governance for English Colleges and appendix, the AoC Remuneration Code

Appraisal and Remuneration

Meeting operation and membership

1. The meeting shall be chaired by the Chair of the Search and Governance committee
2. The Chair shall invite the Chairs of all other Corporation Committees to attend this meeting within the SGC framework
3. The meeting shall only be attended by independent governors
4. The quorum of the meeting shall be three
5. The Principal may be invited to attend meetings of the Committee save where his/her remuneration is being considered, however the Principal will not be a part of the formal membership or the quorum
6. The Clerk to the Corporation shall be Clerk to the Committee but shall withdraw from any part of a meeting when his/her remuneration or conditions of service are being considered and then a member of the Committee will assume the role of clerk for that item only
7. All meetings will be summoned by the Clerk to the Corporation by written notice at least 7 days in advance of the meeting
8. In case of emergency, the Chair may call special meetings by written notice of less than 7 days
9. Minutes from the meeting will be made available to all Corporation Members by being posted on the board portal
10. Where minutes or parts of minutes are deemed by the Corporation to be confidential, they will not be posted on the governance site but will be retained on file by the Clerk

Terms of Reference

1. To request an annual review of the salaries of the designated senior post-holders including Principal, senior finance person and Clerk to the Corporation with due regard to public interest and the financial health of the College and in line with the AoC Remuneration Code
2. To make recommendations to the Governing Body regarding the grading, remuneration and conditions of service of Senior Post-holders
3. To review and determine the Corporation's policy on executive remuneration and advise on the specific remuneration packages of senior postholders so as to:
 - ensure that senior postholders are fairly rewarded for their individual contributions to the College's overall performance; and
 - demonstrate to the public that the pay of senior postholders is set by a committee which has no personal interest in the outcome of its decision and of its recommendations and which gives due regard to the interests of the public and of the financial health of the College
 - comply with HM Treasury requirements and guidance in relation to senior pay controls and special payments
4. The Remuneration Committee shall evaluate annually the specific remuneration packages of the Principal and designated senior postholders against:
 - pre-established performance goals and objectives; and
 - an appropriate peer group
5. For that purpose, the Committee will receive a report from the Chair of Corporation on the performance of SPH against KPIs and targets and shall receive the recommendations of the Chair as to the achievement of whether such KPIs and targets during have been achieved at the end of the relevant period
6. The Remuneration Committee shall advise the Corporation on any compensation (including the augmentation of pension benefits) which may be payable in the event of an early termination of the employment of the Principal or any designated senior postholder, with the broad aim of:
 - avoiding rewarding poor performance; and
 - dealing fairly with cases where early termination is not due to poor performance
7. The Remuneration Committee shall review on a continuing basis the Corporation's policy in relation to:
 - all aspects relating to the remuneration of the Principal and designated senior postholders including salary levels, comparisons with similar colleges, performance criteria and compensation commitments on early termination;
8. In reviewing any special payments, including severance, compensation and ex-gratia payments being considered for senior postholders, the Remuneration Committee shall give consideration to the requirements of HMT Managing Public Money and the approval required for any payments above stated thresholds and signing of non-disclosure agreements.

9. The minutes of the meeting shall be presented to the Corporation as a confidential item in line with the AoC Remuneration Code
10. To annually review the terms of reference and membership of the Committee

Finance and Resources Committee

Membership and Committee Operation

1. To advise, and where authorised, to take decisions relating to finance, resources, human resources and business planning matters with a view to ensuring that the operations of the College are efficient, effective and prudent.
2. The committee shall comprise of a minimum six members including the Chair of the Governing Body and the Principal.
3. The Board may co-opt up to two persons to the Committee who are not members of the Corporation (known as Co-opted Members). Co-opted Members shall be full members of the Committee apart from they cannot chair meetings.
4. The Committee shall appoint a Chair from one of its number.
5. The Committee shall appoint a Vice Chair from one of its number.
6. The quorum for meetings shall be four members, of which at least three members must be independent members.
7. Any member may validly participate in a meeting of the Committee by conference telephone or other form of communication equipment if all persons participating in the meeting are able to hear and speak to each other throughout the meeting.
8. The Director of Governance and Compliance shall act as Clerk to the Committee and be appointed annually.
9. The Director of Governance and Compliance shall produce minutes of each meeting of the Committee and be appointed annually.
10. All meetings will be summoned by the Director of Governance and Compliance by written notice at least 7 days in advance of the meeting. In case of emergency, the Chair may call special meetings by written notice of less than 7 days.
11. Minutes from the meeting will be made available to all Corporation Members and, once approved, will be published on the College website.
12. A summary of each meeting will be reported to the next available Board meeting by the Committee Chair.
13. Where minutes or parts of minutes are deemed by the Corporation to be confidential, they will not be published but will be retained on file by the Director of Governance and Compliance and reviewed on an annual basis.
14. With the agreement of the Committee Chair that the matter is urgent and cannot wait until the next meeting, a resolution in writing signed, or confirmed via email, by at least enough members to form a majority of the members of the Committee, excluding any members not eligible to vote on the matter, shall be as valid and effectual as if it had been passed at a meeting of the Committee.

15. Attendance at meetings of the Finance and Resources Committee shall be limited to members of the Committee and the Director of Governance and Compliance. The committee may invite the Corporation's advisers or other parties to attend meetings as appropriate. Such persons shall be entitled to speak at the meeting but shall not have a vote.
16. The Chair is authorised to act on behalf of the Committee between meetings as set out in the Standing Orders and Schedule of Delegation. Any such action is then reported to the next meeting of the Committee and recorded in the minutes.

Terms of Reference

1. To monitor the financial health and resilience of the College by analysis of the monthly management accounts and report to the Board accordingly.
2. To review the annual budget, including cash flow forecast, projected balance sheet, annual pay award for staff including senior post holders and capital spend budget for consideration by the Board.
3. To review the full annual accounts of the College and report on the external audit accounts to the Audit & Risk Committee.
4. To review the College's financial regulations and other associated financial policies and make a recommendation to the Board.
5. To review the College's three-year financial plan and make a recommendation to the Board.
6. To monitor financial performance including loan covenant compliance through scrutiny of the management accounts.
7. To monitor the capital spend programme against the budget and agree any significant changes.
8. To monitor the College's performance against its key performance indicators, challenge shortfalls in performance and consider proposals to ensure that the weaknesses are addressed, with reports presented to the Board as appropriate.
9. To formally report financial risks to the Audit and Risk Committee.
10. To monitor and review the treasury management policy as approved by the Corporation Board.
11. To monitor the appointment of the College's bankers.
12. To advise the Board in relation to the setting of a framework for the pay and conditions of service of staff, including Senior post holders.
13. To review the annual pay awards for staff in the College, including senior post holders, subject to compliance with the annual budget approved by the Corporation and make a recommendation to the Board.
14. To review the College's People Strategy and associated objectives and make a recommendation to the Board.
15. To review the College's Human Resources related policies and procedures, as detailed in the Schedule of Delegation and make recommendations to the Board.
16. To recommend changes to people risks in strategic risk register, monitor of actions to mitigate & communicate to A&R Committee.
17. To review and advise the Board on the College's Human Resources strategy.
18. To review and advise the Board on the College's IT strategy every three years.
19. To review and advise the Board on the College's Estate strategy at least every three years. To review the College's estate maintenance plan.

20. To review Resources related College policies and procedures as detailed in the Schedule of Delegation and make recommendations to the Board.

Quality and Standards Committee

Membership

The Committee shall comprise a minimum of 4 governors and may include persons co-opted by the Corporation who are not governors. The committee may invite the Corporation's advisers or other parties to attend meetings as appropriate. Such persons shall be entitled to speak at the meeting but shall not have a vote.

Membership and Committee Operation

The quorum for meetings shall be 4 members, including Co-opted members – the majority of whom shall be Corporation members.

Chair

The Chair of the Committee will be appointed by Corporation for a term of 1 year

Vice-Chair

The Vice-Chair will be appointed by the Committee for a term of 1 of year

In the absence of both the Chair and Vice-Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

Clerk

The Director of Governance shall act as Clerk to the Committee.

Term of Office

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed. Co-opted members will be appointed for a term of 1 year and will be eligible for re-appointment if their membership is approved by the Corporation. Members may terminate their membership by notice of resignation to the Director of Governance

Other Arrangements

The Committee is authorised by the Corporation to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary.

Papers, unless confidential, will be emailed and placed on MS Teams. The Committee shall report to Corporation at each meeting of the Corporation.

Terms of Reference

1. To consult on educational policies and recommend approvals to the Corporation.
2. To provide strategic oversight of the quality and curriculum improvements made by the College and monitor Ofsted readiness.

3. To consider the implications of curriculum related national policy/guidance which may periodically be issued, and to advise the Corporation as appropriate.
4. To review the range and responsiveness of the College's curriculum offer on an annual basis and make recommendations to College management on changes and developments.
5. To oversee the development of the College's quality strategy and policy, for approval by the Corporation; and to receive reports on internal quality reviews and to monitor subsequent actions.
6. To review and monitor strategies for engaging with employers and other stakeholders to remain responsive to workforce trends and ensure that the college is meeting the local skills agenda.
7. To review the Accountability statement and recommend approval to the Corporation.
8. To oversee the raising of standards by setting targets and agreeing on performance indicators; and monitoring progress, including against sector benchmark data for student retention, attendance, success achievement, and progression.
9. To review and raise the standard of the student experience for all students, through engagement with and feedback from students to inform future strategies for further improvement.
10. To consider the outcomes of surveys of student/client satisfaction, complaints, and appeals and to make recommendations to the College management and the Corporation.
11. To review arrangements for promoting diversity and inclusion with the staff and student body and monitor progress against appropriate equality and diversity impact measures.
12. To review the College's arrangements for Safeguarding and Prevent and ensure that the Corporation fulfils its responsibilities through termly monitoring reports and the consideration of an annual report.
13. To monitor the College's performance, in relation to the continued professional development of all staff.
14. To probe and advise upon the rigour, completeness, and consistency of the self-assessment reports, associated processes and the supporting evidence base; and the action taken in response to the action plan therein or any post-inspection report and action plan, and to recommend the Report for approval by the Corporation.
15. To escalate any risks relating to Quality and Standard of education, by reporting promptly to the Audit and Risk Committee.
16. Such other matters as the Corporation may from time to time refer to the Committee.

Working Groups

As determined in the Standing Orders, the Corporation may from time to time convene working parties or task and finish groups to provide additional time and resource to an identified issue. In each case, membership of the groups will be made up of key college managers, governors (including co-opted) and other key stakeholders.

Working groups will set up their own terms of reference but will not hold any delegated powers to make decisions but will report into the Board or one of its committees where recommendations will be received, and decisions made.

