

Committee Constitution and Terms of Reference 2019/20

Audit Committee - Constitution and Terms of Reference

1. Constitution and Membership

- 1.1 The Corporation shall appoint between three and five members to the Committee, the majority of whom should be external Members, on the recommendation of the People Strategy & Governance Committee.
- 1.2 The Corporation Chair, Principal, Staff and Student Members may not be appointed.
- 1.3 To avoid potential conflicts of interest, Committee members should not be members of the Resource Committee and vice-versa.
- 1.4 To allow the Committee to discharge its duties effectively it should include individuals with an appropriate mix of skills and experience. Collectively, Committee members should have recent, relevant risk management, finance, audit and assurance experience.
- 1.5 Quorum: the Committee shall be quorate when 2 members are present. Where there are only two Members present and in the event the Committee, in line with its delegated powers, is required to make a decision, the Committee in its discretion shall either:
 - make the decision as long as both Members agree; or
 - defer that decision to the next scheduled committee meeting; or
 - call for an electronic resolution where the decision is time sensitive.
- 1.6 Appointment of Chair and Deputy Chair:
 - A Chair and Deputy Chair will be appointed by the Committee.
 - If the Chair is unavailable, the Deputy Chair will chair the meeting.

2. Clerking Arrangements

- 2.1 The Committee clerk will be the Clerk to the Corporation.

3. Attendance at Meetings

- 3.1 Attendance will generally be limited to Committee members, the Clerk, the Executive Director Finance and Risk and any persons expressly invited to attend all or part of a meeting. Corporation Members who are not committee members may also attend.
- 3.2 The Committee:
 - will invite the Principal to at least one meeting a year; generally when it receives the draft Financial Statements and agrees its annual report for the Corporation;
 - may invite other members of staff to attend, to discuss matters for which they have relevant responsibility.
- 3.3 Representatives from the external and internal auditor services will be invited to attend meetings.

4. Proceedings and Frequency of Meetings

- 4.1 The Committee shall meet at least four times a year at appropriate intervals in the financial reporting and audit cycle, and otherwise as required.

5. Reporting Procedures

- 5.1 Minutes of the meeting, following agreement with the Committee Chair, will be presented to the subsequent Corporation meeting, regardless of whether they have been confirmed as being a true record by the Committee.
- 5.2 The Committee Chair shall complete an assurance report which, together with Committee minutes, will be presented to the next scheduled Corporation meeting. The Committee Chair will present the assurance report to the Corporation, highlight relevant matters and make whatever recommendations the Committee deems appropriate, on any area within its remit where action or improvement is needed.

- 5.3 The Committee Chair shall present the Annual Audit Committee Report and formally report to the Corporation as to how the Committee has discharged its responsibilities and (where relevant) highlight:
- significant issues the Committee considered in relation to the financial statements and how these were addressed;
 - the Committee's assessment of the effectiveness of the external audit process;
 - the approach taken to the appointment or reappointment of the external auditor, length of tenure of audit firm, when a tender was last conducted and advance notice of any retendering plans; and
 - any other issues on which the Corporation has requested the Committee's opinion.

6. Authority

- 6.1 It is a condition of College funding and the Post-16 Audit Code of Practice that the Corporation must establish an Audit Committee.
- 6.2 The Corporation, in appointing Committee members has a responsibility to maintain the Committee's independence.
- 6.3 The Corporation must set out clear terms of reference for the Committee. These should reflect accepted good practice and must set out, as a minimum, the requirements included within the Post-16 Audit Code of Practice.
- 6.4 The Committee must not adopt an executive role.
- 6.5 The Corporation has adopted the Code of Good Governance for English Colleges and the Committee, where relevant, will apply its principles on a 'comply or explain' basis.

7. Delegation

- 7.1 The Corporation shall delegate the following matters to the Committee:
- 7.1.1 The power to conduct investigations into any matters within its scope of responsibility and obtain, at the College's expense advice and assistance from outside legal, accounting, or other advisers, as necessary to perform its duties and responsibilities.
- 7.1.2 The right to access all the information and explanations it considers necessary, from whatever source, in order for it to carry out its duties and responsibilities.
- 7.1.3 At regular intervals review the sufficiency, appropriateness and value for money of the College insurance policy and approve the final insurance level, type and provider.

8. Purpose

- 8.1 The Audit Committee is established to exercise independent scrutiny to:
- advise the Corporation on the adequacy and effectiveness of its internal control, risk management and assurance framework; and
 - advise and support the Corporation in explaining, in its annual accounts, the measures taken to ensure it has fulfilled its statutory and regulatory responsibilities.

9. Duties

9.1 Effectiveness and Financial Control

The Committee shall be responsible for:

- 9.1.1 Assessing and providing the Corporation with an opinion on the adequacy and effectiveness of the its assurance arrangements, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency of the institution and safeguarding of its assets.
- 9.1.2 Producing an annual report for the Corporation, summarising the Committee's activities relating to the financial year under review, including:
- a summary of the work it has undertaken during the year;
 - any significant issues arising up to the date of preparation of the report;
 - any significant matters of internal control included audit and assurance provider reports;
 - a view of its own effectiveness and how it has fulfilled its terms of reference;

- its opinion on the adequacy and effectiveness of the Corporation's assurance arrangements, framework of governance, risk management and control processes.

9.1.3 Submitting its annual report to the Corporation before the statement of corporate governance and internal control in the annual accounts is signed.

9.1.4 Reviewing and scrutinising the annual regularity self-assessment questionnaire to support the drafting of the statement of regularity, propriety and compliance (RSAQ).

9.2 Risk Management

The Committee shall be responsible for:

9.2.1 Ensuring Corporation policies provide for the development and implementation of a robust and embedded risk management strategy which:

- set out proactive and effective processes for identifying potential risks, ensuring key risk are not overlooked;
- provides for the detailed and objective assessment and evaluation of identified risks, their impact and likelihood;
- requires the identification and implementation of actions to mitigate risks;
- ensures risks are understood and managed at all relevant organisational levels.

9.2.2 Undertaking a regular review of strategic risks and receive reports on mitigating actions taken, make recommendations to the Corporation for further action and provide adequate information in a timely manner to the Corporation on the status of risks and controls.

9.3 Internal Audit

The Committee shall be responsible for:

9.3.1 Advising the Corporation of the appointment, re-appointment, dismissal and remuneration of the internal auditor, reporting accountant and other assurance providers and establish that all such assurance providers adhere to relevant professional standards.

9.3.2 Informing the Corporation of any additional services provided by the internal auditor, reporting accountant and other assurance providers and explain how independence and objectivity were safeguarded.

9.3.3 Considering, and advising the Corporation on any internal audit and assurance provider reports, annual reports and on control issues included within internal audit and assurance provider reports and management's responses to these.

9.3.4 Monitoring within agreed timescales, the implementation of recommendations arising from audit and assurance provider reports.

9.3.5 Considering, and advising the Corporation on an audit needs assessment and recommend the approval of the three year internal audit strategy and annual internal audit plan.

9.3.6 Monitoring the effectiveness of the internal audit service and any assurance provider.

9.4 External Audit

The Committee shall be responsible for:

9.4.1 Advising the Corporation of the appointment, re-appointment, dismissal and remuneration of the external auditor, and establish it adheres to relevant professional standards.

9.4.2 Informing the Corporation of any additional services provided by the external auditor and explain how independence and objectivity were safeguarded.

9.4.3 Monitoring the effectiveness of the external audit service.

9.5 Policies

The Committee shall be responsible for:

9.5.1 Overseeing the Corporation's policies on fraud, irregularity and whistleblowing and ensure:

- the proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity;
- investigation outcomes are reported to the Committee;
- the external auditor (and internal auditor if applicable) has been informed;
- appropriate follow-up action has been planned / actioned; and
- that all significant cases of fraud or suspected fraud or irregularity are reported to the ESFA;

- risks around fraud have been identified and controls put in place to mitigate the risk.

9.5.2 Scrutinising and recommending to the Corporation for approval, the policies set out in Appendix 1.

9.6 **Other**

The Committee shall be responsible for:

9.6.1 Undertaking an annual review of its effectiveness.

9.6.2 Receiving regular briefings and updates on matters relating to the Committee's remit and scope of responsibility.

Students, Learning & Quality Committee - Constitution and Terms of Reference

1. Constitution and Membership

- 1.1 The Corporation shall appoint between five and seven members to the Committee, the majority of whom should be external Members, on the recommendation of the People Strategy & Governance Committee.
- 1.2 Quorum: the Committee shall be quorate when 2 members are present. Where there are only two Members present and in the event the Committee, in line with its delegated powers, is required to make a decision, the Committee in its discretion shall either:
 - make the decision as long as both Members agree; or
 - defer that decision to the next scheduled committee meeting; or
 - call for an electronic resolution where the decision is time sensitive.
- 1.3 Appointment of Chair and Deputy Chair:
 - A Chair and Deputy Chair will be appointed by the Committee.
 - If the Chair is unavailable, the Deputy Chair will chair the meeting.

2. Clerking Arrangements

- 2.1 The Clerk to the Corporation shall act as Clerk to the Committee.

3. Attendance at Meetings

- 3.1 Attendance will generally be limited to Committee members, the Clerk, the Deputy Principal, the Vice Principal Quality and any persons expressly invited to attend all or part of a meeting. Corporation Members who are not committee members may also attend.

4. Proceeding and Frequency of Meetings

- 4.1 The Committee shall meet in accordance with the Corporation annual calendar of meetings and as a minimum at least once per term.

5. Reporting Procedures

- 5.1 Minutes of the meeting, following agreement with the Committee Chair, will be presented to the subsequent Corporation meeting, regardless of whether they have been confirmed as being a true record by the Committee.
- 5.2 The Committee Chair shall complete an assurance report which, together with Committee minutes, will be presented to the next scheduled Corporation meeting. The Committee Chair will present the assurance report to the Corporation, highlight relevant matters and make whatever recommendations the Committee deems appropriate on any area within its remit where action or improvement is needed.

6. Authority

- 6.1 As a matter of good practice, and as permitted under Article 4 of the Articles of Government, the Corporation has determined to establish a Learning and Quality Committee.
- 6.2 The Corporation has adopted the Code of Good Governance for English Colleges and the Committee, where relevant, will apply its principles on a 'comply or explain' basis.

7. Delegation

- 7.1. The Corporation shall delegate the following matters to the Committee:
 - 7.1.1 The making of rules concerning the conduct of students, including procedures for their suspension and expulsion, within relevant policies.
 - 7.1.2 The review and approval of the policies set out in Appendix 1

8. Purpose

8.1 The Committee is established to provide assurance to the Corporation that:

- the curriculum strategy is relevant, fit for purpose and meets the needs of the community that the College serves;
- the standards of academic delivery meet relevant internal and external expectations; and
- the necessary structures and processes for the effective provision of a safe and high quality student experience are in place; and
- strategic risks, which relate to the Committee's terms of reference, are being effectively managed.

9. Duties

9.1 Educational Character

The Committee shall be responsible for:

9.1.1 Advising and making recommendations to the Corporation on issues regarding the educational character of the College.

9.2 Curriculum

The Committee shall be responsible for:

9.2.1 Scrutinising, monitoring, evaluating and providing a supportive critical perspective to the development and operation of the College's curriculum strategy.

9.2.2 drawing to the Corporation's attention updates on new initiatives in teaching and learning.

9.3 Quality

The Committee shall be responsible for:

9.3.1 Scrutinising, monitoring and evaluating the College's quality strategy, systems and processes.

9.4 Performance

The Committee shall be responsible for:

9.4.1 Advising on and recommending to the Corporation appropriately benchmarked key performance indicators on relevant areas including attendance, retention, achievement, progression, destination and value added, across the full range of the Colleges' provision.

9.4.2 Scrutinising and challenging performance against key performance indicators.

9.4.3 Scrutinising and challenging levels of achievement for the whole College, student cohorts (including Higher Education provision) and specific groups of students, including disadvantaged students.

9.4.4 Providing relevant assurance to the Corporation that the College is operating in accordance with the principles and guidance of the Office for Students.

9.5 Self-Assessment and Quality Improvement Planning

9.5.1 Advising on and recommending to the Corporation:

- the annual self-assessment report, bench marked against national norms and detailed enough to provide assurance that the learning experience is being effectively monitored and appropriate learning resources have been made available;
- a robust and appropriately focused Quality Improvement Plan.

9.5.2 Regularly reviewing and challenging the progress and impact on actions within the quality improvement plan.

9.6 Student Experience / Voice

The Committee shall be responsible for:

9.6.1 Inviting students to attend Committee meetings to discuss their views and experience to enable the Committee to have close regard to the voice of students and the quality of the student experience.

9.6.2 Monitoring and evaluating the quality and impact of the student experience and how students are engaged and involved.

9.6.3 Receiving and considering the views of student and monitoring actions taken in response to those views.

9.7 **Community Engagement, Stakeholder Views and Complaints**

The Committee shall be responsible for:

- 9.7.1 Monitoring and evaluating the College's involvement / engagement with the local community, its corporate social responsibility strategy and public benefit.
- 9.7.2 Receiving and considering the views of other stakeholders and monitoring actions taken in response to those views.
- 9.7.3 Receiving an annual summary complaints report and evaluating the effectiveness of the complaints policy and procedures and the responses / outcomes to the complaints received.

9.8 **Careers Advice and Guidance**

The Committee shall be responsible for:

- 9.8.1 Advising the Corporation as to the extent the College is complying with its funding agreement requirement to provide appropriate careers advice and guidance.
- 9.8.2 Monitoring and evaluating the quality and impact of careers advice and guidance provided by students.

9.9 **Safeguarding and Prevent**

9.9.1 The Committee shall provide assurance to the Corporation as to the extent the College is complying with relevant legislation, regulation, policies, procedures and working practices regarding safeguarding and Prevent. Key areas of focus will include:

- receiving and scrutinising termly reports to monitor relevant activity, risks, key performance indicators and benchmarking data;
- receiving updates and briefings on changes to safeguarding and Prevent legislation and regulation, the implications of these changes and management responses.

9.10 **Equality, Diversity and Inclusion (EDI)**

The Committee shall be responsible for:

- 9.10.1 Receiving and interrogating the annual EDI Report, which it will recommend to the Corporation.
- 9.10.2 Monitoring and evaluating performance against EDI objectives and action plans.

9.11 **Policies**

- 9.11.1 The Committee will scrutinise and recommend to the Corporation for approval, the policies set out in Appendix 1.
- 9.11.2 The Committee will scrutinise and approve the policies set out in Appendix 1.

9.12 **Other**

- 9.12.1 The Committee shall be responsible for undertaking an annual review of its effectiveness.

Resource Committee - Constitution and Terms of Reference

1. Constitution and Membership

- 1.1 The Corporation shall appoint between five and seven members to the Committee, (at least one of whom must be a qualified accountant) the majority of whom should be external Members, on the recommendation of the Remuneration, Search & Governance Committee.
- 1.2 To avoid potential conflicts of interest, Committee members should not be members of the Audit Committee and vice-versa.
- 1.3 Quorum: the Committee shall be quorate when 2 members are present. Where there are only two Members present and in the event the Committee, in line with its delegated powers, is required to make a decision, the Committee in its discretion shall either:
 - make the decision as long as both Members agree; or
 - defer that decision to the next scheduled committee meeting; or
 - call for an electronic resolution where the decision is time sensitive.
- 1.4 Appointment of Chair and Deputy Chair:
 - A Chair and Deputy Chair will be appointed by the Committee.
 - If the Chair is unavailable, the Deputy Chair will chair the meeting.

2. Clerking Arrangements

- 2.1 The Clerk to the Corporation shall act as Clerk to the Committee.

3. Attendance at Meetings

- 3.1 Attendance will generally be limited to Committee members, the Clerk, the Executive Director Finance and Risk, the Executive Director Corporate Services, the Deputy Principal and the Executive Director Business Development & Marketing and any persons expressly invited to attend all or part of a meeting. Corporation Members who are not committee members may also attend.

4. Proceeding and Frequency of Meetings

- 4.1 The Committee shall meet at least four times a year at appropriate intervals in the financial reporting cycle, and otherwise as required.

5. Reporting Procedures

- 5.1 Minutes of the meeting, following agreement with the Committee Chair, will be presented to the subsequent Corporation meeting, regardless of whether they have been confirmed as being a true record by the Committee.
- 5.2 The Committee Chair shall complete an assurance report which, together with Committee minutes, will be presented to the next scheduled Corporation meeting. The Committee Chair will present the assurance report to the Corporation, highlight relevant matters and make whatever recommendations the Committee deems appropriate, on any area within its remit where action or improvement is needed.

6. Authority

- 6.1 As a matter of good practice, and as permitted under Article 4 of the Articles of Government, the Corporation has determined to establish a Resource Committee.
- 6.2 The Corporation has adopted the Code of Good Governance for English Colleges and the Committee, where relevant, will apply its principles on a 'comply or explain' basis.

7. Delegation

- 7.1. The Corporation shall delegate the following matters to the Committee:
 - 7.1.1 The approval of the renewal of any lease previously approved by the Corporation, where the annual rental value is over £99,999.

- 7.1.2 Make rules relating to the conduct of staff within relevant policies.
- 7.1.3 Make rules relating to grievance, suspension, disciplinary and dismissal procedures for staff (excepting senior post holders) within relevant policies.
- 7.1.4 The review and approval of the policies set out in Appendix 1.
- 7.2 The Corporation shall delegate to the Chair of the Resource Committee the power to approve and sign sub-contracting contracts, providing they do not exceed the amount approved by the Corporations and the sub-contractors are on the College's sub-contracting framework.

8. Purpose

- 8.1 The Resource Committee is established to provide assurance to the Corporation that:
 - the College's financial strategy and policies are appropriate, within the context of the College's overall strategic plan;
 - College resources are being used effectively and efficiently, the College is solvent and sustainable and College assets are being safeguarded; and
 - strategic risks, which relate to the Committee's terms of reference, are being effectively managed.

9. Duties

9.1 Financial Performance

The Committee shall be responsible for:

9.1.1 Reviewing, advising on and recommending for approval to the Corporation:

- a three year medium term business plan;
- an annual income and expenditure budget;
- a capital expenditure budget,
- appropriate performance indicators for monitoring performance.

9.1.2 Reviewing and challenging the monthly financial performance report including; management accounts; cash flow; contract performance; capital expenditure update; balance sheet; income generation report and key performance indicators including financial health.

9.1.3 Scrutinising forecasting activity and recommending any relevant action.

9.1.4 Reviewing, advising and recommending on arrangements for securing and maximising government, student loan, commercial, charitable, ESF and other sources of income / funding.

9.1.5 Reviewing, advising and recommending on the maximisation of income from the College's fixed assets, especially the capital estate.

9.1.6 Reviewing the annual financial statements.

9.1.7 Regularly monitoring the financial position relating to projects / developments approved by the Corporation.

9.2 Commercialisation and Partnership Developments

9.2.1 The Committee shall be responsible for taking a corporate view of the College's commercialisation and partnership developments to ensure they contribute effectively to the delivery of the Colleges business needs and corporate strategy. Key areas of focus will include:

- overseeing the financial implications and associated risks relating to College subsidiary companies and other relevant partnerships and ensuring financial performance of such activities meet relevant targets / objectives.

9.3 Human Resources

9.3.1 The Committee shall be responsible for taking a corporate view of the College's human resource strategies and policies to ensure they contribute effectively to the delivery of the Colleges business needs and corporate strategy. Key areas of focus will include:

- reviewing and overseeing the development, implementation and operation of the Workforce Strategy including staff wellbeing and development;
- considering the framework for staff pay and conditions and where relevant making recommendations to the Corporation on any whole College pay increase;
- receiving and scrutinising annual staff survey outcomes, implications and action plans;

- receiving and scrutinising termly reports to monitor relevant activity, risks, key performance indicators and benchmarking data;
- consideration of issues relating to equality, diversity and inclusion;
- seeking assurance the College is complying with relevant legal and regulatory requirements;
- receiving updates and briefings on changes to HR legislation and regulation, the implications of these changes and management responses.

9.4 Health and Safety

9.4.1 The Committee shall provide assurance to the Corporation as to the extent the College is complying with relevant legislation, regulation, policies, procedures and working practices regarding health and safety. Key areas of focus will include:

- receiving and scrutinising termly reports to monitor relevant activity, risks, key performance indicators and benchmarking data;
- receiving updates and briefings on changes to health and safety legislation and regulation, the implications of these changes and management responses.

9.5 IT / Digital

9.5.1 The Committee shall be responsible for taking a corporate view of the College's IT / Digital strategies and policies to ensure they contribute effectively to the delivery of the College's business needs and corporate strategy. Key areas of focus will include:

- reviewing and overseeing the development, implementation and operation of the IT / Digital Strategy;
- considering the financial implications of IT investment and associated opportunities and risks and making relevant recommendations to the Corporation;
- overseeing legal and regulatory compliance.

9.6 Policies

9.6.1 The Committee will scrutinise and recommend to the Corporation for approval, the policies set out in Appendix 1.

9.6.2 The Committee will scrutinise and approve the policies set out in Appendix 1.

9.7 Other

9.7.1 The Committee shall be responsible for undertaking an annual review of its effectiveness.

People Strategy & Governance Committee - Constitution and Terms of Reference

1. Constitution and Membership

- 1.1 The Corporation shall appoint as a minimum, the Chair, the Vice-chair(s) and the Chairs of Committees to the Committee and any further Members (including a Member who has also been appointed to The Midland Academies Trust Board of Directors) to a total maximum of seven Members.
- 1.2 The Principal, Staff or Student Members shall not be appointed to the Committee; save that the Principal shall be a member of the Committee for the purposes of discharging the responsibilities relating to search and governance.
- 1.3 Where necessary, the Corporation may co-opt to the Committee, an independent specialist in the field of remuneration.
- 1.4 Quorum: the Committee shall be quorate when 2 members are present. Where there are only two Members present and in the event the Committee, in line with its delegated powers, is required to make a decision, the Committee in its discretion shall either:
 - make the decision as long as both Members agree; or
 - defer that decision to the next scheduled committee meeting; or
 - call for an electronic resolution where the decision is time sensitive.
- 1.5 Appointment of Chair and Deputy Chair:
 - A Chair and Deputy Chair will be appointed by the Committee.
 - If the Chair is unavailable, the Deputy Chair will chair the meeting.

2. Clerking Arrangements

- 2.1 The Clerk to the Corporation shall act as Clerk to the Committee.

3. Attendance at Meetings

- 3.1 Attendance will generally be limited to Committee members, the Clerk and any persons expressly invited to attend all or part of a meeting. Corporation Members who are not committee members may also attend.
- 3.2 The Principal will normally attend the parts of the meeting where senior post-holder issues are dealt with, unless they relate directly to issues concerning the Principal.
- 3.3 The Clerk to the Corporation will normally attend all parts of the meeting, unless they relate directly to issues concerning the Clerk or discussion of the Principal's performance.

4. Proceeding and Frequency of Meetings

- 4.1 The Committee shall meet in accordance with the Corporation annual calendar of meetings and as a minimum at least once per term.

5. Reporting Procedures

- 5.1 Minutes of the meeting, following agreement with the Committee Chair, will be presented to the subsequent Corporation meeting, regardless of whether they have been confirmed as being a true record by the Committee.
- 5.2 Matters relating to senior post holders and other confidential matters will be presented on the confidential agenda for external Members only.
- 5.3 The Committee Chair shall complete an assurance report which, together with Committee minutes, will be presented to the next scheduled Corporation meeting. The Committee Chair will present the assurance report to the Corporation, highlight relevant matters and make whatever recommendations the Committee deems appropriate, on any area within its remit where action or improvement is needed. Any matters relating to senior post holders or other confidential matters will be presented on the confidential agenda for external Members only.
- 5.4 The Committee will produce two annual reports to the Corporation:

- an annual Remuneration Report providing sufficient assurance that it has effectively discharged its responsibilities;
- an annual Governance Report, which will also be a public facing document, reporting on the search and governance activities it has taken during the year and how it has effectively discharged its responsibilities.

6. Authority

- 6.1 As a matter of good practice, and as permitted under Article 4 of the Articles of Government, the Corporation has determined to establish a People Strategy & Governance Committee.
- 6.2 When making decisions about senior post holder remuneration the Committee will adhere to the ****¹ Remuneration Code and will apply its principles on a 'comply or explain' basis.
- 6.3 The Corporation has adopted the Code of Good Governance for English Colleges and the Committee, where relevant, will apply its principles on a 'comply or explain' basis.

7. Delegation

- 7.1. The Corporation shall delegate the following matters to the Committee:
- 7.1.1 The power to obtain, at the College's expense, legal or other professional advice on matters within its terms of reference.
- 7.2.2 The approval of senior post-holder role descriptions and person specifications.
- 7.2.3 The determination of the grading and conditions of service of senior post-holders.
- 7.2.4 The determination of senior post holder salary increases, following a full review, in accordance with Remuneration Policy and relevant Remuneration Code.
- 7.2.5 The determination, and periodic review of a performance management framework for senior post-holders.
- 7.2.6 The approval of annual performance objectives for the Principal, senior post holders and the Clerk.
- 7.2.7 The approval of individual severance arrangements for the Principal, senior post holders or the Clerk.
- 7.2.8 The commissioning of:
- an external review of governance effectiveness on a three yearly basis;
 - an external verification of the Committee's effectiveness, expertise and independence at least every four years (this may be as part of the external review of governance effectiveness or a standalone review).

8. Purpose

- 8.1 The People Strategy & Governance Committee is established to provide assurance to the Corporation that:
- a strategic view of the College's people (students, staff and stakeholders) is being taken with a view to achieving high organisational performance;
 - the principles of fair and appropriate remuneration for senior post holders have been applied effectively and consistently;
 - appropriate Corporation recruitment and succession planning process are in place and effective, and that timely and appropriate advice on membership matters has been provided;
 - the Corporation's governance framework and approach is fit-for-purpose and effective; and
 - strategic risks which relate to the Committee's terms of reference, are being effectively managed.

¹ The issue as to whether FE Colleges which deliver HE provision must be subject to the HE Remuneration Code is still be discussed. It is however very likely that such FE College will need to adopt a Remuneration Code whether it is the HE code or an AoC developed code.

9. Duties

9.1 People Strategies

The Committee shall be responsible for:

9.1.1 Scrutinising and challenging identified strategic people priorities and supporting strategies to meet those priorities.

9.1.2 Reviewing and evaluating the implementation and impact of people strategies.

9.2 Senior Post-Holder: Remuneration, Terms & Conditions, Performance Management and Development

The Committee shall be responsible for:

9.2.1 Developing a Remuneration Policy to explain the approach taken to remuneration for senior post holders, for recommendation to the Corporation. This shall include a clear rationale for allowing retention of any external income and any limits on the amount of time senior post holders can devote to external income-generating activity.

9.2.2 Reviewing and approving the job descriptions of senior post-holders.

9.2.3 Determining the grading and conditions of service of senior post-holders.

9.2.4 Undertaking an annual review of the salaries of senior post-holders and making salary determinations based on that review, following the commissioning of reviews as appropriate, including benchmarking within and externally to, the FE sector.

9.2.5 Periodically reviewing and determining the performance management framework to be adopted for senior post-holders.

9.2.6 Considering the Principal's development needs and receiving a report from the Principal on other senior post-holder's development needs.

9.2.7 Reviewing and approving any senior post holder severance payments.

9.3 Search

The Committee shall be responsible for:

9.3.1 Reviewing and determining the procedures for the selection and appointment of external Members and co-option to committees, including:

- Keeping under review the appropriateness of, and gaps in, current membership in the light of College strategic priorities and the expertise within the Corporation, in order to inform selection processes and co-option where relevant and permissible.
- Considering annually and making relevant recommendations to the Corporation on:
 - the determination of membership numbers;
 - the number, membership and chairs and deputy chairs, of Corporation committees for the following year;
 - the constitution and terms of reference of Corporation committees;

having taken into account all relevant Equality, Diversity and Inclusion considerations.

9.3.2 Setting targets for Members' attendance and evaluating their attainment.

9.3.3 Overseeing the development of Members including; induction, ongoing learning and development opportunities.

9.4 Governance

The Committee shall be responsible for:

9.4.1 Commissioning:

- an external review of governance effectiveness on a three yearly basis;
- an external verification of the Committee's effectiveness, expertise and independence at least every four years (this may be as part of the external review of governance effectiveness or a standalone review).

9.4.2 Overseeing annual Corporation self-assessment and quality improvement planning for inclusion in the whole College Self-Assessment Report.

9.4.3 Determining and implementing a process for:

- assessing the individual performance of Members, on a regular basis;

- evaluating the performance of committee effectiveness on an annual basis.

- 9.4.4 Considering governance effectiveness, development and improvement and where necessary, making relevant recommendations for change or amendment to the Corporation.
- 9.4.5 Undertaking a periodic review of the operation and effectiveness of the Instrument and Articles of Government and where necessary making relevant recommendations to the Corporation.
- 9.4.6 Reviewing and making recommendations to the Corporation on the Standing Orders and other relevant governance documents on a three yearly basis.
- 9.4.7 Reviewing Members' declarations of interest and making a determination on any actual or potential conflicts of interest and how these may be managed.
- 9.4.8 If in place, overseeing the operation of a Link Scheme and assigning special responsibility roles for Members.
- 9.4.9 Scrutinising on an annual basis, Members' expense claims.
- 9.4.10 Regularly reviewing governance, stewardship and control arrangements between the Corporation and any subsidiary entities / partnerships, to ensure the clarity and effectiveness of these arrangements and that the Corporation is complying with its legal duties.

9.5 **Other**

- 9.5.1 The Committee shall be responsible for undertaking an annual review of its effectiveness.