

Governance and Delegation of Powers

The Governance Arrangements for the F.E. Corporation of South Essex College

This document replaces all previous resolutions and statements
on governance and delegation of powers.

Rob Millea
Clerk to the F.E. Corporation

4 December 2017

Contents

Paragraph Numbers

Introduction	1 - 3
Role of the Corporation.....	4 - 8
Distinctions between Governance & Management...	9 - 14
Delegation of Responsibilities by the Corporation .	15 - 29
Other Corporation Committees	30 - 31
Statements made on behalf of the Corporation or the College.....	32 – 34
Corporation Seal.....	35

Annex A	Terms of Reference of Other Corporation Committees
Annex B	Membership of the Corporation and its Committees

Governance and Delegation of Powers

Introduction

1. This paper sets out the arrangements made by the Corporation to address the key statutory responsibilities set out in the Articles of Government, as prescribed by the Further Education Corporations (Former Further Education Colleges) (Replacement of Instruments and Articles of Government) Order 2007 which came into force on 1st January 2008, the Further Education Corporations (Former Further Education Colleges) (Modification of Instruments and Articles of Government) Order 2010 which came into force on 1st April 2010 and the Further Education Corporation (former Further Education Colleges) (Modifications of Instruments and Articles of Government) Order 2012 which came into force on 31 March 2012; augmented by the Financial Memorandum made with the Education & Skills Funding Agency, reissued in March 2012.
2. This is an authoritative document in its own right as it is approved by resolution of the Corporation. However, references to other authorities such as the Instrument and Articles of Government and the Financial Memorandum are intended as a useful summary rather than to replace use of the original authority. Quotations from guidance provided by other organizations and the commentary in this document are intended to provide the sources for the philosophical framework in which the Corporation undertakes its responsibilities.
3. A general overview of both governance and the Further Education environment is provided in the Governance Training Materials issued by the now defunct Learning and Skills Improvement Service in March 2013, to which Members should refer. The Clerk can provide a copy on request.

Role of the Corporation

4. The Corporation is charged by the Articles with the responsibility for oversight of the College's activities. In the Governance Training Materials mentioned above, responsibility comprises two primary elements.

“The main business of the Governing Body (Corporation) is to determine the educational character of the college and to ensure its overall well-being and financial solvency.” (*Module 1, Section 2*)

Educational Character and Mission

5. This first element reflects the responsibilities set for the Board in the Articles of Government, which includes:

“... the determination and periodic review of the educational character and mission of the institution and the oversight of its activities”. (*Article 3(1)a*)

6. The following features have been identified as contributing to the educational character, namely:

“... the broad purpose and strategic direction of the College, the nature of its educational programme, pattern of courses and any special characteristics of its range of subjects, its overall ethos, admissions policy and its relationship to its communities.”

7. As has been widely recognised, Colleges are dynamic, changing organisations that react or respond differently to the pressure for change placed upon them according to how they are managed and governed. Therefore, the determination of the educational character has a very particular importance, as it is the primary responsibility of the Board within the overall requirement to take an overview of the whole institution when setting its future direction.¹

Financial Solvency

8. The second element is the responsibility of the Corporation for ensuring compliance with its statutory duties relating to financial solvency and the resources of the College. These are set out in Articles 3(1) (b) and (c), which itself has two main aspects:
 - (i) “the Corporation is accountable to the Education & Skills Funding Agency and ultimately to Parliament (via the Public Accounts Committee), through the Accounting Officer (the Principal and Chief Executive), for the financial health of the College and for ensuring that it remains solvent; and
 - (ii) “the Corporation, through the Principal and Chief Executive, must ensure the effective and efficient deployment, management and use of available resources, including human resources, property and other assets, and consider the financial implications of its decisions.”

Distinctions between Governance and Management

9. John Carver’s Policy Governance framework has provided a useful model in developing the approach adopted by the Corporation. “As a framework, it provides a way for the Board to look at corporate issues, separating its role from that of management, delegating powerfully, yet retaining its own accountability ...Governance requires and engenders a passion for leadership, leadership that is not just over others but on others’ behalf.”²
10. The relationship between the Corporation and the Principal and Chief Executive is fundamental to the successful management of the affairs of the College, at the heart of which is the distinction between governance and management.
11. A Colleges’ Employers’ Forum publication³ helpfully summarises some of the issues.

“Governors have taken to heart the distinction between their concern for strategy and the responsibilities set for their managers of operational control and identifying and bringing forward crucial issues of policy with the necessary supporting information. Here,

¹ Determining the Educational Character of the College” - Hawkins and Kedney - Colleges’ Employers’ Forum - 1996 - Section 1.2

² “Corporate Boards that Create Value” John Carver with Caroline Oliver, 2002 - Introduction

³ “Reviewing the Performance of the Board” - Hawkins and Kedney - Colleges’ Employers’ Forum - 1996

as elsewhere, however, there is a need to exemplify and test meanings in a rapidly changing arena of operation.

“Dedicated part-time members of a Board cannot, and it is cogently argued, should not, **manage** the affairs of the college, rather they should recognise their particular role and contribution and work in partnership and harmony with their Principal.” (Section 3.2)

12. Therefore, the overall aim of the Corporation should be to debate, challenge and agree policies and strategies and ensure that it is able to monitor progress in implementing them. This requires having objective and effective means of knowing whether the College is being properly managed to fulfill its mission, and that it is in good financial health.

13. However, it should be emphasised that:

“Except in the most unusual circumstances, it is not the function of the Governing Body to become involved in detailed scrutiny of the management and administration, and teaching programmes of the College. Rather, it will encourage the Principal to get on with the task, but within a clear framework of accountability, including the policies and objectives in the College’s strategic plan that the governing body itself has approved.”(Paragraph 5.7 of FEFC Guide 1994)

14. Therefore, it follows that it is both necessary and it is good governance for a Corporation to delegate matters to its Committees and to the Principal and Chief Executive (in accordance with the provisions of the Articles of Government), in a way that reflects the complexity of the College and the experience of the management team.

Delegation of Responsibilities by the Corporation (of South Essex College)

15. The Corporation accordingly delegates many of its functions to

- Committees, particularly the Policy and Resources Committee
- the Principal and Chief Executive
- the Chairman

16. The arrangements for delegation are set out below, together with the full text of the relevant Articles and appropriate extracts from the Financial Memorandum, in order to provide Members with a clear statement of the arrangements for delegation in the context of the statutory provisions.

The Corporation

17. In accordance with its powers under the **Articles of Government**, the Corporation **reserves to itself** all those powers which cannot be delegated, as set out in Articles 3(1), 9 and 10:

- (a) the determination and periodic review of the educational character and mission of the institution and for the oversight of its activities,
- (b) the approval of the annual estimates of income and expenditure,

- (c) the responsibility for the effective and efficient use of resources, the solvency of the institution and the Corporation and for safeguarding their assets,
- (d) the appointment or (subject to Article 17) the dismissal of the Principal and Chief Executive or holder of a senior post,
- (e) the appointment or dismissal of the Clerk to the Corporation, and
- (f) the modification or revocation of these Articles,
- (g) approving the quality strategy of the Corporation,
- (h) setting a framework for the pay and conditions of service of all other staff.

In addition, the Corporation reserves to itself the responsibility for (a) ensuring Child Protection and Safeguarding Issues are reflected in a College Policy, embedded in the culture of the institution and comply with the Children Act and statutory regulations published in April 2014 by the Department for Education entitled Keeping Children Safe in Education and (b) ensuring that the College has an Equality and Diversity Policy in respect of all equality, diversity and discrimination issues, including Race Relations, Age Discrimination, Disability and Sex Discrimination, and all such issues are also embedded in the culture of the institution and comply with all existing legislation, as amended from time to time.

18. Further, under the provisions of the **Financial Memorandum**, the Corporation is responsible for:
- (a) ensuring that funds from the Chief Executive of Education & Skills Funding are used only in accordance with the Act, the Memorandum and any other conditions which the Chief Executive of Education & Skills Funding may from time to time prescribe,
 - (b) ensuring that the financial, planning and other management controls, including controls against fraud and theft, applied by the College are appropriate and sufficient to safeguard public funds,
 - (c) ensuring that financial considerations are taken into account at all stages in reaching decisions and in their execution,
 - (d) approving an annual budget before the start of each financial year,
 - (e) planning and conducting its financial and academic affairs so that its total income is not less than sufficient, taking one year with another, to meet its total expenditure.
- (from Paragraphs 9 and 10)*

Policy and Resources Committee

19. The Corporation has established a Policy and Resources Committee with responsibilities for finance, capital and estates and employment matters. The Corporation **delegates** powers and assigns responsibilities to the Policy and Resources Committee, as set out below:

(a) Capital Builds & Estates:

To review the College Accommodation Strategy and make recommendations to the Corporation.

(b) Finance:

To formulate guidelines for, and oversee the discharge of the Corporation's responsibilities for the proper management of the resources and assets of the College, and any subsidiary and/or joint venture companies.

To ensure that the requirements of the Financial Memorandum with the Skills Funding Agency and any requirements of other Government agencies to maintain financial solvency are fulfilled and to ensure the proper expenditure of public monies.

(c) Employment:

To formulate a policy framework for the pay and conditions of staff for approval by the Board.

To consider and approve recommendations of the Remuneration Committee as to the pay and conditions of designated Senior Postholders and other members of the Senior Leadership Team and to review their performance against agreed targets.

(d) Determining all other matters which are not reserved functions of the Corporation under Articles 3, 9 or which are not delegated to other Committees, to the Chairman of the Corporation or to the Principal and Chief Executive.

20. Further, the Policy and Resources Committee may also delegate its powers as appropriate to the Chairman of the Corporation, the Vice Chairman of the Corporation, the Principal and Chief Executive or a sub-committee. The Corporation may, from time to time, seek advice from the Policy and Resources Committee and the Clerk to the Corporation in connection with non-delegable functions.

Chairman

21. The Chairman is responsible for ensuring on behalf of the Members that the business of the Corporation is appropriately organised by the Clerk and for acting with the Clerk as the communication link between the Members and the Principal and Chief Executive.
22. From time to time, it will be necessary for the Chairman, or the Vice-Chairman in his or her absence, to act on behalf of the Corporation between meetings. There are occasions when issues arise which are normally placed before the Corporation or the Policy and Resources Committee but the next scheduled meeting is too distant and it is not thought appropriate to call a special meeting. In such circumstances the Corporation **delegates to the Chairman** authority to take action on behalf of the Corporation, after taking advice from the Principal and Chief Executive and/or the Clerk if this is appropriate, provided that

- such a course of action is not contrary to the Articles of Government or other regulations,
- the Clerk to the Corporation, in consultation with the Chairman and the Principal and Chief Executive, has sought, if appropriate, the views of the Chairman of the committee associated with the issue,
- the actions taken by the Chairman are reported to the next scheduled meeting of the Policy and Resources Committee or Corporation, as appropriate.

As the Corporation now has authority under the College's Standing Orders to seek agreement to a proposal by written resolution by email or otherwise, this may be an appropriate mechanism to handle an issue which cannot wait until the next Meeting of the Corporation and therefore could be an alternative to Chairman's action. The Clerk will advise in such circumstances.

23. In the case of misconduct by a senior postholder which the Chairman of the Corporation, or in his or her absence the Vice-Chairman, or a majority of the Members of the Corporation, consider may lead to the dismissal of the senior postholder, the Chairman will be responsible for determining the membership of a Special Committee of the Corporation to examine the case for dismissal and make recommendations to the Corporation.

*(Article 10.1 and Disciplinary
Procedure for Holders of Senior Posts,
March 2010)*

Principal and Chief Executive

24. The Articles give the Principal and Chief Executive the responsibility for the organisation, direction and management of the College, including the effective working of the College's structures and systems, and for the leadership of the staff of the College.
25. The statutory powers and duties of the Principal and Chief Executive are set out in **Article 3(2)**:
- (a) making proposals to the Corporation about the educational character and mission of the institution, and implementing the decisions of the Corporation,
 - (b) the organisation, direction and management of the institution and leadership of the staff,
 - (c) 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, where the Clerk is also a member of the staff,
 - (d) the determination of the institution's academic, and other activities,
 - (e) 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, and

- (f) maintaining student discipline and, within the rules and procedures provided for within these Articles, suspending or expelling students on disciplinary grounds or expelling students for academic reasons.
26. Further, under the **Financial Memorandum**, the Principal and Chief Executive is identified as the Accounting Officer of the College (and is accountable to Parliament through the Public Accounts Committee) and has, within the framework of the Articles, the following responsibilities:
- (a) personal responsibility, which may not be delegated, for ensuring the proper and effective operation of the financial, planning and management controls required under the Financial Memorandum for the Corporation,
 - (b) giving effect to the Corporation's policies for securing the efficient, economical and effective management of all the College's income, assets and expenditure,
 - (c) with the Corporation, for ensuring that any funds from the Chief Executive of Education & Skills Funding are used only for the purpose for which they are given and in accordance with any terms and conditions attached to them,
 - (d) advising the Corporation in writing if, at any time, any action or policy under consideration by them is incompatible with the terms of the memorandum or would infringe the requirements of propriety or regularity.
(from Paragraphs 12 to 15)
27. Further, the Principal and Chief Executive may be required to appear before the Public Accounts Committee on matters relating to the funds paid by the Education & Skills Funding Agency to the College.
(Paragraph 14)
28. The Corporation **delegates** further powers and **assigns responsibilities** to the Principal and Chief Executive as follows:
- (a) Informing the Corporation, its Committees or the Chairman, as appropriate, of all significant matters, achievements, activities and events related to the work of the College.
 - (b) Determining the detailed employment policies of the College, within the framework set by the Policy & Resources Committee
 - (c) Making any rules relating to the conduct of staff (except senior postholders), including discipline, grievance, dismissal and suspension procedures.
 - (d) Making any rules relating to the conduct of students, including suspension, expulsion, discipline, academic appeals and complaints procedures.
 - (e) Making any rules and bye-laws for the effective management and conduct of the College.

- (f) Determining all matters relating to the establishment, constitution and conduct of any student body or other social or representative organisation for students.
- (g) Representing the Corporation in liaising and cooperating with the College's HE partners from time to time; determining College policy on HE within the Principal & Chief Executive's general powers and delegated responsibilities and within the decisions and policies of the Corporation; ensuring the College's compliance with regulations and directives of HEFCE and the Office for Students.
- (h) Determining the College's responses and communications to other organisations (including the Education & Skills Funding Agency) in accordance with Corporation policy.

Review

- 29. The Corporation agrees to review bi-annually the operation and appropriateness of the delegation of powers and responsibilities.

Other Corporation Committees

- 30. The Corporation currently has established, in addition to the Policy and Resources Committee, four other Committees:

- Audit and Risk
- Remuneration
- Search and Governance
- Curriculum and Quality

The Corporation **delegates** powers and responsibilities set out in terms of reference in **Annex A**.

- 31. The present membership of the Corporation and its Committees is set out in **Annex B**. Membership of Committees may be varied from time to time by resolution of the Corporation.

OTHER MATTERS

Statements made on Behalf of the Corporation or the College

- 32. Unless otherwise agreed by the Corporation to meet the needs of specific circumstances, **it is agreed that** statements on behalf of the Corporation will only be made by the Chairman or the Principal and Chief Executive.
- 33. It is recognised that the majority of items which require public statement concern the management and day-to-day operation of the College and thus will be dealt with by the Principal and Chief Executive.
- 34. Members should exercise care in responding to correspondence and avoid implying that they speak on behalf of the College or Corporation, except when specifically authorised. Advice should be sought from the Clerk, the Chairman of the Corporation or the Principal and Chief Executive in such circumstances.

The Corporation Seal

35. The Corporation Seal is affixed to certain documents to express the Corporation's intention to bind the College. Any contract related to property acquisition requires the application of the College Seal and the signature of both the Principal and Chief Executive and the Chairman of the Corporation. In the absence of the Principal and Chief Executive, and with his/her permission, delegated authority is given to the Deputy Principal and Chief Executive. In the absence of the Chairman, and with his/her permission, delegated authority is given to the Vice Chairman or another Board member.

RESOLUTION

The Corporation approves the Governance arrangements, as set out in PAPER FEC.17.31. "Governance and Delegation of Powers". This document replaces all previous resolutions and statements on governance and delegation of powers.

Rob Millea
Clerk to the Corporation

4 December 2017

I certify that this is a true and up to date copy of the original

Signed
Chair of the Corporation

Terms of Reference of Other Corporation Committees

(pursuant to Paragraph 30 of the Governance and Delegation of Powers)

1. Audit and Risk Committee

Financial

1. To advise the Corporation on the adequacy and effectiveness of the College's systems of internal control and its arrangements for risk management, control and governance processes, which secure economy, efficiency and effectiveness (value for money)
2. To consider and advise the Corporation on relevant reports by the National Audit Office (NAO), the Chief Executive of Education & Skills Funding Agency, HEFCE or their successors and other funding bodies and, where appropriate, management's response to these reports
3. To monitor and scrutinize at each meeting the implementation of agreed recommendations relating to internal audit and assurance assignments and annual reports (where relevant), the financial statements auditor's management letter and the regularity auditor's management letter and any special reports commissioned
4. To be informed of all additional services undertaken by the financial statements auditor, the regularity auditor and any other assurance provider, including the Internal Audit Service, if one is appointed

Risk Management

1. To advise the Corporation on Risk Management through familiarisation with the concept and requirements of Risk Management
2. To consider the College's risk appetite level based on the opinion of the Board as a whole and to monitor at each of its meetings, the College's progress against its Risk Management Action Plan and to review the Annual Risk Management Report for approval by the Corporation
3. To review the Risk Register regularly and report to the Corporation on any changes to existing risks, impact, likelihood and mitigation
4. To identify any new (urgent or critical) risks through appropriate reporting mechanisms
5. To ensure appropriate audit work on risk management is performed
6. To collect information on risks and risk management
7. To undertake appropriate training on risk management principles and practice

Internal Audit

1. To advise the Corporation on the appointment, re-appointment, dismissal and remuneration of the internal Audit Service (IAS), if one is appointed, and/or to advise the Corporation on the arrangements for using the services of other assurance providers.
2. To consider and advise the Corporation on the scope and objectives of internal audit and assurance work for the College, including audit needs assessments and strategic, annual and short term audit plans including one off assignments. The Committee will frame its work based on the assurance mapping process to ensure key College risks are assessed and reported to the Committee, taking into account the College's risk appetite.

3. To consider and advise the Corporation on internal audit assignment reports from whatsoever source obtained, and management's responses to these reports
4. To liaise with the Curriculum & Quality Committee of the Board in connection with procuring assurance on curriculum and quality and other learner related matters, but with this Committee taking the overall responsibility

Financial Statements Audit

1. To advise the Corporation on the appointment, re-appointment, dismissal and remuneration of the financial statements auditor and the regularity auditor
2. To consider and advise the Corporation on the financial statements auditor's reports and management letters (and the regularity auditor) and the management responses to these reports and receive the annual audited financial statement to inform that process
3. To consider and advise the Corporation on the scope and objectives of the work of the financial statements auditor and the regularity auditor
4. To consider and advise the Corporation on the annual financial statements and recommend their approval to the Corporation, including the Statement of Corporate Governance

General

1. To ensure effective co-ordination between the IAS (if one is appointed), the regularity auditor and the financial statements auditor, including whether the work of the financial statements auditor and regularity auditor should be relied upon for internal audit purposes or vice versa
2. To review at least annually and advise the Policy and Resources Committee on the adequacy of the College's Financial Regulations and to propose any amendments considered necessary
3. To ensure that all allegations of fraud and irregularity are properly followed up and to oversee the College's policy in this area, including commissioning any necessary investigations
4. To produce an Annual Report for the Corporation and the Principal and Chief Executive (as Chief Accounting Officer), which includes the Committee's opinion on the effectiveness of the College's risk management, control and governance processes and any significant matters arising from internal audit and assurance work, the regularity auditor and the financial statements auditor
5. To meet annually with the IAS (if appointed) and financial statements auditor in a closed session, without College staff being in attendance
6. To properly discharge its duties, the Committee will be entitled to investigate any activity within its Terms of Reference, seek any information it requires from relevant sources, the financial statements auditor, the regularity auditor, Members of the Corporation, other Corporation Committees and management, plus relevant third parties (including the Clerk to the Corporation) and obtain external professional advice at reasonable cost

2. Remuneration Committee

1. To review the remuneration of senior postholders (taking into account evidence of remuneration levels at comparable colleges, the College's and individuals' performance against targets and the College's financial position) and making recommendations to the Corporation.

2. To make arrangements for the appraisal and development of senior postholders, including the setting of agreed performance targets
3. To discharge any authority or responsibility of the Corporation in respect of discipline or grievances of senior postholders, including constituting the pool of Members from whom a Special Committee established under the Articles of Government shall be drawn, except that any other eligible Member may be co-opted for this purpose in the event of insufficient members of the Remuneration Committee being eligible or available.

3. Search and Governance Committee

- To advise on governance arrangements and protocols and make recommendations to the Corporation
- To advise of the appointment of Corporation Members
- To advise on the co-option of co-opted members of the Corporation and any of its Committees
- To determine and oversee the nomination and election process for staff and student Members of the Corporation
- To review the membership of the Committees of the Corporation on an annual basis at the last meeting of the Committee for the academic year and to make recommendations to the Corporation for consideration at their July meeting as to the composition of the Committees of the Corporation for the next academic year
- To advise on such other matters relating to membership, appointments and governance generally as the Corporation may remit to the Committee
- To keep under review requirements for appointment or re-appointment of Members of the Corporation, including number, composition and balance of interests (including geographic coverage) represented on the Corporation and its Committees and making recommendations in that connection to the Corporation
- To be responsible for oversight and implementation of arrangements to recruit, inform and interview potential Members in line with Corporation policy and to review the contribution of existing Members eligible for re-appointment and to make recommendations to the Corporation
- To be responsible, when a vacancy in the membership of the Corporation is anticipated or identified, for researching suitable candidates either by the placing of an open advertisement in regional or local media or by initiating searches with relevant interested bodies
- To interview potential Members of the Corporation usually through a panel of two or three Members (who need not be members of this Committee but excluding student members) and conduct said interviews in an informal manner (but within a formal framework, scoring understanding and potential to contribute to the work of the Corporation with regard to a schedule of relevant issues and perceived skills requirements determined by the Committee from time to time. The Committee will assess possible candidates as to their suitability for appointment to the Board in accordance with the criteria mentioned above including DBS checks, appropriate safeguarding training (including PREVENT) and confidential references.
- To review the performance of the Clerk to the Corporation and the terms and Conditions of the contract, including levels of remuneration, with the Clerk for the provision of clerking services to the Corporation and make recommendations to the Corporation.

4. Policy and Resources Committee

- To oversee the application of the College's Financial Regulations and financial procedures, including considering proposed amendments to the Regulations and make recommendations to the Corporation
- To consider and make recommendations to the Corporation on the annual estimates of income and expenditure and other budgets
- To consider, review and report on the periodic management accounts of the Corporation (and of subsidiary trading companies or joint ventures)
- To advise the Corporation on the financial implications of any proposed capital projects
- To consider and make recommendations to the Corporation on the solvency of the College and the safeguarding of its assets (including insurance cover and the disposal of assets)
- To advise the Corporation generally on investments, borrowings and taxation issues, taking appropriate advice from external sources
- To formulate a policy framework for staff pay and conditions
- To determine the policy for the setting of tuition and other fees
- To consider and approve recommendations of the Remuneration Committee on the pay and conditions of designated Senior Postholders
- To approve a planned programme of building maintenance and minor works within the budget allocated by the Corporation and monitor performance against the plan, including making virements within that programme
- To review the conditions of all buildings within the College's estate and make recommendations to the Corporation for improvements and adaptations where necessary
- To review the College's energy efficiency and sustainability arrangements, having taken relevant professional advice, and make recommendations to the Corporation
- To examine and scrutinise contracts for new Capital Builds for the College and recommend their approval to the Corporation, including, but not limited to, oversight of the tendering process and any other requirements in that connection required by the Financial Regulations
- To monitor the performance of contracts for major Capital Builds and building related works generally
- To authorise the utilisation of external consultants and advisers to support the construction, planning and legal aspects of Capital Builds and Estates projects
- Such other matters that may be delegated by the Corporation in connection with capital works, which will not include those responsibilities listed under paragraphs 3, 9 and 10 of the Articles of Government
- To authorise significant expenditure included in the overall budget allocations (both capital and revenue) or to authorise virements and variations within budget allocations, in accordance with the provisions of the Financial Regulations
- To receive reports from the Principal & Chief Executive in accordance with Section 7.6 of the Financial Regulations regarding any unbudgeted expenditure or overruns in budgeted expenditure which he/she has authorised.

5. Curriculum & Quality Committee

- To determine and recommend to the Board the Quality Strategy for the College (FE/HE) for their approval
- To scrutinise and recommend approval to the Board of the Annual College Self-Assessment Report

- To review and monitor, including benchmarking against other Colleges, where relevant, on a regular basis measurement of College performance in line with targets set in the College Strategic and Operational Plans designed to raise the quality of teaching and learning, including, but not limited to, success rates, attendance levels and retention; and to receive reports in this connection
- To review and monitor on a regular basis measurement of HE student recruitment, conversion, retention and success rates, attendance levels, progression and destinations against set targets
- To consider proposals for major structural changes in the curriculum offer and the means of its delivery (including staffing and physical locations)
- To advise the Board and other Committees on matters concerning the quality and effectiveness of the curriculum (14-16, 16-19 and 19+) both individually and collectively, noting that 19+ includes employer responsiveness, adult responsiveness, Higher Education and international provision
- To receive presentations from relevant staff of curriculum delivery and developments in various areas and at each Campus
- To consider and advise on matters which may be referred by the Board to the Committee
- To establish and monitor a programme of Governor Links whereby Board Members become attached to a College Department in order to widen their knowledge of College activities.

Membership of the Corporation and its Committees 4.12.17

ANNEX B

Corporation (18) Quorum 8 (40%)	Policy and Resources Committee (7+1) Quorum 4 – 3 Board Members	Audit and Risk Committee (6+2) Quorum 4 – 3 Board Members	Remuneration Committee (5) Quorum 3 inc Chair of FEC	Search and Governance Committee (6) Quorum 3	Curriculum and Quality Committee (9) Quorum 4
D O'Halloran (Chair) O Buck R Gray P Griffiths D Kennedy T Knight H Khoury R Launder P Singh Narang G Ocen R Patterson M West G Williams J McGee (<i>Academic Staff</i>) A-L Harding (<i>Support Staff</i>) N Smith (<i>FE Student</i>) L. Fraser (<i>HE Student</i>) A O'Donoghue (<i>Principal</i>)	R Gray (Chair) O Buck R Launder A O'Donoghue D O'Halloran M West Vacancy x 1 <i>Co-optee:</i> Vacancy x 1	R Patterson (Chair) A-L Harding D Kennedy H Khoury P Singh Narang G Ocen <i>Co-optees:</i> A Lyons T Thompson	G Williams (Chair) R Gray T Knight R Launder D O'Halloran	R Gray (Chair) T Knight R Launder A O'Donoghue R Patterson G Williams	D O'Halloran (Chair) L Fraser P Griffiths T Knight J McGee A O'Donoghue N Smith M West G Williams
-	1 Vacancy 1 Vacancy Co-optee	-	-	-	-

Rob Millea
Clerk to the FE Corporation