

**NEWHAM COLLEGE OF FURTHER EDUCATION
ACADEMIC STANDARDS AND PERFORMANCE COMMITTEE**

COMMITTEE TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 4.1 of the Articles of Government. In approving the following terms of reference, the Board notes that, under the terms of paragraphs 3.1 & 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) the determination of the educational character and mission of the institution or for the oversight of its activities;
- b) the effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) approving the annual estimates of income and expenditure;
- d) the appointment, grading, suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk (including, where the clerk is, or is to be appointed as, a member of staff, his appointment, grading, suspension, dismissal and determination of pay in his capacity as member of staff);
- e) setting a framework of the pay and conditions of service of all other staff.

MEMBERSHIP

The Academic Standards and Performance Committee shall consist of:

- The Chair of the Board or his/her nominee
- The Principal (ex-officio)
- Three persons who shall be Corporation members, at least one of whom shall not have an academic / educational background.
- one co-opted member-from a quality assurance / standards background.

The members and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

The quorum for meetings of the Committee shall be two, both of which must be members of the Board.

The Chair of the Committee shall be drawn from those who are Board members.

TERMS OF REFERENCE

To monitor the quality of provision and make recommendations to the Board on:

- Academic Standards issues as appropriate to the responsibilities of the Board

- Quality improvement strategies, including the setting of targets for student retention and achievement
- Further development and use of course performance indicators in pursuit of the College's strategy.

MEETINGS

A Board member shall chair all meetings.

MINUTES OF MEETINGS

The minutes of each meeting shall be:

- submitted to the next scheduled meeting of the Board following the date of the committee
- made public, with the exception of those items which the Committee consider to be of a confidential nature falling within the definition of paragraph 17.2 of the Instrument and Articles of Government, and therefore not for general publication.

ACCESS TO MEETINGS

The public shall not be admitted into the meetings.

The following shall be in attendance at the meetings:

- Deputy Principal
- Vice Principal (Planning and Funding)
- Faculty Directors
- Clerk to the Board
- such other staff or external advisors as the Principal and Chief Executive deems appropriate.

**NEWHAM COLLEGE OF FURTHER EDUCATION
AUDIT COMMITTEE**

MEMBERSHIP AND TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 6.1 of the Articles of Government and FEFC Circular 99/48 annex B, paragraph 11. In approving the following terms of reference, the Board notes that, under the terms of paragraphs 3.1 & 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) The determination of the educational character and mission of the institution or for the oversight of its activities;
- b) The effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) Approving the annual estimates of income and expenditure;
- d) The appointment, grading suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk (including, where the clerk is, or is to be appointed as, a member of staff, his appointment, grading, suspension, dismissal and determination of pay in his capacity as member of staff);
- e) For setting a framework of the pay and conditions of service of all other staff.

The membership and terms of reference are set to comply with the guidance provided in the Learning and Skills Council's Audit Code of Practice.

MEMBERSHIP

The Audit Committee shall consist of five members (four drawn from the Board and one co-opted member). In accordance with the Council's Audit Code of Practice on membership of the Audit Committee, membership of the Committee shall not include:

- Any members who are members of the Finance Committee (if such a committee is established by the Board);
- Those with executive responsibilities in the College at senior level;
- The Chair of the Corporation Board;
- Governors with significant interests in the College.

The members and the Chair of the Audit Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

The Articles of Government state that "the Committee shall consist of at least three persons and may include employees of the Corporation other than those in senior posts, and shall operate in accordance with any requirements of the Council." The Council's Audit Code of Practice provides for other members of staff to sit on the

Committee provided they do not have significant executive, management, financial or budgetary responsibilities.

Membership of the Committee shall comprise four members drawn from eligible members of the Board (i.e. excluding the Chair of the Corporation, the Principal, and governors who have significant interests in the College) and one co-opted (with appropriate expertise in audit matters) from outside of the Corporation (under the powers conferred in paragraph 7 of the Articles of Government).

The Chair of the Committee shall be drawn from those who are Board members.
The internal auditor shall be entitled to attend and speak at all meetings of the Committee (but not to vote) as shall the financial statements auditor where business relevant to them is being discussed. Senior management should also be invited to attend meetings of the Committee particularly where their area of responsibility is under discussion, and shall be entitled to attend and speak at such meetings but not to vote.

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee as appropriate (such persons shall not have a vote but shall be entitled to speak at the meeting).

TERMS OF REFERENCE

Effectiveness

1. To advise the Board on the adequacy and effectiveness of the Corporation's internal control systems, and its arrangements for risk management, control and governance processes, risk management, control and governance processes for the College's subsidiary companies and securing economy, efficiency and effectiveness (value for money).
2. To monitor annually or more frequently if necessary, the implementation of agreed recommendations relating to internal audit reports, internal audit annual reports, the regularity auditor's management letter and spot check reports and the financial statements auditor's management letter.
3. To establish, in conjunction with College management, relevant annual performance measures and indicators, and to monitor the effectiveness of the internal audit service, and financial statements auditor through these measures and indicators and decide, based on this review, whether a competition for price and quality of the audit service is appropriate.
4. To advise the Board on the scope and objectives of the work of the internal audit service, the financial statements auditor.
5. To ensure effective co-ordination between the internal audit service and the financial statements auditor.

6. To ensure that all allegations of fraud and irregularity are properly investigated.
7. To be informed of all additional services undertaken by the internal audit service and the financial statements auditors.

Internal Audit Service

8. To advise the Board on the appointment, reappointment, dismissal and remuneration of the internal audit service.
9. To advise the Board on the scope and objectives of the work of the internal audit service.
10. To consider and advise the Board on the audit strategy and annual internal audit plans for the internal audit service.
11. To consider and advise the Board on internal audit reports and annual reports, and management's responses to these.

Financial Statements & Regularity Auditor

12. To advise the Board on the appointment, reappointment, dismissal and remuneration of the financial statements & regularity auditor.
13. To advise the Board on the scope and objectives of the work of the financial statements & regularity auditor
14. To consider and advise the Board on control issues included in the management letters of the financial statements & regularity auditor, and management's response to these.

General Matters

15. To consider and advise the Board on relevant reports by the National Audit Office, the Learning and Skills Council, other funding bodies and where appropriate, management's response to these.
16. To produce an annual report for the Board and accounting officer, which should include the Committee's advice on the effectiveness of the College's risk management, control and governance processes, and any significant matters arising from the work of the internal audit service and the financial statements auditor.

Annual Report and Accounts

17. To consider and advise the Board on the annual report and accounts of the Corporation.

MEETINGS

18. The Committee shall meet termly or as required. The internal auditor or financial statements auditor may request a meeting of the Committee if they consider that one is necessary and the Committee will endeavour to comply with such requests. In any event, the Committee must consider a minimum number of items of business each year for it to be able to function effectively, and those items of business are set out in the Table attached to Supplement A to the Audit Code of Practice.
19. The Committee shall be entitled, whenever it is satisfied that it is appropriate to do so, to go into confidential session and (subject to the rules as to quoracy) to exclude any, or all, participants and observers, except the Clerk to the Committee.
20. The Committee shall be granted rights of access to obtain all the information it considers necessary from members of the staff and governors of the Corporation, and to consult the internal audit service and financial statements auditor directly.
21. A Corporation member shall chair the Committee.
22. The quorum for meetings of the Audit Committee shall be two, both of which must be members of the Board.
23. The Clerk to the Corporation shall act as Clerk to the Committee and shall keep appropriate records of the proceedings.

MINUTES OF MEETINGS

24. The minutes of each meeting shall be submitted to the next scheduled meeting of the Board following the date of the Committee.

ACCESS TO MEETINGS

25. The public shall not be admitted into the meetings.
26. The following shall be in attendance at the meetings:
 - Financial Statements Auditor
 - Internal Audit Service
 - The Principal
 - Deputy Principal
 - Vice Principal (Planning and Funding)
 - Clerk to the Board
 - Head of Finance
 - Such other staff or external advisors as the Chair of the Committee deems appropriate.

**NEWHAM COLLEGE OF FURTHER EDUCATION
PLANNING & BUDGETING COMMITTEE**

MEMBERSHIP AND TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 4.1 of the Articles of Government. In approving the following terms of reference, the Board notes that, under the terms of paragraphs 3.1 & 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) the determination of the educational character and mission of the institution or for the oversight of its activities;
- b) the effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) approving the annual estimates of income and expenditure;
- d) the appointment, grading, suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk (including, where the clerk is, or is to be appointed as, a member of staff, his appointment, grading, suspension, dismissal and determination of pay in his capacity as member of staff);
- e) setting a framework of the pay and conditions of service of all other staff.

MEMBERSHIP

The Planning & Budgeting Committee shall consist of all of the members of the Board with the exception of any member of the Audit Committee.

The quorum for meetings of the Committee shall be four.

The Chair of the Board shall chair the Committee

TERMS OF REFERENCE

To scrutinise the draft revenue budget and three year financial plan and shall be responsible for:

1. the detailed consideration of the annual estimates of expenditure and income and of the assumptions on which they are based
2. reviewing a three-year rolling programmes of expected capital expenditure to be included with financial forecasts

MEETINGS

The committee will normally meet once per annum, to consider the draft revenue budget and three year financial plan

Minutes of Meetings

The minutes of each meeting shall be:

- submitted to the next scheduled meeting of the Board following the date of the committee
- made public, with the exception of those items which the Committee consider to be of a confidential nature falling within the definition of paragraph 17.2 of the Instrument and Articles of Government, and therefore not for general publication.

ACCESS TO MEETINGS

The public shall not be admitted into the meetings.

The following shall be in attendance at the meetings:

- Deputy Principal
- Vice Principal (Planning and Funding)
- Head of Finance
- Clerk to the Board
- such other staff or external advisors as the Principal and Chief Executive deems appropriate.

NEWHAM COLLEGE OF FURTHER EDUCATION

REMUNERATION COMMITTEE

MEMBERSHIP AND TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 4.1 of the Articles of Government. In approving the following terms of reference, the Board notes that, under the terms of paragraphs 3.1 & 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) the determination of the educational character and mission of the institution or for the oversight of its activities;
- b) the effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) approving the annual estimates of income and expenditure;
- d) the appointment, grading suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk (including, where the clerk is, or is to be appointed as, a member of staff, his appointment, grading, suspension, dismissal and determination of pay in his capacity as member of staff);
- e) for setting a framework of the pay and conditions of service of all other staff.

MEMBERSHIP

1. The Membership of the Remuneration Committee shall consist of:
 - the Chair of the Corporation or his/her nominee
 - two persons who shall be corporation members (other than staff or student governors).
2. With the exception of the Chair of the Board, members shall not normally serve on the Committee for a period of more than three consecutive years.
3. The members and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.
4. The names of the members of the Remuneration Committee shall be disclosed in the annual report of the Corporation.
5. The Principal and Chief Executive shall be in attendance to assist the Committee in determining an appropriate senior staff remuneration policy and to advise on senior staff performance.

6. The Remuneration Committee shall be advised by the Corporation's professional advisor for Human Resources matters (the Director of Human Resources and Legal Services).
7. The Committee may commission advice from external sources, where this is considered appropriate.

TERMS OF REFERENCE

1. To determine the "remuneration package" (see below) of senior post holders (as defined in the Articles of Government of the Corporation), and such other senior staff, who are appointed on individual contracts, as may be determined from time to time. Currently the designated senior staff covered by the Remuneration Committee are: The Principal, Deputy Principal posts, Vice Principal posts and the Clerk;
2. The relevant elements of the remuneration package shall include:
 - remuneration of all kinds
 - benefits of all kinds
 - terms and conditions of employment
 - pension arrangements
 - performance review.
3. Determinations of the Remuneration Committee in respect of routine matters shall in normal circumstances be implemented on the authority of the Chair and reported to the Board. However, the Committee will normally refer its recommendations on matters of policy to the full Board for their consideration.

MEETINGS

1. The Committee shall meet at least annually.
2. The quorum for meetings of the Remuneration Committee shall be two.

MINUTES OF MEETINGS

1. The minutes of each meeting shall be:
 - submitted to the next scheduled meeting of the Board following the date of the committee

- confidential to the Board.

ACCESS TO MEETINGS

1. The public shall not be admitted to the meetings.
2. The following shall be in attendance at the meetings:
 - the Principal (except when his/her remuneration is being discussed)
 - Director of Human Resources and Legal Services
 - Clerk to the Corporation
 - such other staff or external advisors as the Principal or Chair of the Committee deems appropriate.

NEWHAM COLLEGE OF FURTHER EDUCATION

SEARCH COMMITTEE

MEMBERSHIP AND TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 5.3 of the Articles of Government. In approving the following terms of reference, the Board notes that, under the terms of paragraphs 3.1 & 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) The determination of the educational character and mission of the institution or for the oversight of its activities;
- b) The effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) Approving the annual estimates of income and expenditure;
- d) The appointment, grading suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk (including, where the clerk is, or is to be appointed as, a member of staff, his appointment, grading, suspension, dismissal and determination of pay in his capacity as member of staff);
- e) For setting a framework of the pay and conditions of service of all other staff.

MEMBERSHIP

The Committee shall comprise up to 7 persons consisting of: -

- The Corporation Chair *ex-officio* or his/her nominee
- The Principal *ex-officio*.
- 2 Corporation Members..
- Up to 3 persons who are not Corporation Members but who have been co-opted by the Corporation to represent the interests of the community (under the powers conferred in paragraph 7 of the Articles of Government).

Save for the *ex-officio* members, a person shall be ineligible for appointment as a Committee member if s/he has served for more than 5 years on the Committee.

The members and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

TERMS OF REFERENCE

1. The Committee shall be responsible advising the Corporation on:
 - The appointment of the Corporation members
 - The co-option of the co-opted members of the Corporation
 - Advise on such other matters relating to membership and appointments as the Corporation may remit to it. The Corporation shall not appoint any person as a member unless it has first considered the advice of the Search Committee in relation thereto.
2. The Committee shall from time to time consider and make recommendations to the Corporation on the Corporation's composition and balance, and on the procedures for appointment to the Corporation.
3. The Committee shall develop and recommend to the Corporation policies and procedures for the induction, appraisal and governance development of Corporation Members.
4. The Committee shall have the power to employ the services of such external advisers, as they deem necessary to fulfil their responsibilities.

MEETINGS

5. The Committee shall meet termly or as required.
6. The Chair of the Corporation or other Corporation Member shall chair the Committee.
7. The quorum for meetings of the Committee shall be 3 persons of whom 2 shall be Corporation Members and 1 shall be co-opted Committee members.
8. The Clerk to the Corporation shall act as Clerk to the Committee and shall keep appropriate records of the proceedings.

MINUTES OF MEETINGS

9. The minutes of each meeting shall be submitted to the next scheduled meeting of the Board following the date of the committee.

ACCESS TO MEETINGS

10. The public shall not be admitted to the meetings.
11. The following shall be in attendance at the meetings:
 - Clerk to the Board
 - Such other staff or external advisors as the Principal or Chair of the Committee deems appropriate.

PUBLIC INSPECTION OF SEARCH COMMITTEE INFORMATION

12. In accordance with the requirements of paragraph 5 of the Articles of Government, the Corporation will make available for public inspection during normal office hours and have published on its website, the following documents:
- The procedures for the conduct of the Search Committee;
 - The terms of reference of the Search Committee;
 - The Search Committee's advice to the Corporation Board on proposals to appoint new members to the Board.

NEWHAM COLLEGE OF FURTHER EDUCATION

STAFF CONSULTATIVE COMMITTEE

MEMBERSHIP AND TERMS OF REFERENCE

MEMBERSHIP

1. The Board's representation on the Staff Consultative Committee shall consist of:
 - the Chair of the Corporation or his/her nominee
 - three persons who shall be corporation members..
2. The staff representation the Committee shall consist of up to nine members as follows:
 - Up to three course delivery staff
 - Up to three learning support staff
 - Up to three administrative staff.
3. Staff representatives shall be elected for a period of two years. Their appointments are to be staggered over a period of two years.

The members and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

TERMS OF REFERENCE

1. To facilitate effective consultation between the Board and employees of the Corporation on the following matters:
 - the educational character and mission of the College
 - the strategic aims of the College and progress in their achievement
 - effective and efficient use of resources
 - the solvency of the College and the safeguarding of its assets

Industrial relations issues, and those relating to individual members of staff, shall not be discussed.
2. The Consultative Committee shall not be used to override the normal channels of communication, decision-making and action between the Executive and College employees.

MEETINGS

1. A Board member shall chair meetings.
2. The Committee shall meet at least termly.
3. The quorum for the Committee shall be one Board Member plus two staff members.
4. Items for discussion at the Consultative Committee must be notified in advance and will be published on an agenda at least five working days prior to the date of the meeting. The Committee will consider reports from the Principal and any submitted by staff members, (generally a brief paper outlining the main issues should support any topic submitted for the agenda).
5. The Committee shall have no executive or other decision-making powers, but may refer items for consideration to either the Principal or the Board as appropriate. Notes of meetings shall be presented as information on Board agendas and shall be published within the College.

MINUTES OF MEETINGS

6. The minutes of each meeting shall be:
 - submitted to the next scheduled meeting of the Board following the date of the committee
 - published within the College.

ACCESS TO MEETINGS

7. The public shall not be admitted to the meetings
8. The following shall be in attendance at the meetings:
 - the Principal
 - Deputy Principal
 - *Vice Principal (Planning and Funding)*,
 - *Director of Human Resources and Legal Services and*
 - *Director of Estates and Facilities*
 - Clerk to the Board
 - such other staff or external advisors as the Principal or Chair of the Committee deems appropriate.

NEWHAM COLLEGE OF FURTHER EDUCATION

STUDENT CONSULTATIVE FORUM

MEMBERSHIP AND TERMS OF REFERENCE

MEMBERSHIP

1. The Board's representation on the Student Consultative Forum shall consist of:
 - the Chair of the Corporation or his/her nominee
 - one person who shall be a corporation member.
 - The two student governors.
2. The student representation on the Forum shall consist of members of the Student Union Executive, the Student Council and elected class representatives appointed by the student body.
3. Student members shall not represent any special interest group or external organisation at the meetings of the Forum.
4. The Principal and Chief Executive, the Deputy Principal (Business Planning) and the Deputy Principal (Standards and Customer Service) shall be members of the Forum.
5. Other senior staff may be in attendance from time-to-time.
6. All representatives shall serve for a period of twelve months.
7. The Board's representation and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

TERMS OF REFERENCE

8. To facilitate effective consultation between the Board and students of the Corporation on the matters directly affecting students and their learning at the College, viz:
 - the educational character and mission of the College
 - the strategic aims of the College and progress in their achievement
 - effective and efficient use of resources
 - the solvency of the College and the safeguarding of its assets.

9. The Consultative Forum shall not be used to override the normal channels of communication and consultation between College management and the student body or student representatives. Although student disciplinary matters may be a legitimate item for discussion in terms of the educational character of the College and progress towards the achievement of College aims, the Consultative Forum shall not discuss any individual or group of student disciplinary cases.

MEETINGS

10. Meetings shall be chaired by a Board member.
11. The Forum shall meet at least three times in the academic year.
12. The quorum for the Forum shall be one Board member plus three student members with at least three of the five academic faculties represented.
13. The Forum will receive presentations and reports from the Principal and will discuss issues raised by the members (generally any topic submitted for discussion should be submitted in advance of the meeting). The Clerk to the Corporation will issue a list of topics at least five working days prior to the date of the meeting. Notes of previous meetings will be made available on the College intranet.
14. The Forum shall not have any executive or other decision-making powers, but may refer items for further consideration by the Board, where the item falls within the Board's responsibilities, or by the Principal and Chief Executive.

NOTES OF MEETINGS

15. The notes of each meeting shall be:
 - submitted to the next scheduled meeting of the Board following the date of the committee
 - published within the College.

ACCESS TO MEETINGS

16. The public shall not be admitted to the meetings
17. The following shall be in attendance at the meetings:
 - the Principal
 - Deputy Principal
 - Vice Principal (Planning and Funding)
 - Faculty Directors
 - Clerk to the Board

- such other staff or external advisors as the Principal or Chair of the Committee deems appropriate.

NEWHAM COLLEGE OF FURTHER EDUCATION

CAPITAL PROGRAMME COMMITTEE

MEMBERSHIP AND TERMS OF REFERENCE

This Committee is established by the Board under the terms of paragraph 4 of the Articles of Government. In approving the following terms of reference, the Board notes that, under the terms of paragraph 9 of the Articles of Government it may not delegate to any committee or individual member responsibility for:

- a) the determination of the educational character and mission of the institution or for the oversight of its activities;
- b) the effective and efficient use of resources, the solvency of the institution and the Corporation for safeguarding their assets;
- c) approving the annual estimates of income and expenditure;
- d) the appointment, grading suspension, dismissal and determination for the pay and conditions of service of the holders of senior posts and the Clerk to the Corporation; and
- e) for setting a framework of the pay and conditions of service of all other staff.

MEMBERSHIP

The Membership of the Capital Programme Committee shall consist of:

- The Chair of the Corporation (ex-officio)
- The Principal (ex-officio)
- Three persons who shall be corporation members.

The Members and the Chair of the Committee shall be appointed annually at the first meeting of the Board in the financial year, usually the September Board meeting.

All other members of the Board shall receive the Committee's papers and shall have a right to attend the Committee but shall not have voting rights.

TERMS OF REFERENCE

To consider the College's accommodation strategy and capital programme and make recommendations to the Board, including on appointments, contracts, and progress.

AUTHORITY

The Committee shall have a financial authority of up to one million pounds for expenditure wholly relating to the capital programme only.

MEETINGS

1. The Committee shall meet as required, by agreement.
2. The Chair of the Corporation or other Corporation Member shall chair the Committee.
3. The quorum for meetings of the Capital Projects Committee shall be two, (not counting the Principal).
4. The Clerk to the Corporation shall act as Clerk to the Committee and shall keep appropriate records of their proceedings.

MINUTES OF MEETINGS

1. The minutes of each meeting shall be:
 - submitted to the next scheduled meeting of the Board following the date of the committee
 - made public, with the exception of those items which the Committee consider to be of a confidential nature falling within the definition of paragraph 16.2 of the Instrument and Articles of Government, and therefore not for general publication.

ACCESS TO MEETINGS

2. The public shall not be admitted to the meetings
3. The following shall be in attendance at the meetings:
 - Deputy Principal
 - Vice Principal – Planning and Funding
 - Clerk to the Board
 - Director of Estates and Facilities
 - Head of Finance
 - such other staff or external advisors as the Principal or Chair of the Committee deems appropriate