



Scheme of Delegation 2025–26

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Version Control

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| 1.0 - 1.2 | Consolidation of the Scheme of Delegation matrix of delegated authorities with introductory information and committee Terms of Reference (TOR). | Drafts only |
| 1.3 | Updates to A&R and FPGP committee TOR's considering College Financial Handbook (CFH) changes and policy approval/oversight. | 19 th March 2026 |

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1. Introduction

University College Somerset Group's (UCSG) Scheme of Delegation is underpinned by our Vision of transforming lives and communities through innovative learning and partnerships. It provides a clear structure for decision-making that ensures accountability while enabling agility in delivering our strategic priorities. Our Mission and Strategic Framework guide this approach, aligning governance and operational responsibilities with the College's ambitions for excellence and impact.

The Scheme reflects our four overarching Strategic Aims:

- **Our People** – unlocking potential and enabling everyone to thrive through a culture of support, development, and inclusion.
- **Our Students** – inspiring success by delivering high-quality, safe, and inclusive learning experiences that empower progress.
- **Our Partnerships** – driving economic development, business innovation, and individual success through collaboration with employers and communities.
- **Our Operations** – sustaining financial resilience and operational excellence to enable delivery of our Vision.

Embedded within these aims are three Cross-Cutting Themes that shape all aspects of governance and delivery:

- **Digital Transformation** – ensuring systems, curriculum, and skills meet the demands of a digital world.
- **Climate Response** – committing to sustainability and green skills for a net-zero future.

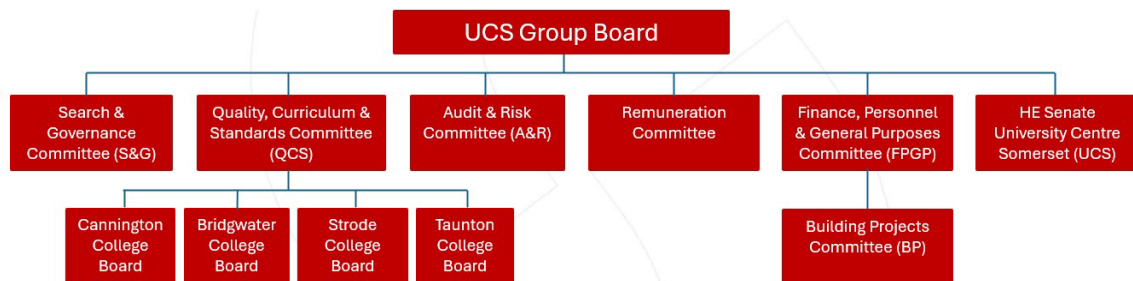
- **Equality, Diversity & Inclusion** – fostering an inclusive culture that celebrates diversity and mitigates inequality.

Through this framework, the Scheme of Delegation ensures that authority and responsibility are distributed effectively across governance tiers, empowering leaders and teams to act decisively while maintaining robust oversight. It is designed to support transformational change, safeguard quality, and deliver on our shared ambition for students, staff, and communities.

2. Annual Review

This Scheme of Delegation will be reviewed at least annually by the UCS Governing Body and may be amended at its discretion.

3. Governance Structure



Governance within our Group is structured across our four FE colleges, and HE provision, ensuring accountability, quality, and strategic alignment throughout the organisation. UCSCG also has a Corporate Services division within its structure, which is governed by a separate board. The Group Board is the central governing body responsible for the strategic leadership and oversight of UCS College Group. It ensures the delivery of high-quality education, financial sustainability, and compliance with statutory duties. Key responsibilities include:

- Setting the educational character and mission of the Group.
- Approving budgets and financial plans.
- Overseeing performance and risk management.
- Ensuring effective governance across all campuses and subsidiaries.

4. Terms of Reference (TOR)

The following section outlines the Terms of Reference (TOR) for each committee within the UCS governance structure. These terms define the purpose, authority, composition, and key responsibilities of each committee, ensuring clarity in roles and effective decision-making throughout the organisation:

4.1. UCS GROUP BOARD - TERMS OF REFERENCE

Context and Purpose

The UCS Group Board is the governing body responsible for the strategic leadership, oversight, and accountability of the UCS Group. It ensures the effective and efficient use of resources, maintains solvency, safeguards assets, and upholds the institution's mission and values.

Responsibilities

- To formulate and agree the ethos, mission, and strategic direction of the Group
- To adopt financial strategy and funding plans including approval of annual revenue and capital budgets, cash flow, and audited financial statements
- To approval of the Group Strategic Plan and annual Operating Plan
- To approve updates and changes to the Instrument and Articles of Government
- To determination and safeguard the educational character and mission of the Group
- Appointment and dismissal of the Chief Executive Officer, Senior Post Holders, and Governance Professional
- Determination of appeals related to dismissal of these roles

Matters Delegated

- Oversight of governance performance and effectiveness
- Monitoring compliance with statutory duties for equality, diversity, inclusion, and safeguarding
- Ensuring effective control and due diligence for acquisitions, subcontracting, and partnerships

Membership

- All Group Board Members (includes Chairs of Local College Boards)
- Chair and Vice-Chair elected by the Board

In Attendance

- Chief Executive Officer
- Senior Leadership Team as required
- Director of Governance
- Minute-taker

Quorum - Meetings will be quorate when at least 50% of external governors are present.

Frequency - The Governing Body will normally meet once per term, with additional meetings as required for urgent matters or strategic reviews.

4.2. SEARCH AND GOVERNANCE COMMITTEE - TERMS OF REFERENCE

Context and Purpose

The Search and Governance Committee's objective is to review the membership of the Group Board and to consider succession planning, the balance of skills and expertise brought by current Group Board members, and to ensure that new members of the Group Board are actively sought in order to ensure that the Group Board maximises its potential to ensure its requirements are fulfilled. Furthermore, the Committee reviews and makes recommendations as to the Governance arrangements of the Group.

Responsibilities

- To review and make recommendations as to the arrangements for the Group Board
- To make recommendations to the Group Board for the appointment of candidates.
- To review the individual contribution to the work of the Group Board and/or other governance structures of any member whose term of office is to expire and to make recommendations as to any reappointment
- To review and make recommendations as to the size and composition of the Group Board and its committees
- To analyse and make recommendations concerning the training needs of the Group Board as a whole and of Governors individually, and where appropriate to put in hand steps to implement such training
- To keep under review the Group Board's core governance documents and make recommendations concerning them prior to their approval by the Group Board
- To review and make recommendations to the Group Board as to the arrangements for the annual assessment of the Group Board's governance effectiveness

Matters Delegated

- To actively search for new Group Board members and College Boards by means of external recruitment, personal recommendation or any other means considered appropriate by the committee
- To meet and interview prospective candidates for membership of Group Board, College Boards and co-options to committees
- To make decisions as to the suitability or otherwise of candidates for membership in various capacities in the governance structure.
- To perform an ongoing review of succession planning for the positions of Chair and Vice Chair of the Group Board
- To review confidential minutes on an annual basis to determine whether they should be made available for publication and inspection and report the outcome of this review to the Group Board

Membership

The Committee comprises four members of the Group Board including the Chair of the Group Board, Vice Chair of the Group Board, Group CEO, and one other member
The Director of Governance shall act as Clerk to the Committee.

Quorum - A Quorum shall be 75% of the total membership

Frequency - The Committee meets at least three times per year

4.3. QUALITY, CURRICULUM & STANDARDS COMMITTEE – TERMS OF REFERENCE

Context and Purpose

The Quality and Standards Committee is responsible to the Group Board for overseeing UCS College Group's education and training provision wherever and however delivered. On behalf of the Board, it maintains a critical and evaluative overview of curriculum structure and organisation, teaching, learning, assessment, student experience, and learning resources, ensuring that all students receive a high-quality learning experience.

Responsibilities

- Recommend and monitor Group Self-Assessment Report and Quality Improvement Plan
- Recommend and review curriculum strategy of the Group

Matters Delegated

- Monitor in-year education performance across the Group – Learner Voice, Complaints, Performance against KPIs, outcomes, attendance
- Monitor standards of Teaching, Learning and Assessment across the Group
- Monitor the education standards of the Group nurseries
- Receive annual reports on student behaviour
- Monitor Group safeguarding issues

Membership

- All Group Board Members are invited to attend any Quality and Standards Committee meetings.
- Up to five independent Group Board Members, one of whom shall be Chair of the Committee. It is intended that Chairs of College Boards should be members of the Committee.
- Staff governors (at least 2 staff Governors to be appointed)
- 2 Student Governors – one FE and one HE
- Group CEO

In Attendance

- Executive Principal
- College Principals
- VP TLA and Quality
- VP Student Experience
- Assistant Principals (where required)
- Director of Governance (who shall be Clerk)

Quorum - Meetings will be quorate when at least 50% of the independent Governor members appointed to the committee are present.

Frequency - Quality and Standards Committee will normally meet once a term plus a meeting to recommend the Self-Assessment Report. Additional meetings may be arranged as appropriate for such purposes as to review results.

4.4. AUDIT AND RISK COMMITTEE – TERMS OF REFERENCE

Context and Purpose

The Audit Committee's overall purpose is to advise the governing body on the adequacy and effectiveness of the College's systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money). The Committee also provides independent assurance to the Board on the effectiveness of the College's assurance framework, covering both financial and nonfinancial controls. The arrangements for the Committee shall be in accordance with any requirements for Audit Committees laid down by the Department for Education, including the College Financial Handbook and associated audit and assurance guidance.

Matters Referred

- To advise the Group Board on the appointment, reappointment, dismissal and remuneration of the financial statements auditor and the Internal Audit Service (IAS).
- To advise the Group Board on the scope and objectives of the work of the IAS, the financial statements auditor and the funding auditor.
- To consider and advise the Group Board on the audit strategy and approve the annual internal review programme and internal audit plan, informed by the College's risk register.
- To advise the Group Board on internal audit assignment reports and annual reports, and management's response to these.
- To consider and advise the Group Board on relevant reports by the National Audit Office and funding bodies and, where appropriate, management's response to these.
- To oversee the adequacy and effectiveness of the College's framework of governance, risk management and internal control, including financial and nonfinancial controls.
- Risk Management Policy

Matters Delegated

- To ensure effective coordination between the IAS, the funding auditor and the financial statements auditor, including whether the work of the funding auditor should be relied upon for internal audit purposes.
- To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit

- annual reports, the funding auditor's management letter and spot-check reports and the financial statements auditor's management letter.
- To establish, in conjunction with the College's Senior Management Team, relevant annual performance measures and indicators, and to monitor the effectiveness of the IAS and financial statements auditor through these measures.
 - To produce an annual report for the Group 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 IAS, the funding auditors and the financial statements auditor.
 - To produce an annual report for the Group Board and Accounting Officer in accordance with the College Financial Handbook, including:
 - a summary of the work undertaken by the Committee during the year
 - the number of meetings held and attendance records
 - any significant issues arising
 - significant matters of internal control identified through audit and assurance activity
 - details of the appointment and tenure of the external auditor
 - the Committee's view of its own effectiveness
 - the Committee's opinion on the adequacy and effectiveness of the College's assurance arrangements, governance framework, risk management and control processes, solvency and safeguarding of assets
 - To ensure the annual report is submitted to the Board before the Statement of Corporate Governance and Internal Control is approved.
 - To provide a statement to the Department for Education, drawn from the Committee's annual report and internal review work, including an opinion on the effectiveness of the College's framework of internal control.
 - To ensure that all allegations of fraud and irregularity are properly investigated.
 - To oversee the College's arrangements for the prevention, detection and investigation of fraud, irregularity, impropriety and whistleblowing, ensuring that:
 - all allegations are properly, proportionately and independently investigated
 - outcomes of investigations are reported to the Committee
 - the external auditor (and internal auditor where appointed) is informed of relevant matters
 - appropriate followup action is planned and implemented
 - significant cases of fraud, including cybercrime, are reported promptly to the Department for Education and other relevant funding bodies
 - Whistleblowing, Investigation of Fraud Policy
 - To review the risk register, including risk ratings and mitigations, and ensure risks are being addressed appropriately.

- To oversee the programme of internal review, whether delivered through internal audit or alternative assurance arrangements, and to explain in the annual report how assurance has been obtained where internal audit is not appointed.
- The Committee will ensure it is informed of all additional services undertaken by the IAS, the financial statements auditors and the funding auditors and satisfy itself that auditor independence and objectivity are safeguarded.

Membership

- The Audit Committee shall be made up of up to five members of the Board, one of whom shall be Chair.
- The Audit Committee shall be made up of a minimum of three and up to five members of the Board, one of whom shall be appointed as Chair by the Group Board.
- The majority of members must be non-staff governors.
- The Chair of the Group Board, the Group CEO (Accounting Officer), the Chief Financial Officer and student governors are not permitted to be members of the Committee, although they may be invited to attend meetings.
- Collectively, members shall have an appropriate mix of skills and recent, relevant experience in risk management, finance and assurance, sufficient to enable the Committee to discharge its duties effectively.
- The Group Board shall ensure that appropriate induction and ongoing training is provided to Committee members.

Quorum

At least three members or 50% of the total membership (whichever is greater) must be present. If the Chair is not present, one of the other Committee members may chair the meeting.

Frequency

At least once a term.

The Committee shall meet at least three times per year. Where fewer than three meetings are held, the Committee shall provide an explanation in its annual report.

Operational Arrangements

- 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 may be invited to attend meetings of the Committee, particularly where their area of responsibility is under discussion, but shall not be members of the Committee.
- The Committee may invite the Group Board's advisers or other third parties to attend meetings as appropriate.
- In order to maximise the Committee's independence and objectivity, the following people shall not be eligible to sit on the Committee: those with executive responsibilities at a senior level; the Chair of the Group Board; and Governors who have significant interests in UCS College Group

- To maximise independence and objectivity, individuals with executive responsibilities, the Chair of the Group Board, and governors with significant financial or personal interests in the College or its suppliers shall not be eligible to serve on the Committee.
- The Committee will meet at least three times per year.
- The Committee shall be entitled to meet in private session, excluding any participants other than the Governance Professional, where it considers this appropriate.
- The Committee shall be granted rights of access to obtain all information it considers necessary from members of staff and governors, and to consult directly with the internal audit service, financial statements auditor and funding auditor.

4.5. REMUNERATION COMMITTEE – TERMS OF REFERENCE

Context and Purpose

The Remuneration Committee's objective is to review and approve remuneration matters relating to Board-appointed senior postholders and to consider succession planning for senior postholder positions.

Matters Referred

- To recommend to the Board changes to remuneration matters of the Board-appointed senior postholders.
- To review and recommend to the Board remuneration matters and terms and conditions relating to recruitment of Board-appointed senior postholders.
- To set and review objectives and targets for the Group CEO. (The Chair of the Group Board will undertake an annual review meeting with the Group CEO on behalf of the Committee.) and the Director of Governance.
- To review and recommend severance terms for senior post holders
- To consider and recommend proposed changes to the senior management structure of the College prior to any changes being implemented.
- To review and recommend the Senior Postholders Disciplinary, Capability and Grievance Policies Matters Delegated
- To monitor, through the appraisal process, the performance of all senior post holders and the Director of Governance
- To agree performance objectives for all senior postholders other than the Group CEO and the Director of Governance
- To ensure the Group CEO, Senior Post Holders and the Director of Governance adhere to the College's Expenses Policy
- To review, at least annually, sector related reports on senior postholder pay and conditions, to ensure that remuneration of senior postholders remains in line with the sector.
- To perform an ongoing review of succession planning for the positions of Senior Postholders and the Director of Governance

- To provide an annual report to the Corporation providing sufficient assurance that the Committee has effectively discharged its responsibilities.

Membership

The Committee comprises up to five members of the Group Board including its Chair and its Vice Chair and three independent Governors. The Chair of the Committee will be one of the independent members or the Vice-Chair. The Group CEO attends meetings to provide context and recommendations to the Committee, but is not present when discussions take place and decisions are made about his/her remuneration. The Director of Governance shall act as Clerk to the Committee but is not present when discussions take place and are made about his/her remuneration. The Committee Chair shall convey the outcome of any decisions so that they may be recorded in minutes of such a meeting.

Frequency - The Committee meets at least twice per year, and at additional times as required.

Quorum - A Quorum shall be 50% of the total membership.

4.6. FINANCE, PERSONNEL AND GENERAL PURPOSES COMMITTEE – TERMS OF REFERENCE

Context and Purpose

The Finance and Resources Committee's objective is to review financial; estates and human resources matters for the Group Board and to understand student recruitment to inform these matters.

The Committee supports the Group Board and the Accounting Officer by providing advice and recommendations on financial sustainability, people management, estates and health and safety, within the framework set by the College Financial Handbook, Financial Regulations and the Scheme of Delegation. The Committee does not provide independent assurance on the effectiveness of internal control, risk management or governance arrangements; this responsibility is reserved to the Audit and Risk Committee.

Matters Referred

To make recommendations to the Group Board on:

- Financial forecasting for the three-year period of the College's Strategic Plan
- College investment and borrowing policies
- Annual estimates of income and expenditure
- Financial Regulations and their impact on college policy and practice
- To receive reports from the Building Projects Committee and make recommendations to the Group Board on Capital Programmes in accordance with the thresholds set in the Financial Regulations

To consider, and advise the Group Board on:

- Workforce planning and mitigation against workforce risks

- The framework for pay and conditions of staff, ensuring compliance with the College Financial Handbook, Managing Public Money and any requirements for Department for Education approval
- Human resource strategies and compliance with legislative requirements
- The annual Gender Pay Gap report
- To review Health and Safety policy and receive reports on Health and Safety performance and compliance

Matters Delegated

- To determine on behalf of the Group Board tuition and other financial policies
- To approve any major variations on expenditure and income in accordance with the thresholds set in the Financial Regulations and Scheme of Delegation
- To review the current profile of staff working for the Group and associated metrics
- Oversight of the Health & Safety Committee including review of Health and Safety reports and performance metrics
- To approve finance policies including, but not limited to, the Financial Procedures, Regulations Policy, Treasury Management Policy (approved by FPGP then the Group Board), Procurement policies, Risk Management Policy (where risk sits within FPGP and assurance sits within Audit & Risk) and Fees/Tuition Fees Policy (where if affects income)
- To approve personnel-related policies including, but not limited to, pay-related policies (e.g. Pension, Pay, Allowances – where applicable), policies related to material or significant changes to contracts of service within Financial Regulations
- To approve any other policies which commits or controls money, borrowing, procurement or fees or impact material financial, estates or resource risk. All delegated decisions must be taken in accordance with the College Financial Handbook and within the Accounting Officer's responsibilities for regularity, propriety, value for money and feasibility.

Membership

Up to five independent Group Board Members, one of whom shall be the Chair of the Committee. The Group CEO (Accounting Officer) may attend meetings but shall not be a member of the Committee.

In Attendance – other senior staff as appropriate.

Frequency

At least once a term.

The Committee shall meet at least three times per year, and additionally as required to discharge its responsibilities.

Quorum

A meeting will be quorate when at least 50% of the Committee membership is present.

Additional Clarifications (CFH alignment)

The Committee shall:

- Operate within the boundaries of the Scheme of Delegation approved by the Group Board
- Refer matters relating to the adequacy or effectiveness of internal control, risk management, assurance or fraud to the Audit and Risk Committee
- Support, but not replace, the Accounting Officer's personal accountability under the College Financial Handbook

4.7. HE SENATE COMMITTEE – TERMS OF REFERENCE

Note - The details below are supplemented by the full TOR document which is available on request.

Context and Purpose

The Senate is the senior academic authority of UCS and is responsible to the Governors for matters of academic oversight, judgement, monitoring and advice in relation to HE provision. This includes responsibility for approving the academic regulations and procedures that govern the HE academic work of UCS in admission, teaching, assessment, examination and research. It oversees quality assurance, development, enhancement and standards of the education provided and the procedures for the expulsion of HE students for academic reasons. The Senate also monitors adherence to the academic regulations, policies and quality assurance processes of partner universities and awarding organisations in relation to HE provisions.

Membership

The constitution of the Senate is as follows:

- Chair: CEO/Executive Principal;
- Principal – Taunton College;
- Principal – Strode College;
- Principal – Cannington College;
- Principal – Bridgwater College;
- Dean of UCS;
- HE Quality Manager;
- HE Registrar;
- Vice Principal - TLA, Curriculum & Quality;
- Vice Principal - Student Experience & DSL;
- HE Governors x 2 (who are also senior academics);
- Assistant Principal - Clean Energy
- Assistant Principal - Health Professions & Group Adults
- Assistant Principal - Creative Arts and Technical Industries
- Course Leader – Early Childhood Education & Care
- HE Student President (who is also HE Student Governor)

Whilst courses validated by The Open University are still on offer at UCS, there will also be an OU observer present in Senate meetings.

Other attendees to be invited to specific meetings as considered appropriate by the Senate.

The Assistant Principals and Course Leader representatives will hold positions on the senate for three academic years before they are required to step down. Minutes are taken by the HE Quality Co-ordinator

Powers & Proceedings

The Senate may establish such committees as it considers necessary for the purpose of enabling it to carry out its responsibilities. The number of members of any such committee and the terms on which they are to hold and vacate office, shall be determined by the Senate and any such committee may include persons who are not members of Senate.

Meetings of the Senate shall be convened by the HE Team on behalf of the Chair.

- The CEO/Executive shall be the Chair of the Senate.
- The Senate may appoint such committees as they think fit, including where appropriate, committees with a membership which includes representatives of the students and may delegate the exercise of some of their functions to a committee or appropriately qualified member of staff.
- The Senate may, at any time, disband a committee or revoke the delegation of functions to a committee/working group/ member of staff.
- The Senate may make Terms of Reference with respect to the formation, constitution, quorum, frequency and place of meetings of their committees.
- If the number of members assembled for a meeting of the Senate does not constitute a quorum; the meeting shall not be held. The Chair may call a special meeting to be summoned as soon as convenient. Chair's Action is possible in exceptional circumstances and will report to the Senate as soon after the event as possible.
- Special meetings for consideration of urgent matters shall be held at the Chair's discretion or following a written request of at least one third of the members.
- The minutes of the Senate shall be sent to the chair for approval and thereafter circulated to members.
- The minutes will be provided to the Board of Governors. Verbal updates and other key documentation may also be provided to the Quality & Standards Committee.
- Functions

Responsibilities

- a) Keeping under review the overall HE academic strategies and HE academic policies;
- b) Approving academic regulations, policies & procedures that are followed to carry out the HE academic work of the institution in admission, validation, teaching, assessment and research for the award of all HE qualifications;
- c) Monitoring adherence to the academic regulations, policies, procedures and quality assurance processes of partner universities and awarding organisations, where applicable;

d) The control and regulation of the conduct, discipline and academic progress of registered students and for the enforcement of discipline and for procedures for hearing the legitimate complaints by registered students against the institution.

e) Setting and monitoring HE academic standards.

f) Monitoring key performance indicators for HE a set by the Office for Students (OFS);

g) The approval and regular review of the effectiveness of all academic procedures including induction, assessment, quality and programme development.

h) Monitoring the quality of UCS provision to include:

- Performance reports.
- National Student Survey (NSS).
- Student Perception Questionnaire (SPQ).
- Complaints/Feedback.
- Issues raised by the HE student body.

i) Receiving and considering external reports on UCS's HE provision from Designated Quality Body reviewers, Ofsted Inspectors (for teacher training, apprenticeship programmes and professional qualifications at level 4 and above), awarding organisations and external examiners and producing responses to such reports as necessary;

j) Receiving and considering proposals, recommendations, reports and resolutions from Senate sub-committees and any curriculum area reviews;

k) To consider and approve UCS's risk reviews of the appropriate sections of the UK Quality Code for HE and OFS Ongoing Conditions of Registration;

l) Delegate responsibility to the Academic Planning and Development Committee (APDC) for the approval of all written proposals for new courses and learning programmes prior to development work beginning;

m) Delegate responsibility to the Internal Scrutiny Panels (ISP) for the ongoing quality monitoring of the development phase of curriculum developments and course closures;

n) Delegate responsibility to Validation Panel to advise on and the approval of all significant changes to courses including programme titles, content, delivery, student numbers and method of staffing;

o) Delegate responsibility to the External Examiner Approval Panel to ensure the suitable appointment of external examiners in accordance with the academic regulations and UCS Quality Framework;

p) Receiving, approving and monitoring the UCS Self Evaluation Document and HE Enhancement & Action Plan;

q) Providing panel members for the academic appeal panels as per the UCS HE Academic Appeals Policy;

Quoracy - 50% of the membership, including at least 3 members of SLT.

Frequency - Three times a year (additional meetings if required).

4.8. LOCAL COLLEGE BOARD - TERMS OF REFERENCE

Context and Purpose

College Boards are sub-committees of the College Board and responsible to the Quality and Standards Committee for monitoring and developing education and training provision in their localities. They maintain a critical and evaluative overview of curriculum structure and organisation, teaching, learning, assessment, student support, and learning resources for their locality.

Responsibilities

- To ensure that the College's quality assurance and enhancement policies, regulations and procedures are applied rigorously.
- To ensure that all students receive a high-quality learning experience.
- To review analysis relating to student recruitment, admission, attendance, retention, progress, achievement, and onward progression internally and externally for the College
- To make recommendations to the Quality, Curriculum and Standards Committee and to Senior Management, as appropriate, on matters of teaching, learning, assessment and support for students
- To monitor the quality of provision for the College.
- Recommend and review curriculum strategy of the College to support the needs of its community.
- To develop the profile of the College within the local community to embed its role as an anchor organisation.

Matters Referred (Recommendations to the Quality and Standards Committee)

- Recommend and monitor College Self-Assessment Report and Quality Improvement Plan.
- Recommend and review curriculum strategy of the College.

Matters Delegated

- Monitor in-year education performance for the College – Student Voice, Complaints, Performance against KPIs, Outcomes, Attendance.
- Monitor standards of Teaching, Learning and Assessment for the College.
- Receive annual reports on student exclusions.
- Monitor College safeguarding issues.

Membership

- A Chair who is an independent Member on the Group Board, appointed to the position of Chair by the Group Board.
- At least four representatives of businesses and other stakeholders in the locality
- Two staff members of the College (one teaching and one support staff member)
- Two students of the College (one representing FE and one representing HE).
- College Principal.
- Group Executive Principal.

- Group Vice Principal, TLA, Curriculum and Quality.

In Attendance

- Director of Governance
- College Assistant Principals.
- Group Vice Principal, Student Experience.
- Minute-taker

Quorum - Meetings will be quorate when 50% of the members appointed to the committee are present.

Frequency - College Boards will normally meet once a term (three times per year). Additional meetings may be arranged as appropriate.

4.9. BUILDING PROJECTS COMMITTEE – TERMS OF REFERENCE

Context and Purpose

The objective of the Committee is to report to the Finance and Resources Committee with information, advice and recommendations in relation to the College’s property and accommodation.

Matters Referred

- Review the College’s Estates strategy and ensure it fulfils the related aspects of the Colleges Strategic plan
- Review both the short- and long-term investment and development policies for the Estate
- Review progress of the College in reducing its carbon footprint from the estate and activities Matters Delegated
- Ensure major capital projects are managed and delivered in a controlled way
- Receive reports that address delivery progress, which includes costs, key risks and best value
- Ensure that robust and effective governance arrangements are implemented to oversee the projects
- Ensure that requirements under current legislation relating to the estate are being fulfilled, and that forthcoming legislative changes that impact the estate are fully considered and prepared for
- To review annually the Committee’s terms of reference and its own effectiveness and recommend any necessary changes Membership
- Up to three independent Group Board Members, one of whom shall be Chair of the Subcommittee and a member of the Finance and Resources Committee, Group CEO. Other committee members may be co-opted
- The Director of Governance shall act as Clerk to the Committee

In Attendance

Other senior staff as appropriate.

Quorum - Meeting shall be quorate when at least 50% of the committee membership is present

Frequency - As may be dictated by monitoring of any ongoing capital projects and otherwise at least twice annually

5. Appendix A – Matrix of Delegated Authorities

GRP – Group Board

F&R – Finance and Resources Committee

REM – Remuneration Committee

CEO – Group CEO

GCH – Group Chair





Q&S – Quality and Standards Committee

AUD – Audit Committee

SRC – Search Committee

LCB – Local College Board

GP – Governance Professional

Key:  Approves  Recommends  Monitors  Receives info

| No. | Area | Ref | Responsibility | DECISION | | | | | | |
|-----|----------------------|-----|--|-------------|-----------|---------------|-------------|-----------|-------------------------|--|
| | | | | Group Board | Committee | College Board | Group Chair | Group CEO | Governance Professional | |
| 1. | Curriculum & Quality | 1a | Approve and monitor College Self-Assessment Reports and Quality Improvement Plans | | | LCB | | | | |
| 2. | Curriculum & Quality | 1b | Approve and monitor the Group Self-Assessment; Report and Quality Improvement Plan | | Q&S | | | CEO | | |
| 3. | Curriculum & Quality | 1c | Informed of the Group Self-Assessment Report and progress against the Quality Improvement Plan | GRP | | | | | | |
| 4. | Curriculum & Quality | 2a | Monitor the standards of teaching, learning and assessment (TLA) within colleges | | | LCB | | | | |
| 5. | Curriculum & Quality | 2b | Monitor the standards of teaching, learning and assessment within the Group | | Q&S | | | | | |
| 6. | Curriculum & Quality | 3a | Monitor in-year education performance within Colleges - Student Voice, Complaints, performance against KPI, Outcomes, Attendance (College Level) | | | LCB | | | | |
| 7. | Curriculum & Quality | 3b | Monitor in-year education performance across the Group - Student Voice, Complaints, performance against KPI, Outcomes, Attendance (Group Level) | | Q&S | | | | | |
| 8. | Curriculum & Quality | 4a | Approve the Students' Union constitution & Budget | GRP | | | | | | |
| 9. | Curriculum & Quality | 4b | Monitor the financial performance of the Students' Union | | F&R | | | | | |
| 10. | Curriculum & Quality | 5a | Approve the Safeguarding Policy | GRP | | LCB | | | | |
| 11. | Curriculum & Quality | 5b | Receive and approve the Annual Safeguarding Report | GRP | | | | | | |

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| 12. | Curriculum & Quality | 5c | Receive monitor safeguarding reports at each meeting (College Level) | | | LCB | | | |
| 13. | Curriculum & Quality | 5d | Receive monitor safeguarding reports at each meeting (Group Level) | GRP | | | | | |
| 14. | Curriculum & Quality | 6 | Monitor the education standards of the College nurseries | | Q&S | | | | |
| 15. | Curriculum & Quality | 7 | Receive an annual report on student exclusions | | Q&S | | | | |
| 16. | Curriculum & Quality | 8a | Approves College Level curriculum strategy | | Q&S | LCB | | | |
| 17. | Curriculum & Quality | 8b | Review, receive and approve curriculum strategy - Group Level | | Q&S | | | | |
| 18. | Financial | 1a | Receive and recommend the Group budget to the Group Board | | F&R | | | | |
| 19. | Financial | 1b | Annually approve the Group budget | GRP | | | | | |
| 20. | Financial | 2 | Approve the tuition fees policy | GRP | | | | | |
| 21. | Financial | 3a | Approve expenditure in excess of £500k (within the approved Group Budget) | GRP | | | | | |
| 22. | Financial | 3b | Approve expenditure between £150k-£500k (within the approved Group Budget) | | F&R | | | | |
| 23. | Financial | 4a | Review Group Financial performance | | F&R | | | | |
| 24. | Financial | 4b | Informed of Group Financial Performance | GRP | | | | | |
| 25. | Financial | 5a | Review/recommend expenditure outside the agreed Group Budget | | F&R | | | | |
| 26. | Financial | 5b | Approve expenditure outside the agreed Group budget | GRP | | | | | |
| 27. | Financial | 6 | Ensure compliance with the Financial Memorandum | | AUD | | | | |
| 28. | Financial | 7a | Review the Financial Regulations | | F&R | | | | |
| 29. | Financial | 7b | Approve the Financial Regulations | GRP | | | | | |
| 30. | Financial | 8 | Approve the Treasury Management Policy | GRP | | | | | |
| 31. | Financial | 9 | Monitor and manage the effectiveness of the Internal Audit Service and external auditor | | AUD | | | | |
| 32. | Financial | 10 | Advise the Governing Body on the scope and objectives of the work of the external auditor, internal audit and other assurance providers (if applicable). | | AUD | | | | |
| 33. | Financial | 11 | Approval of the Internal Audit Plan and the objectives for the work of the external auditors | GRP | | | | | |

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| 34. | Financial | 12a | Recommends the appointment, reappointment, dismissal and remuneration of the external auditor and internal audit to the Governing Body | | AUD | | | | |
| 35. | Financial | 12b | Approve the appointment of the Internal and External Auditors | GRP | | | | | |
| 36. | Financial | 13a | Recommend the Group's Financial Statements for Signature | | AUD | | | | |
| 37. | Financial | 13b | Approval of the Group's Financial Statements | GRP | | | | | |
| 38. | Financial | 14 | Advise the Group Board on internal audit assignment reports and annual reports and on control issues included in the management letters of the external auditor (including their work on regularity) and the funding auditor (where appointed), and the management's responses to these. | | AUD | | | | |
| 39. | Financial | 15 | Review and consider the reports of external auditor, internal audit and other assurance providers (as applicable), and monitor the implementation of recommendations to agreed timescales. | | AUD | | | | |
| 40. | HR | 1 | Appoint the CEO and other Senior Post Holders | GRP | | | | | |
| 41. | HR | 2 | Recommend a framework for the salaries and conditions of service of all staff within the Group | | F&R | | | | |
| 42. | HR | 3 | Determine staffing levels | | | | | CEO | |
| 43. | HR | 4 | Determine the salary structure and pay scales | | | | | CEO | |
| 44. | HR | 5a | Appraise the CEO | | | | GCH | | |
| 45. | HR | 5b | Appraise the other Senior Post Holders (exc. Director of Governance) | | | | | CEO | |
| 46. | HR | 5c | Appraise the Director of Governance | | | | GCH | | |
| 47. | HR | 5d | Review the appraisals of the CEO and other Senior Post Holders | | SRC | | | | |
| 48. | HR | 5e | Determine the arrangements to ensure that all staff are appraised | | | | | CEO | |
| 49. | HR | 6a | Recommend the annual pay award | | | | | CEO | |
| 50. | HR | 6b | Review and approve the annual pay award (within the approved overall Group Budget) | | F&R | | | | |
| 51. | HR | 7a | Recommend the annual pay award and remuneration package for Senior Post Holders | | REM | | | | |

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| 52. | HR | 7b | Approve the annual pay award and remuneration package for Senior Post Holders | GRP | | | | | |
| 53. | HR | 8 | Approve the staff disciplinary, capability and sickness policies | | F&R | | | | |
| 54. | HR | 9a | Dismissal / suspension of the CEO and other Senior Post Holders | GRP | | | | | |
| 55. | HR | 9b | Dismissal / suspension of staff | | | | | CEO | |
| 56. | Resources | 1a | Review and recommend Group Property Strategy through Building Projects Committee | | F&R | | | | |
| 57. | Resources | 1b | Approve the Group Property Strategy | GRP | | | | | |
| 58. | Resources | 1c | Monitor performance against the Property Strategy including Estate Utilisation through Building Projects Committee | | F&R | | | | |
| 59. | Resources | 2a | Review arrangements for Insurance and Personal Liability | | AUD | | | | |
| 60. | Resources | 2b | Approve the arrangements for Insurance and Personal Liability | GRP | | | | | |
| 61. | Resources | 3a | Approve the Health, Safety and Wellbeing Policy | GRP | | | | | |
| 62. | Resources | 3b | Monitor performance against the Health, Safety and Wellbeing Policy | | F&R | | | | |
| 63. | Resources | 3c | Informed of key staff statistics on wellbeing, performance and satisfaction at College level | | | | COL | | |
| 64. | Resources | 3d | Monitor key staff statistics on wellbeing, performance and satisfaction at Group level | | F&R | | | | |
| 65. | Resources | 4 | Approve the Annual Report on Health and Safety | GRP | | | | | |
| 66. | Resources | 5a | Maintenance and development of the Group Risk Register | | | | | CEO | |
| 67. | Resources | 5b | Review in detail the Group's approach and progress in the management of risk and to make appropriate recommendations to the Governing Body. | | AUD | | | | |
| 68. | Resources | 5c | Monitoring the risks related to committee delegated responsibilities | | All | | | | |
| 69. | Resources | 5d | Monitoring the risks related to College Board delegated responsibilities | | | | COL | | |
| 70. | Resources | 5e | Recommend potential local college board members to the Search and Governance Committee for approval | | | | COL | | |
| 71. | Resources | 6 | Advise the Governing Body on the adequacy and effectiveness of the Group's assurance arrangements for risk management, framework of governance, and control processes for the effective and | | AUD | | | | |

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| | | | efficient use of resources (value for money); and control processes for the solvency of the Group and the safeguarding of assets. | | | | | | |
| 72. | Governance | 1a | Annual review of the Instruments and Articles of Government (I&As), Standing Orders and ToRs | | SRC | | | | GP |
| 73. | Governance | 1b | Review any proposed changes to the I&As, Standing Orders and ToRs | | SRC | | | | |
| 74. | Governance | 1c | Approve any changes to the I&As, Standing Orders and ToRs. | GRP | | | | | |
| 75. | Governance | 2 | Appoint the Chair of the Governing Body | GRP | | | | | |
| 76. | Governance | 3a | Recommend the appointment or removal of members of the Governing Body | | SRC | | | | |
| 77. | Governance | 3b | Approve the appointment or removal of members of the Governing Body | GRP | | | | | |
| 78. | Governance | 4 | Make arrangements for the succession planning of the Governing Body | | SRC | | | | |
| 79. | Governance | 5 | Establish and maintain a Register of Interests | | | | | | GP |
| 80. | Governance | 6 | Ensure that the Governing Body has the appropriate skills and monitor current skill levels | | SRC | | | | |
| 81. | Governance | 7a | Development of the annual calendar of meetings and other governance events | | | | | | GP |
| 82. | Governance | 7b | Approval of the annual calendar of meetings and governance events | GRP | | | | | |
| 83. | Governance | 8 | Monitor the attendance of Governing Body members | | SRC | | | | |
| 84. | Governance | 9 | Publish the minutes of the unrestricted Governing Body and Committee minutes on the website | | | | | | GP |
| 85. | Governance | 10 | Maintain records and report on the use of the College Seal | | | | | | GP |
| 86. | Governance | 11 | Annually approve the Data Protection and the Freedom of Information Policies | GRP | | | | | |
| 87. | Governance | 12 | Annually approve the Whistleblowing Policy and Procedure | GRP | | | | | |
| 88. | Governance | 13 | Annually approve the Single Equality Scheme | GRP | | | | | |
| 89. | Governance | 14a | Review the Senior Post Holders Disciplinary, Capability and Grievance Policies and consider succession planning | | REM | | | | |
| 90. | Governance | 14b | Approve the Senior Post Holders Disciplinary, Capability and Grievance Policies | GRP | | | | | |
| 91. | Governance | 15a | Review the Code of Conduct for Governing Body members | | SRC | | | | |

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| 92. | Governance | 15b | Approve the Code of Conduct for Governing Body members | GRP | | | | | |
| 93. | Governance | 16 | Approve the annual Gender Pay Gap Report | GRP | | | | | |
| 94. | Governance | 17a | Review and recommend the annual list of sub-contractors and associated details | | Q&S | | | | |
| 95. | Governance | 17b | Approve the annual list of sub-contractors and associated details | GRP | | | | | |
| 96. | Governance | 18 | Receive an annual report on the use on the Gifts and Hospitality register | | F&R | | | | |
| 97. | Governance | 19 | Receive an annual report on student complaints | GRP | | | | | |
| 98. | Governance | 20a | Approve the Group Strategic Plan (including Vision, Mission and Values) and annual Operating Plan | GRP | | | | | |
| 99. | Governance | 20b | Review and monitor progress against the Group Operating Plan | GRP | | | | | |
| 100. | Governance | 20c | Review and monitor progress against the College level Operating Plan | | | COL | | | |
| 101. | Governance | 21 | Approve the Group Annual Accountability Statement and Local Needs Duty | GRP | | | | | |
| 102. | Governance | 22 | Approve the membership of committees and local boards | | SRC | | | | |
| 103. | Governance | 23 | Oversee the Governing Body's policies on and processes around fraud, irregularity, impropriety and whistleblowing, and ensure promptly and properly followed up | | AUD | | | | |