

CONSTITUTION AND TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Audit Committee ("the Committee").
- 1.2 The Audit committee is established in accordance with the Financial Memorandum
- 1.3 The Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.
- 1.4 In accordance with the JACOP Part 2, the role of the audit committee includes advising:
 - The corporation on the adequacy and effectiveness of the college's assurance framework.
 - And supporting the corporation in explaining in its annual report and accounts and the measures it has taken to ensure it has fulfilled its statutory and regulatory responsibilities.

2 Membership and Quorum

- 2.1 The membership shall be in accordance with the following:
 - 4 members of the Corporation, *excluding* the Chair of the Corporation, the Principal, members of the Resources Committee, and members of the Corporation who have significant interests in the College; and
 - If so decided by the Corporation, 1 co-opted member, being a person with relevant audit experience.
- 2.2 Members shall be appointed by the Corporation at its first meeting after April 1st each year, at which time one of the members shall be appointed by the Corporation to be Chair of the Committee.
- 2.3 If the Chair is absent from any meeting of the Committee the members of the Committee present shall choose one of their number to act as Chair for that meeting.
- 2.4 The Committee shall meet at least 3 times each year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee or the External or the Internal Auditors.
- 2.5 The attendance of the Principal (see Conduct of Meetings paragraph c) and the Director of Finance shall be required at meetings of the Committee but they shall not have Observer status. A representative of the Internal Audit Service (IAS) shall be entitled to attend and speak (but not vote) at all meetings of the Committee, as shall representatives of the Financial Statements Auditor (FSA) and the Regularity Auditor (RA) where business relevant to them is being discussed. The Committee may invite the Corporation's advisers or other third parties to attend and speak at meetings of the Committee as appropriate.
- 2.6 The quorum for meetings shall be 2 members who must be members of the Corporation

3 Clerk to the Audit Committee

- 3.1 The Clerk to the Audit Committee will be the Clerk to the Corporation, a person without financial responsibilities at senior level.

4 Terms of Reference

- 4.1 To advise the corporation on the effectiveness of the college's whole system of internal control, including controls for securing economic, efficient and effective use of the corporation's resources (value for money);
- 4.2 To advise the corporation on the appointment, reappointment, dismissal and remuneration of the financial statements and regularity auditors and other assurance providers, including internal auditors (IAS), and establish that all such assurance providers adhere to relevant professional standards

- 4.3 To advise the corporation on the scope and objectives of the work of the FSA and the IAS and:
- To ensure co-ordination between the FSA and the IAS including whether the work should be relied upon for internal audit purposes;
 - To consider and advise the Corporation on the audit needs assessment and strategic and annual internal audit plans for the IAS;
 - To advise the Corporation on internal audit assignment reports and annual reports and on control issues included in the FSA's management letters, and management's response to these;
 - To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignments, internal audit annual reports, and the FSA's management letters and spot-check reports
- 4.4 To consider and advise the Corporation on reports (identified as relevant by auditors, Committee Chair, Principal or Clerk) by the NAO or the SFA or other funding bodies and, where appropriate, management's response to these;
- 4.5 To establish, in conjunction with College management, relevant performance measures and indicators to monitor the effectiveness of the IAS and the FSA through these measures and indicators and decide, based on this review, whether a competition for price and quality of the audit service is appropriate
- 4.6 Produce an annual report for the Corporation and accounting officer, which should include the Committee's view on the effectiveness of the College's risk management, control and governance processes, its processes for securing economy, efficiency and effectiveness and any significant matters arising from the work of the IAS, funding assurance auditor and the financial statements auditor. It must also include the Committee's view of its own effectiveness and how it has fulfilled its terms of reference
- 4.7 Provide an annual assurance to be included with the Financial Statements and be sent with the Accounts to the SFA
- 4.8 To oversee the college's policies on fraud and irregularity and whistleblowing, and ensure the proper, proportionate and independent investigation of all allegations and instances of fraud and irregularity; that investigation outcomes are reported to the audit committee; that the external auditors (and internal auditors where appointed) have been informed, and that appropriate follow-up action has been planned / actioned, and that all significant cases of fraud or suspected fraud or irregularity are reported to the chief executive of the appropriate funding body.
- 4.9 To:
- Oversee the development of the College's risk assessment and management policy and liaise with the College's Risk Management Group,
 - Advise the Corporation on the College's arrangements for risk management, control and governance processes and to keep under review the College Disaster Recovery Plan;
 - Consider the risk management annual report from college management;
- 4.10 To consider the interim regularity audit opinion in terms of the regularity (if required) and propriety of all College spending;
- 4.11 To be informed of all additional services undertaken by the IAS and the FSA.
- 4.12 To review its terms of reference at least biennially.

5 Committee's Powers

- 5.1 In order to exercise its role the Committee shall have power to:
- Investigate any activity within its terms of reference
 - Seek any information it requires from the IAS, the FSA, Governors, Committees and College employees, plus relevant information from sub-contractors and other third parties
 - Obtain external professional advice
- 5.2 The Corporation shall not at any time add to these terms of reference responsibilities that require the Committee to adopt an executive role, or its members to offer professional advice to the Corporation.

6 Conduct of Meetings

- 6.1 All meetings shall be conducted to timed agendas.
- 6.2 The Agenda of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee, the Principal, the Director of Finance and the auditors, and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).The Agenda of each meeting shall provide for the opportunity for the members of the Committee to meet with the Principal in the absence of the Auditors.
- 6.3 The Agenda of each meeting shall provide for the opportunity for the members of the Committee to meet with the IAS and/or the FSA in the absence of the College Executives.
- 6.4 Where matters of a sensitive or confidential nature are to be discussed at a meeting, the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate, and, if necessary, the Chair of the Corporation shall reserve these matters to a confidential (Part II) agenda. Details and papers of such agenda shall not be circulated unless the circumstances which caused them to be considered sensitive or confidential no longer pertain.
- 6.5 The rules for adoption of resolutions etc. shall be those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

7 Minutes and Reports of Meetings

- 7.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.
- 7.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee to the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary.
- 7.3 Minutes of the meetings, with the exception of those regarded as confidential in accordance with e) above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and on the College website for a minimum period of twelve months.

8 Openness and Transparency

- 8.1 The Terms of Reference of the Audit Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website.

Originator	Clerk to the Corporation
Date reviewed	November 2014
Review interval	Biennially
Next review due by	November 2016

CONSTITUTION AND TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Curriculum, Quality and Standards Committee (“the Committee”).
- 1.2 The purpose of the Committee is to monitor all aspects of academic quality and performance of the College
- 1.3 The Committee is established in accordance with paragraph 5 of the Articles of Government of Harrow College Further Education Corporation.
- 1.4 The Terms of Reference of the Committee may be varied at any time by the Corporation.
- 1.5 The Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Membership and Quorum

- 2.1 The Committee shall consist of 5 members, 4 of which shall be Governors, and one of which may be an independent external co-opted member
- 2.2 Members shall be appointed by the Corporation at its first meeting after 1st April each year, at which time one of the members shall be appointed by the Corporation to be Chair and Vice Chair of the Committee.
- 2.3 If the Chair is absent from any meeting of the Committee the Vice Chair shall act as Chair for that meeting.
- 2.4 The Committee shall meet at least 3 times each year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee or the External or the Internal Auditors.
- 2.5 The quorum for meetings shall be 3 members who must be members of the Corporation.

Note: The attendance of the Principal (if not a member of the Committee), and other relevant members of the College staff may be required at meetings of the Committee and shall be entitled to speak at such meetings but shall not be entitled to vote on any issue.

3 Clerk to the Curriculum, Quality & Standards Committee

- 3.1 The Clerk to the Committee will be the Clerk to the Corporation.

4 Terms of Reference

- 4.1 To ensure that there are in place procedures for continuous review of the Curriculum offered by the College and, following analysis of market needs and any post-inspection report and action plan, to adjust that Curriculum and its modes of delivery to match and anticipate the future needs of students and local employers;
- 4.2 To recommend for approval by the Corporation a policy of Quality Assurance and a Quality Strategy, which staff understand and support
- 4.3 To raise standards by setting targets and agreeing performance indicators and by other measures which the Committee determines each year for student retention, student achievement and student progression
- 4.4 To recommend for approval by the Corporation the relevant statements to meet with statutory requirements, and to ensure that there are procedures for students or other clients to record complaints about any aspect of the College’s services and effective processes within the College for examining any such complaints, and to review brief details of such complaints and their resolution;
- 4.5 To ensure that appropriate arrangements are in place to monitor the quality of cross-college services offered by the College;
- 4.6 To monitor the performance of the College as shown in the annual Self-Assessment Report and the action taken in response to the action plan therein or any post-inspection report and action plan, and to recommend the Report for approval by the Corporation;

- 4.7 To monitor the performance of the College in respect of student recruitment, progression, student success, headline targets, achievement, performance figures on student retention and achievement where known by other local colleges and schools and in the Further Education sector generally;
- 4.8 To recommend for approval by the Corporation Board the following Annual Reports:
- Staff Development Report
 - Marketing Report
 - Higher Education in FE Report
 - Employability Report including Business Base activities
- 4.9 To review the College's arrangements for obtaining the views of students on matters relating to the College's educational character and mission, and the oversight of its activities.
- 4.10 To review its terms of reference at least biennially.

5 Conduct of Meetings

- 5.1 All meetings shall be conducted to timed agendas.
- 5.2 The agendas of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal, and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).
- 5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting, the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate, and, if necessary, the Chair of the Corporation shall reserve these matters to a confidential (Part II) agenda. Details and papers of such an agenda shall not be circulated unless the circumstances which caused them to be considered sensitive or confidential no longer pertain.
- 5.4 The rules for adoption of resolutions etc. shall be those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Minutes and Reports of Meetings

- 6.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.
- 6.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee at the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary.
- 6.3 Minutes of the meetings, with the exception of those regarded as confidential in accordance with c) above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a period of a minimum of twelve months.

7 Openness and Transparency

- 7.1 The Terms of Reference of the Curriculum, Quality and Standards Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a period of a minimum of twelve months

Originator	Clerk to the Corporation
Reviewed	December 2014
Review interval	Biennially
Next review due by	December 2016

CONSTITUTION AND TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Learner Voice Committee ("the Committee").
- 1.2 The Committee is established in accordance with paragraph 4 of the Articles of Government of Harrow College Further Education Corporation.
- 1.3 The Terms of Reference of the Committee may be varied at any time by the Corporation.
- 1.4 The Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Membership and Quorum

- 2.1 The membership shall be in accordance with the following:
 - The Principal
 - The two Student Governors
 - Two governors
 - One co-opted member; and student representatives from each faculty
- 2.2 Members (other than the co-opted member) shall be appointed by the Corporation at its first meeting after 1st April each year, at which time one of the members shall be appointed by the Corporation to be Chair and Vice Chair of the Committee.
- 2.3 The Committee shall meet at least 3 times each year and at such other times as required by the Committee or the Corporation to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee.
- 2.4 The quorum for meetings shall 3 members.

3 Clerk to the Learner Voice Committee

- 3.1 The Clerk to the Learner Voice Committee will be the Clerk to the Corporation.

4 Terms of Reference

- 4.1 The Committee shall consider and give approval to the following matters on behalf of the Corporation:
 - The students' union constitution and funding.
 - Student leisure and recreational facilities.
 - Student disciplinary and complaints regulations.
 - Student liaison and consultation procedures.
- 4.2 The Committee will consider the following matters and advise College Management on appropriate developments. It will advise Corporation on decisions and changes which it wishes Corporation to make concerning
 - Learner activities, experience and feedback
 - Equality and Diversity issues
 - Safeguarding
 - Such other matters as the either Corporation may from time to time refer to the Committee or the Committee may from time to time determine.

4.3 To review on at least biennially its Terms of Reference.

5 Conduct of Meetings

5.1 All meetings shall be conducted to timed agendas.

5.2 The agendas of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal, and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation)

5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting, the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate, and, if necessary, the Chair of the Corporation shall reserve these matters to a confidential (Part II) agenda. Details and papers of such an agenda shall not be circulated unless the circumstances which caused them to be considered sensitive or confidential no longer pertain.

5.4 The rules for adoption of resolutions etc. shall be those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Attendance by Non-members

6.1 There is no general right of attendance by individuals who are not members of the Committee. The Chair, Principal and Vice Principal may invite attendance by anyone who they feel can contribute to the work of the Committee. The Chair encourages attendance by members of the Students' Union who are not formal members of the Committee.

7 Minutes and Reports of Meetings

7.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.

7.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee at the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary.

7.3 Minutes of the meetings, with the exception of those regarded as confidential, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a period of a minimum of twelve months.

8 Openness and Transparency

8.1 The Terms of Reference of the Learner Voice Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a period of a minimum of twelve months.

Originator	Clerk to the Corporation
Review interval	Biennially
Review date	December 2014
Next review due by	December 2016

CONSTITUTION AND TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Remuneration Committee ("the Committee"). The Committee is established in accordance with paragraph 4 of the Articles of Government of Harrow College Further Education Corporation.
- 1.2 The Terms of Reference of the Remuneration Committee may be varied at any time by the Corporation.
- 1.3 The Remuneration Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Terms of Reference

- 2.1 To prepare a framework for Pay and Conditions of Service for holders of Senior Posts and the Clerk to the Corporation for approval by the Corporation in accordance with the Articles of Government of Harrow College;
- 2.2 To make arrangements for the appointment, appraisal, development, grading, suspension and dismissal of holders of Senior Posts and the Clerk to the Corporation in accordance with the Articles of Government of Harrow College;
- 2.3 Receive the report of the Chairman on his annual appraisal of the Principal and the Clerk to the Governing Body and to consider the report of the Principal on the appraisal of the other designated senior post-holders using the agreed framework of the College's performance management scheme.
- 2.4 To prepare a policy framework covering other employment issues affecting holders of Senior Posts and the Clerk to the Corporation;
- 2.5 To make recommendations to the Corporation on the remuneration of the holders of Senior Posts and the Clerk to the Corporation;
- 2.6 To make recommendations on the provision of Clerkship services to the Corporation.
- 2.7 To review its Terms of Reference biennially.

3 Membership and Quorum

- 3.1 The membership shall be in accordance with the following:
 - The Chair of the Corporation; and
 - 3 members of the Corporation, other than staff or student members.
- 3.2 Members shall be appointed by the Corporation at its first meeting after the 1st April each year, at which time one of the members shall be appointed by the Corporation to be the Chair of the Committee.
- 3.3 If the Chair is absent from any meeting of the Committee the members of the Committee present shall choose one of their number to act as Chair for that meeting
- 3.4 The Principal will be invited to all meetings as an Observer but will be excluded from being present during any part of a meeting when his/her own salary, conditions of service or appointment of a successor are under consideration
- 3.5 The Committee shall meet at least twice each year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any members of the Committee.
- 3.6 The quorum for meetings shall be 2 members.

4 Clerk to the Remuneration Committee

- 4.1 The Clerk to the Remuneration Committee will be the Clerk to the Corporation.

5 Conduct of Meetings

- 5.1 All meetings shall be conducted to timed agendas.
- 5.2 The agenda of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal, and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).
- 5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting (in practice most matters) the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate and, if necessary, the Chair of the Corporation, shall reserve those matters to a confidential (Part II) agenda. Details and papers of such an agenda shall not be circulated outside the Committee, unless the circumstances which caused them to be considered as sensitive or confidential no longer pertain.
- 5.4 The rules for adoption of resolutions etc. shall be as those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Minutes and Reports of Meetings

- 6.1 Draft minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee
- 6.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee to the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary
- 6.3 Minutes of any issues which are regarded as confidential in nature by the Remuneration Committee shall be recorded separately and as such the subsequent publication will be restricted.
- 6.4 Minutes of the meetings, with the exception of those regarded as confidential in accordance with 5.3 above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a minimum period of twelve months.

7 Openness and Transparency

- 7.1 The Terms of Reference of the Remuneration Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website.

Originator	Clerk to the Corporation
Date of last review & approval	October 2012
Review interval	Biennially
Review date	October 2014
Approved by	Corporation
Next review due by	October 2016

CONSTITUTION & TERMS OF REFERENCE

1 Introduction

- 1 The name of the committee shall be the Resources Committee ("the Committee").
- 1.2 The Committee is established in accordance with clause 4 of the Articles of Government of Harrow College Further Education Corporation.
- 1.3 The purpose of the Committee is to oversee the financial affairs of the Corporation, monitor staffing issues, consider and advise the Corporation on matters relating to estates and buildings, health and safety and to determine such matters that have been delegated to it and to advise the Corporation on appropriate financial policies and procedures subject at all times to the requirements of the Financial Memorandum between the Corporation and the Skills Funding Agency and the Articles of Government.
- 1.4 The Terms of Reference of the Resources Committee may be varied at any time by the Corporation.
- 1.5 The Resources Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Terms of Reference

- 2.1 To consider and advise the Board of Governors on any matter relating to College policy and strategy, including:
 - Financial matters including investment and borrowing
 - Commercial activities
 - Human resources
 - Strategic partnerships affecting global resources
- 2.2 To deal with any matters specifically referred by the Board
- 2.3 To review its terms of reference biennially.

3 Membership and Quorum

- 3.1 The membership shall be in accordance with the following:
 - The Principal; and
 - 5 members of the Corporation; and
 - If so decided by the Corporation, 1 co-opted member (who shall hold a qualification in accountancy if no other member of the Committee possesses one)
- 3.2 Members (other than the co-opted member) shall be appointed by the Corporation at its first meeting after the 1st April each year, at which time one of the members shall be appointed by the Corporation to be Chair of the Committee.
- 3.3 If the Chair is absent from any meeting of the Committee the Committee Vice Chair shall act as Chair for that meeting
- 3.4 The attendance of the Vice Principal, the Director of Finance & Resources, and the Director of Human Resources and other relevant members of the College staff shall be required at meetings of the Committee and shall be entitled to speak at such meetings but shall not be entitled to vote on any issue
- 3.5 The Committee shall meet at least 3 times each year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee or the External or Internal Auditors

3.6 The quorum for meetings shall be 3 members, 2 of whom shall be members of the Corporation.

4 Clerk to the Resources Committee

4.1 The Clerk to the Resources Committee will be the Clerk to the Corporation.

5 Conduct of Meetings

5.1 All meetings shall be conducted to timed agendas.

5.2 The agenda of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee, the Principal, and the Director of Finance and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).

5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting, the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate, and, if necessary, the Chair of the Corporation shall reserve these matters to a confidential (Part II) agenda. Details and papers of such agenda shall not be circulated, unless the circumstances which caused them to be considered as sensitive or confidential no longer pertain.

5.4 The rules for adoption of resolutions etc. shall be as those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Minutes and Reports of Meetings

6.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.

6.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee to the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary.

6.3 Minutes of the meetings, with the exception of those regarded as confidential in accordance with c) above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a minimum period of twelve months.

7 Openness and Transparency

7.1 The Terms of Reference of the Resources Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website

Originator	Clerk to the Corporation
Date of last review & approval	October 2012
Review interval	Biennially
Review date	October 2014
Approved by	Corporation
Next review due by	October 2016

CONSTITUTION & TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Search and Development Committee ("the Committee").
- 1.2 The Committee is established in accordance with Clause 5 of the Articles of Government of Harrow College Further Education Corporation
- 1.3 The purpose of the Committee is to advise the Corporation on the appointment, reappointment and development of governors and to consider all aspects of good Governance
- 1.4 The Committee is required to adopt open and transparent procedures for the recruitment and selection of governors, to ensure that the composition of the Corporation broadly reflects the community the College serves in terms of age, gender, ethnicity, geographical spread, experience, etc. It is the Corporation's view however that achieving a balance is, however, a secondary consideration to the most important requirement, which is that a candidate must be personally suitable for appointment with the appropriate skills required. The Terms of Reference of the Search & Development Committee may be varied at any time by the Corporation
- 1.5 The Search & Development Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Membership and Quorum

- 2.1 The membership shall be in accordance with the following:
 - The Chair of the Corporation; and
 - The Principal; an
 - 2 other members of the Corporation; and
 - if so decided by the Corporation 1 co-opted member
- 2.2 Members (other than the co-opted member) shall be appointed by the Corporation at its first meeting after 1st April each year, at which time one of the members shall be appointed by the Corporation to be Chair and Vice Chair of the Committee.
- 2.3 If the Chair is absent from any meeting of the Committee the members of the Committee present shall choose one of their number to act as Chair for that meeting.
- 2.4 The Committee shall meet at least twice each year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee.
- 2.5 The quorum for meetings shall be 2 members of the Corporation, excluding the Principal.

3 Clerk to the Search & Development Committee

- 3.1 The Clerk to the Committee will be the Clerk to the Corporation.

4 Terms of Reference

- 4.1 To keep under review requirements for the appointment or reappointment of Governors, including changes in the number, composition or balance of interests represented on the Corporation and to make recommendations to the Corporation.
- 4.2 To oversee arrangements made to recruit, inform and interview potential Governors and to make recommendations to the Corporation regarding appointments.
- 4.3 To maintain an overview of the skills and expertise of members and undertake a skills audit annually to:

- Identify any gaps and from time to time make recommendations to the Corporation on its composition and balance.
- Develop strategies to address any deficiencies and for succession planning for the office of Chair and other offices held by governors;

- 4.4 To oversee arrangements made for Governor development and training;
- 4.5 To oversee the registers maintained by the Clerk, including the register of members, of members' interests, of members' expenses and hospitality, of members' attendance, and to make recommendations to the Corporation.
- 4.6 To review issues relating to corporate good governance and consider and approve governance related policies and procedures.
- 4.7 To recommend for approval by the Corporation an annual review of the performance of the Committee.
- 4.8 To review its terms of reference at least biennially.

5 Conduct of Meetings

- 5.1 All meetings shall be conducted to timed agendas.
- 5.2 The agenda of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).
- 5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting the Clerk, in consultation with the Chair of the Committee, the Principal and, where appropriate, the Chair of the Corporation, shall reserve these matters to a confidential (Part II) agenda. Details and papers of such an agenda shall not be circulated unless the circumstances which caused them to be considered or confidential no longer pertain.
- 5.4 The rules for adoption of resolutions etc. shall be as those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Minutes and Reports of Meetings

- 6.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.
- 6.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee to the next meeting of the Corporation and the Chair of the committee shall provide, if appropriate, an oral summary.
- 6.3 Minutes of the meetings, with the exception of those regarded as confidential in accordance with c) above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a minimum period of twelve months.

7 Openness and Transparency

- 7.1 The Terms of Reference of the Search and Development Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website.

Originator	Clerk to the Corporation
Date of last review & approval	October 2012
Review interval	Biennially
Review date	October 2014
Approved by	Corporation
Next review due by	October 2016

CONSTITUTION AND TERMS OF REFERENCE

1 Name and Origin

- 1.1 The name of the committee shall be the Property & Accommodation Committee ("the Committee").
- 1.2 The Committee is established in accordance with paragraph 4 of the Articles of Government of Harrow College Further Education Corporation.
- 1.3 The Terms of Reference of the Committee may be varied at any time by the Corporation.
- 1.4 The Committee is a sub-committee of the Harrow College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation. The delegation of functions does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

2 Terms of Reference

The terms of reference shall be as follows:

- 2.1 To report to the Corporation with information, advice and recommendations in relation to the College's property and accommodation.
- 2.2 To be responsible (subject to the approval of the Corporation) for the acquisition and disposal of land and property.
- 2.3 To seek to ensure that the College's property and accommodation meets the needs set out in the College's strategic plan.
- 2.4 To advise the Corporation on its property and property development strategy and on major refurbishment projects (over £250,000 per project)
- 2.5 To consider and decide (where appropriate subject to Corporation approval) the disposal and acquisition of land and property by ownership or lease or contract.
- 2.6 To ensure that the acquisition and disposal of land or property meets:
 - The requisite funding regulations.
 - The duties of Governors set out in the Instrument and Articles of Government.
 - The College's strategy and development plans.
 - The statutory arrangements and procedures for planning and planning consents and restrictions of the local authorities and other bodies.
- 2.7 To determine tenders in relation to property and accommodation in circumstances where the College regulations require the involvement of Governors in this process.

3 Membership and Quorum

- 3.1 The membership shall be in accordance with the following:
 - The Principal; and
 - 4 members of the Corporation; and

- Up to two co-optees (who are not members of the Corporation) if, in the opinion of the Committee, it needs to do so to improve the expertise of the Committee in dealing with its terms of reference.
- 3.2 Members (other than the co-opted member) shall be appointed by the Corporation at its first meeting after the 1st April each year, at which time one of the members shall be appointed by the Corporation to be Chair of the Committee.
- 3.3 The attendance of the Director of Finance and Vice Principal shall be required at meetings of the Committee and shall be entitled to speak at such meetings, but shall not be entitled to vote on any issue. Other relevant members of the College staff and or College advisers shall be invited as and when appropriate.
- 3.4 The Committee shall meet at least termly year to consider matters arising naturally from the terms of reference below, or matters placed on the agenda at the request of the Corporation or any of its Committees, or matters placed on the agenda at the request of the Chair or any member of the Committee or the External or Internal Auditors.
- 3.5 The quorum shall be three members and for a meeting to be quorate there must always be a majority of Corporation members present.

4 Clerk to the Property & Accommodation Committee

- 4.1 The Clerk to the Corporation shall be the Clerk to the Committee.

5 Conduct of Meetings

- 5.1 All meetings shall be conducted to timed agendas.
- 5.2 The agenda of each meeting shall be prepared by the Clerk in consultation with the Chair of the Committee, the Principal, and the Director of Finance and circulated together with all relevant agenda papers to all members of the Committee at least seven days before each meeting. (Copies of agendas and papers shall also be circulated as directed from time to time by the Corporation).
- 5.3 Where matters of a sensitive or confidential nature are to be discussed at a meeting, the Clerk, in consultation with the Chair of the Committee, the Principal where appropriate, and, if necessary, the Chair of the Corporation shall reserve these matters to a confidential (Part II) agenda. Details and papers of such agenda shall not be circulated, unless the circumstances which caused them to be considered as sensitive or confidential no longer pertain.
- 5.4 The rules for adoption of resolutions etc. shall be as those directed from time to time in the Instrument of Government or Standing Orders for meetings of the Corporation.

6 Minutes and Reports of Meetings

- 6.1 Draft Minutes of all meetings of the Committee shall be prepared by the Clerk in consultation with the Chair of the Committee and the Principal and circulated as soon as practicable after the meeting to all members of the Committee.
- 6.2 The Minutes or draft Minutes of all meetings shall be presented by the Chair of the Committee to the next meeting of the Corporation and the Chair of the Committee shall give an oral report in support thereof as may be necessary.
- 6.4 Minutes of the meetings, with the exception of those regarded as confidential in accordance with 5c) above, will be available in the office of the Clerk for inspection by any members of the public during the published office hours and published on the College website for a minimum period of twelve months.

7 Openness and Transparency

7.1 The Terms of Reference of the Property & Accommodation Committee and the advice of the Committee to the Corporation will be available in the office of the Clerk for inspection by any members of the public during usual business hours.

Originator	Clerk to the Corporation
Date of last review & approval	October 2013
Review interval	Biennially
Review date	October 2015
Approved by	Corporation
Next review due by	October 2015