

SCHEME OF DELEGATION

1. INTRODUCTION

- 1.1. The key responsibilities of the Board of Governors are laid down in the school's Instrument and Articles of Government. In order to effectively carry out these responsibilities the Board may delegate some of its functions to committees or individuals. This scheme of delegation outlines the main responsibilities of the Board and indicates, if appropriate, where functions have been delegated.
- 1.2. The list is not exhaustive and the scheme should be read in conjunction with the school's financial regulations, financial memorandum with the OfS and the terms of reference for each committee.
- 1.3. Where functions have been delegated the Board reserves the power to deal with the responsibility delegated, or to withdraw or amend the delegation granted.
- 1.4. The Board retains responsibility for all delegated functions and the exercise of any power by a delegate is as if it had been done by the Board of Governors itself.
- 1.5. Where committees or individuals have been tasked with either considering and recommending items to the Board for approval or considering and providing advice to the Board this has also been shown.

2. RESPONSIBILITIES RESERVED BY THE BOARD OF GOVERNORS

- 2.1. The Articles set out a number of functions which may not be delegated and must be retained by the Board of Governors. These are:
 - 2.1.1. The determination of the educational character and mission of the school and for the oversight of its activities;
 - 2.1.2. The efficient and effective use of resources, the solvency of the School and the Corporation and for safeguarding their assets;
 - 2.1.3. Approving annual estimates of income and expenditure;
 - 2.1.4. The appointment, grading, assignment, appraisal, suspension, dismissal and determination of the pay and conditions of the holders of senior posts; and
 - 2.1.5. Setting a framework for the pay and conditions of service of all other staff.

3. THE PRINCIPAL AND CEO

- 3.1. The Articles also set out the responsibilities of the Principal. These are:
 - 3.1.1. Making proposals to the Board of Governors about the educational character and mission of the school, and for implementing the decisions of the Board of Governors;
 - 3.1.2. The organisation, direction and management of the school and leadership of the staff;
 - 3.1.3. The appointment, assignment, grading, appraisal, suspension, dismissal and determination - within the framework set by the Board of Governors - of the pay and conditions of service of staff other than senior post holders;
 - 3.1.4. The determination, after consultation with the Senate, of the school's academic activities, and for the determination of its other activities;

- 3.1.5. Preparing annual estimates of income and expenditure for consideration by the Board of Governors, and the management of budget and resources within the estimates approved by the Board of Governors;
- 3.1.6. The maintenance of student discipline and, within the rules and procedures provided for within the Articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

4. THE SENATE

4.1. The Articles also set out the responsibilities of the Senate. These are:

- 4.1.1. General issues relating to the research, scholarship, teaching and courses at the School including criteria for the admission of students; the appointment and removal of internal and external examiners; policies and procedures for assessment and examination of the academic performance of students; the content of the curriculum; academic standards and the validation and review of courses; the procedures for the award of qualifications and honorary academic titles; and the procedures for the expulsion of students for academic reasons. Such responsibilities shall be subject to the requirements of validating and accrediting bodies
- 4.1.2. Considering the development of the academic activities of the school and the resources needed to support them and for advising the Principal and the Board of Governors thereon; and
- 4.1.3. Advising on such other matters as the Board of Governors or the Principal and CEO may refer to the Senate.

5. DELEGATION TO COMMITTEES

5.1. Functions may be delegated to committees or individuals by the Board of Governors, as set out in the Articles, via:

- 5.1.1. Committee terms of reference.
- 5.1.2. Standing Orders.
- 5.1.3. The making of a special delegation to a committee, individual or task and finish group as recorded in the minutes of a meeting of the Board of Governors.

6. CHAIR'S ACTION AND WRITTEN RESOLUTIONS

6.1. The Board of Governors has also made provision for some decisions and functions to be undertaken by Chair's action. This could be the Chair of the Board of Governors or the Chair of a committee.

6.2. Subject to the provisions of the Articles, the Chair of the Board may act on behalf of the Board between meetings, over a matter which in their opinion is either (i) urgent and delay until the next practicable date for a meeting, or approval by written resolution would be detrimental or (ii) is a minor matter falling within the spirit of existing policies. The Chair may consult with the Principal and CEO or other members of the Board before taking a decision, and any such decision will be reported to the next meeting of the Board

6.3. The Chairs of committees may act on behalf of the committee they chair between meetings, over a matter which in their opinion is either (i) urgent and delay until the next practicable date for a meeting would be detrimental or (ii) is a minor matter falling within the spirit of existing policies. The Chair may consult with the Chair of the Board of Governors, the Principal and CEO or other members of the committee before taking a decision and any such decision will be reported to the next meeting of the Committee

- 6.4. The Board of Governors accepts responsibility for any action taken by this means.
- 6.5. Chair's action may be used for the approval of expenditure in exceptional circumstances. Exceptional circumstances should be related to urgent repair or where delay would create operational difficulties for the school.
- 6.6. Approval should be sought in writing from the Chair of Governors, who would normally seek advice from the Chair of the Finance and Resources Committee.
- 6.7. The written request should address the agreed criteria for expenditure approval (below) and give full financial details.
- 6.7.1. The criterion for approving additional expenditure should be:
- Does the expenditure support the delivery of the school's strategic plan?
 - Will the expenditure be of benefit to learners?
 - Is the expenditure affordable within the current forecast e.g. funded by additional income, funded by savings?
 - Has the prescribed procurement process been followed?
 - Does the proposed purchase offer the best value for money?
 - Could the expenditure be delayed into a future financial year?
- 6.8. A report outlining any requests made, and the resulting decision, should be reported to the next meeting of the Board of Governors.
- 6.9. The Articles also make provision for decisions to be taken by written resolution where it does not prove practical or possible to convene a quorate meeting of the Board within an appropriate timescale for the decision to be made. Such decisions will not usually be in relation to complex matters requiring detailed explanation or debate. The Chair, in consultation with the Clerk to Governors and Principal and CEO, will be responsible for deciding whether a proposal is appropriate to be passed by written resolution

7. COMMITTEE TERMS OF REFERENCE

7.1. Attached at Appendix A are the terms of reference for each committee.

8. REVIEW

8.1. The scheme of delegation will be reviewed by the Board of Governors at least once every three years. This shall not preclude a review being conducted before such time, should it be considered necessary by the Board of Governors.

Area	Governance
Prepared By	Clerk to Governors
Approved by	Board of Governors
Document Manager	Clerk to Governors
Last Updated/approved	February 2024
Next Review Due	February 2027

Appendix A – Terms of Reference

AUDIT COMMITTEE

1.	Membership	1.1	Between 3 and 5 Board Members (excluding the Chair of the Board of Governors, members of the Finance and Resources Committee and the Principal)
		1.2	At least one member should have recent and relevant experience in finance, accounting or auditing.
		1.3	The Committee may, if it considers it necessary or desirable, co-opt up to two External Expert Members with particular expertise who may count towards the quorum.
		1.4	Members should not have significant interests or executive responsibility for the management of the School.
2.	Quorum	2.1	Two members, with a majority of those present being Board Members.
3.	Frequency of Meetings	3.1	At least three times per year. The internal or external auditors may request a meeting if they consider that one is necessary.
4.	Attendance at meetings	4.1	Chief Operating Officer and Director of Finance and at least once per year, the Principal and CEO, neither of whom shall have voting rights. A representative of each of the internal auditors and external auditors shall normally attend meetings where business relevant to them is to be discussed. The Committee shall have the power to invite such other persons to attend meetings as may be desirable and necessary but they will not have voting rights
		4.2	At least once a year the Committee should meet with the external and internal auditors without any officers present.
		4.3	Other Board Members (other than the Chair of the Board and the Chair of the Finance and Resources Committee) shall have the right of attendance, save that the Committee may, when they are satisfied that it is appropriate, go into confidential session and exclude all other participants and observers other than the Clerk to Governors. Such persons shall not have a vote.
5.	Authority	5.1	The Committee is authorised by the Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any Board member, Committee or employee of the School and all Board members and employees of the School are directed to co-operate with any request made by the Committee.
		5.2	The Committee is authorised by the Board to obtain outside legal or other independent professional advice provided that the Committee may not incur direct expenditure in this respect in excess of £2,000, without prior approval of the Board.
		5.3	The Audit Committee will review the audit aspects of the draft annual financial statements. These aspects will include the external audit opinion, the statement of members' responsibilities, the statement of internal control and any relevant issue raised in the external auditors' management letter. The Committee will, where appropriate, confirm with the internal and external auditors that the effectiveness of the

			governance and internal control system has been reviewed, and comment on this in its annual report to the Board of Governors.
		5.4	The Committee shall not add to these terms of reference responsibilities that require the Audit Committee to adopt an executive role except for matters linked to the provision of assurance and delegated to it.
6.	Duties	6.1	Advise the Board of Governors on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors, and any questions of resignation or dismissal of the external auditors
		6.2	Discuss with the external auditors, before the audit begins, the nature and scope of the audit.
		6.3	Discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter, incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
		6.4	Consider and advise the Board of Governors on the appointment and terms of engagement of the internal audit service, the audit fee, the provision of any non-audit services by the internal auditors, and any questions of resignation or dismissal of the internal auditors
		6.5	Review the internal auditors' audit risk assessment, strategy and programme; consider major findings of internal audit investigations and management's response; and promote co-ordination between the internal and external auditors. (The committee will ensure that the resources made available for internal audit are sufficient to meet the School's needs (or make a recommendation to the Board of Governors as appropriate)).
		6.6	Keep under review the effectiveness of the risk management (including academic risk), control and governance arrangements, and in particular review the external auditors' management letter, the internal auditors' annual report, and management responses.
		6.7	Consider those risks allocated to the Committee for oversight.
		6.8	Monitor the implementation of agreed audit-based recommendations, from whatever source.
		6.9	Ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the funding council's accounting officer, have been informed
		6.10	Satisfy itself that suitable arrangements are in place to ensure sustainability and promote economy, efficiency and effectiveness.
		6.11	Receive any relevant reports from the National Audit Office (NAO), the funding council(s) and other organisations.

		6.12	Monitor annually the performance and effectiveness of the external and internal auditors, including any matters affecting their objectivity (including review of their statement of processes to ensure independence), and make recommendations to the Board of Governors concerning their reappointment, where appropriate.
		6.13	Consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the funding councils' accounts directions.
		6.14	In the event of the merger or dissolution of the institution, ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.
		6.15	Consider and approve or advise the governing body on policies related to ethical and other behaviours, including <ul style="list-style-type: none"> • Anti-Bribery • Whistleblowing • Fraud and irregularity • Risk and consider notification of any action taken under these policies.
7.	Performance Monitoring	7.1	The Committee will periodically (at least every four years) undertake a review of its own effectiveness and recommend any necessary changes to the Board of Governors. Notwithstanding this, the Committee will ensure that it considers its own performance against agreed performance indicators annually.
8.	Chair	8.1	The Chair of the Committee will be appointed by the Board of Governors.
9.	Committee Servicing	9.1	The Committee will be serviced by the Clerk to the Governors.
10.	Reporting Procedures	10.1	Minutes of the meeting will be presented to the next available Board Meeting.
		10.2	The Committee will provide an Audit Committee Annual Report covering the School's financial year and any significant issues up to the date of preparing the report. The report will be addressed to the Board of Governors and the Principal (designated officer) and will summarise the activity of the Committee for the year, highlighting any significant issues arising up to the date of preparation of the report. It will give the Committee's opinion on the adequacy and effectiveness of the School's arrangements for risk management, control and governance (the risk management element includes the accuracy of the statement of internal control included with the annual statement of accounts) sustainability, economy, efficiency and effectiveness (value for money). The management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, ESFA, the OfS, Research England and other bodies. The opinion will

			be based on the information presented to the Committee. The Audit Committee Annual Report should normally be submitted to the Board of Governors before the members' responsibility statement in the annual financial statements is signed.
11.	Appointing Authority	11.1	Members shall be appointed by the Board of Governors.
12.	Approval and Reviews of terms of reference	12.1	These Terms of Reference will be reviewed by the Committee and approved by the Board of Governors at least biennially. Date current version approved: June 2023 Review due: June 2025

FINANCE AND RESOURCES COMMITTEE

1.	Membership	1.1	Between three and five members of the Board of Governors (excluding members of the Audit Committee), plus the Principal.
		1.2	The Committee may, if it considers it necessary or desirable, appoint up to two external experts with particular expertise.
2.	Quorum	2.1	Two, excluding any staff members, with Board members in the majority
3.	Frequency of Meetings	3.1	At least three times per year.
4.	Attendance at meetings	4.1	The Chief Operating Officer and Director of Finance shall normally attend meetings at the invitation of the Committee, and the Committee shall have the power to invite such other persons to attend meetings as may be desirable and necessary.
		4.2	Other board members (other than the Chair of the Audit Committee) shall have the right of attendance, save that the Committee may, when they are satisfied that it is appropriate, meet without staff or student members being in attendance. Such persons shall not have a vote.
5.	Authority	5.1	The Committee is authorised by the Board of Governors to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any board member, Committee or employee of the School and all board members and employees of the School are directed to co-operate with any request made by the Committee.
		5.2	The Committee is authorised by the Board of Governors to obtain outside legal or other independent professional advice provided that the Committee may not incur direct expenditure in this respect in excess of £2,000, without prior approval of the Board of Governors.
6.	Duties	6.1	Consider all matters of financial strategy and policy and make recommendations to the Board of Governors as appropriate.
		6.2	Monitor and review the financial performance of the School, including relevant staffing KPIs, such as FTE numbers.
		6.3	Review the annual financial statements of the School and recommend them to the Board for approval.
		6.4	Consider and recommend to the Board the annual budget for income and expenditure.
		6.5	Periodically review and approve the School's investments, borrowing and treasury management strategy.
		6.6	Periodically review the School's arrangements for insurance.

		6.7	Consider and recommend to the Board of Governors the School's banking arrangements.
		6.8	Monitor the planning, implementation and progress against approved major capital expenditure projects in excess of £200,000.
		6.9	Consider and monitor the arrangements and policies in relation to Health and Safety and advise the Board thereon.
		6.10	Consider, and advise the Board on all specific accommodation and facilities proposals including funding of any project involving the construction or entering into leasehold agreements of accommodation and disposals of sites or buildings
		6.11	To review the financial implications of new business development proposals, new activities and new courses, along with associated staff resourcing and costs, and making recommendations to the Board where appropriate.
		6.12	Monitoring compliance with the Office for Students' financial requirements and obligations
		6.13	Consider and approve the following policies: <ul style="list-style-type: none"> • Travel • Reserves
		6.14	Consider and recommend the following policies to the Board for approval: <ul style="list-style-type: none"> • Financial Regulations • Treasury Management • Tuition Fees • Environmental sustainability
		6.15	Approve any matters reserved to the Committee in the Financial Regulations.
		6.16	Consider those risks allocated to the Committee for oversight.
7.	Performance Monitoring	7.1	The Committee will consider its own performance against agreed performance indicators and report on this to the Board of Governors annually.
8.	Chair	8.1	The chair of the Committee will be appointed by the Board of Governors.
9.	Committee Servicing	9.1	The Committee shall be serviced by the Clerk to the Governors.
10.	Reporting Procedures	10.1	Minutes of the meeting will be presented to the next available board meeting.
11.	Appointing Authority	11.1	Members shall be appointed by the Board of Governors.

12.	Approval and Reviews	12.1	<p>These terms of reference will be reviewed and approved by the Board of Governors on a biennial basis.</p> <p>Date approved: June 2023 Review due: June 2025</p>
-----	-----------------------------	------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------

NOMINATIONS AND GOVERNANCE COMMITTEE

1.	Membership	1.1	Up to three Board members (one of whom should be Chair of the Board) and the Principal.
		1.2	The Committee may, if it considers it necessary or desirable, co-opt up to two External Expert Members with particular expertise who may count towards the quorum.
2.	Quorum	2.1	Two, with Board members in the majority.
3.	Frequency of Meetings	3.1	Normally once per term.
4.	Authority	4.1	The Committee is authorised by the Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any Board Member, Committee or employee of the School and all Board Members and employees of the School are directed to co-operate with any request made by the Committee.
		4.2	The Committee is authorised by the Board to obtain outside legal or other independent professional advice provided that the Committee may not incur direct expenditure in this respect without prior approval of the Board.
5.	Attendance at meetings	5.1	The Committee shall have the power to invite such other persons to attend meetings as may be desirable and necessary.
		5.2	Other Board Members shall have the right of attendance, save that the Committee may, when they are satisfied that it is appropriate, meet without staff or student members being in attendance. Such persons shall not have a vote.
6.	Duties	6.1	Initiating searches for potential candidates and considering and advising the Board on the composition and balance of the Board, taking into account a regular audit of the skills of the Board.
		6.2	Interviewing and nominating candidates to fill Governor vacancies on the Board and determining the process whereby candidates are identified and nominated having regard to the most recent skills audit.
		6.3	Considering succession planning for Board postholders, including the Chair, Vice-Chair and Committee Chairs through an open and transparent recruitment process including external advertisement, where appropriate and making recommendations to the Board.

		6.4	Being responsible for identifying and nominating candidates for the approval of the Board to fill vacancies for External Expert members of committees.
		6.5	Being responsible for the oversight of the election processes for the appointment of staff and student members,
		6.6	To be responsible for overseeing the effectiveness of the Governing Body and that of its committees, in accordance with the good practice provisions of the higher education sector Code of Governance, including the appointment of any independent persons to assist in the process;
		6.7	Developing and keeping under review such other policies as required for the effective governance of the School including but not exclusively i. Standing Orders ii. Scheme of Delegation iii. Instrument and Articles iv. Code of Conduct v. Procedures for the appointment of members of the Board of Governors
		6.8	Developing policies and procedures for the recruitment, induction, training and appraisal of Board members and overseeing and reviewing the implementation of such policies and procedures.
		6.9	Monitoring and review of agreed governance KPIs
7.	Performance Monitoring	7.1	The Committee will consider its own performance against agreed performance indicators and report on this to the Board of Governors annually.
8.	Chair	8.1	The Chair of the Board of Governors shall chair the Committee.
9.	Committee Servicing	9.1	The Committee shall be serviced by the Clerk to the Governors.
10.	Reporting Procedures	10.1	Minutes of the meeting will be presented to the next available Board Meeting.
11.	Appointing Authority	11.1	Members shall be appointed by the Board of Governors.
12.	Approval and Reviews	12.1	These Terms of Reference will be reviewed and approved by the Board of Governors biennially. Date approved: July 2023 Review due: July 2025

REMUNERATION AND STAFFING COMMITTEE

1.	Membership	1.1	Four Board Members (excluding staff and student members) including the Chair of the Board of Governors.
		1.2	The Committee may, if it considers it necessary or desirable, appoint up to two External Experts.
		1.3	The Chair of Finance and Resources Committee should normally be a member.
2.	Quorum	2.1	Two, with Board members in the majority.
3.	Frequency of Meetings	3.1	At least twice per year.
4.	Attendance at meetings	4.1	The Principal, and HR Manager shall normally attend meetings at the invitation of the Committee except where their remuneration package is being considered. The COO and Director of Finance may also attend meetings where appropriate. The Committee shall have the power to invite such other persons, including senior post holders, to attend meetings as may be desirable and necessary.
		4.2	Other Board members shall have the right of attendance, save that the Committee may, when they are satisfied that it is appropriate, meet without staff or student members being in attendance. Such persons shall not have a vote.
5.	Authority	5.1	The Committee is authorised by the Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any Board Member, Committee or employee of the School and all Board Members and employees of the School are directed to co-operate with any request made by the Committee.
		5.2	The Committee is authorised by the Board to obtain outside legal or other independent professional advice provided that the Committee may not incur direct expenditure in this respect without prior approval of the Chair of the Board.
6.	Duties	6.1	Review and recommend to the Board policies on remuneration (including senior post-holders) so as to: <ul style="list-style-type: none"> • ensure that staff are fairly rewarded; and • give due regard to the interests of the public and of the financial health of the School.
		6.2	Determine the specific remuneration packages of the Principal and other senior post-holders annually in line with the Senior Staff Remuneration Policy.

		6.4	Determine any compensation (including the augmentation of pension benefits) which may be payable in the event of the early termination of the employment of the Principal or any other senior post-holder with the broad aim of: <ul style="list-style-type: none"> • avoiding rewarding poor performance. • dealing fairly with cases where early termination is not due to poor performance.
		6.6	Review the Board's policies in relation to all aspects relating to the remuneration and employment of the Principal and other senior post- holders including <ul style="list-style-type: none"> • Senior staff remuneration policy (see also 6.1). • Policy on income derived from external activities • Grievance and Disciplinary policies for senior staff
		6.7	Advise the Board regarding annual pay awards for all staff (other than Senior Post Holders).
		6.8	Consider those risks allocated to the Committee for oversight.
		6.10	To comply with the CUC HE Remuneration Code, produce and publish a readily accessible annual statement, based on an annual report.
		6.11	Considering and recommending the School's HR Strategy to the Board.
		6.12	Reviewing and monitoring key performance indicators in relation to the School's HR functions and staff development
		6.13	Reviewing and monitoring significant changes to the School's employment policies and procedures and framework of pay and conditions for staff.
		6.14	Reviewing and monitoring the School's HR arrangements to ensure they conform with its policies on Equality and Diversity
		6.15	Reviewing and considering any proposed significant staffing changes, referring any proposals with substantial additional resource implications to the Finance and Resources Committee.
		6.16	Reviewing and considering any proposals for restructuring within the organisation, in particular those where collective consultation is required or where redundancies may be made.
		6.17	Reviewing and monitoring the health and wellbeing of staff, including consideration of any reports on staff surveys.
7.	Performance Monitoring	7.1	The Committee will consider its own performance against agreed performance indicators and report on this to the Board of Governors annually.

8.	Chair	8.1	The Chair of the Committee will be appointed by the Board of Governors but shall not be the Chair of the Board
9.	Committee Servicing	9.1	The Committee shall be serviced by the Clerk to the Governors, except where his/her remuneration package is being considered.
10.	Reporting Procedures	10.1	Approved minutes will be presented to the next available Board Meeting.
11.	Appointing Authority	11.1	Members shall be appointed by the Board of Governors.
12.	Approval and Reviews	12.1	These Terms of Reference will be reviewed and approved by the Board of Governors biennially. Date approved: November 2023 Review due: November 2025

Terms of Reference

Senate

The purpose of Senate is to oversee the school's academic policy and regulatory matters, on behalf of Board of Governors. Senate Terms of Reference are set out in NSCD's Instrument and Articles of Government.

Senate is the highest academic authority of the school which reports directly to the Board of Governors. Senate provides assurance to the Board for academic quality, standards and governance and that the school is meeting the Office for Students (OfS) conditions of registration in respect of quality and standards.

1. Role

The Senate shall be responsible for the academic work of the school, and for the strategic development of the academic activities of the school and for the approval of policies to promote and ensure the qualities and standards of the academic work of the school, including teaching, research and knowledge exchange.

The Senate shall report to the Board of Governors on any matters referred to the Senate by the Board, and may discuss, declare an opinion, and make recommendations to the Board of Governors on any matter of interest to the school.

The Senate shall assure Board of Governors of the academic standards and quality of education leading to the School of NSCD degree awards and qualifications, and other educational provision.

The Senate has delegated authority to make such Regulations, as are necessary to fulfil the powers, duties and functions of the Senate as set out in the school's instrument and articles.

The Senate works within the context established by:

- The Education Acts in force
- The Articles of Government and the associated Rules and Bylaws
- The power, conferred on the School by the Privy Council.
- The Academic Regulations agreed by the University of Kent and those designed for approval during the process of applying for degree awarding powers (in 2025).
- The requirements of relevant external bodies (e.g. the Office for Students).

Senate will seek assurance from a number of committees who will report directly to Senate:

- Equality, Diversity and inclusion Committee (*Information to Senate with reporting to Board of governors*)
- Safeguarding & Prevent Committee (*Information to Senate with reporting to Board of governors*)
- Access and Participation Committee
- Programme approval Sub committee
- Learning, Teaching & Quality Assurance Committee
- Research and Ethics Committee

- Academic Resources Committee
- Finance Committee (academic finance resources)

2. Specific Duties and Responsibilities

2.1 Senate has delegated authority from the Board of Governors for:

2.1.1 Strategy

Supporting the development of the School's Learning, Teaching and Assessment Strategy (LTAS) and Research and Scholarly Activity strategy (RSA), monitoring their implementation and the achievement of related objectives.

2.1.2 Academic Regulations

Regulating the academic work of the school by approving Academic Regulations, frameworks and procedures.

2.1.3 Research, innovation and enterprise

(a) Regulating the approval of and monitoring the research and Knowledge Exchange (KE) activities of the school.

(b) Monitoring the quality and standards of its growing research provision at the school.

(c) Approving the arrangements for annual monitoring of research provision undertaken by the school.

2.1.4 Education and student experience

2.1.4.1 Quality and standards

(a) Monitoring the quality and standards of education provision at the school, student support and enrichment.

(b) Overseeing preparations for any external review of the school's education provision by the Office for Students and approving and monitoring any action plan following an external review.

2.1.4.2 Educational programmes

(a) Regulating the approval of all educational programmes and collaborative provision including their assessment and the appointment and/or removal of external examiners.

(b) Approving the arrangements for the annual programme monitoring and periodic review of Programmes and Modules of study and student experience survey undertaken by the school.

(c) Receive and action external reviews including student experience survey (such as the National Student Survey) as well as external graduate outcomes surveys undertaken.

2.1.4.3 Student Experience

Monitoring the Student educational experience, Student outcomes and the process for Student engagement, including alignment with sector expectations and standards.

2.1.4.4 Collaborative Partnerships

(a) Approving Collaborative Partnerships (as defined in the School's Quality Code of Practice Annex B: Collaborative Partnerships.)

(b) Arrangements (from time to time) and any changes to collaborative partnerships (and Senate may require the Quality office to share publication register of collaborative partnerships (Annex B: Appendix B.1g Collaborative Partner register and provision list)

2.1.5 Academic awards

Approval of the academic awards (excluding honorary awards) to be awarded by the school as recommended by the Board of Examiners.

2.1.6 Faculties

(a) Supervising and giving directions to the faculties.

(b) Senate shall be consulted by the Board of Governors in relation to any proposals to create, close, name or rename Faculties.

2.1.8 Academic calendar

Approving the academic calendar for each Academic Year.

2.1.9 Risk management

Reviewing the management of risks relating to the school's admissions, education and research activities; monitoring actions taken to minimise those risks and advising the Board.

2.2 Senate may discuss and declare an opinion on any matter whatsoever relating to the school and the Board shall take into consideration any observations expressed by Senate.

2.3 In carrying out the duties and responsibilities delegated to it, Senate shall:

2.4 receive a report from the Academic staff governor of the Board at each meeting of Senate and shall report back on any matter referred to it by the Board;

2.4.1 provide regular assurance to the Board of Governors through reports including:

(a) a report provided by the Vice Principal (or delegate) covering Senate's purpose as defined above;

(b) Minutes of Senate (a report to each meeting of the Board) on key Senate business undertaken since the last Board meeting; and

2.4.3 regularly review the effectiveness of Senate and Senate committees.

2.5 In carrying out its duties and responsibilities, and pursuant to its powers of delegation. prescribed by Instrument and articles of government has power to:

2.5.1 Determine the terms of reference of any committee of Senate or sub-committee or working group (including examination boards) including any appointments to these committees and groups as Chair or Deputy Chair;

2.5.2 Approve a document known as the "order of business" identifying the functions which Senate reserves to itself and those it delegates to committees of Senate; and

2.5.3 Make Standing Orders governing its own proceedings.

2.5.4 Be accountable to the Board of Governors, through the CEO and Principal for all aspects of the effective and efficient executive and academic leadership of the School.

2.5.4 Determine the academic strategy of the School in accordance with the character and mission determined by the Board of Governors

2.5.5 Oversee and ensure that the regulations and frameworks that govern the School's academic awards are in place and followed

2.5.6 Be accountable for ensuring resources and independent advice are provided for the appropriate governance of the School

2.5.7 Facilitate constructive relationships and timely and accurate two-way information flow and advice with faculties, and formal groups and bodies

2.5.8 Form, agree and undertake work related to policies and procedures connected to the student lifecycle from admission to graduation, including the Quality Assurance Framework

- 2.5.9 Approve institution-wide or other significant policy to comply with School and/or external statutory or regulatory requirements, recommending this to Board of Governors or one of its sub-committees for approval, where required
- 2.5.10 Ensure compliance with any statutory or regulatory responsibilities that relate to the scholarly activities of the School, providing advice to the Board of Governors accordingly.
- 2.5.11 Engage with, and seeks to influence the external environment in which the School operates
- 2.5.12 Undertake scenario-planning and horizon scanning on activities with a likely or known impact on the School and its ability to deliver the School Strategy
- 2.5.13 Advise Board of Governors on the delivery of risk management strategy and policy, and the risk appetite to manage major threats and seize opportunities
- 2.5.14 Advise on any other matters referred by the Leadership team or the Board of Governors.

3. Composition

- A minimum of 5 members of the School with appropriate qualifications and experience. Representation will be sought from across all areas of the School with appropriate interest and connection to the academic and strategic vision of the school.
- Oversight of the committee will fall to the responsibility of Vice Principal and One member of the committee shall be designated as delegate Chair where appropriate and will be supported by one Deputy Chair.
- Committee members should be drawn from a varied and appropriate representation of society and be a mixture of staff and student representation
- The committee reserve the right to seek independent expert advice and guidance on individual applications for ethical approval where appropriate. Ex-officio members

Job title
CEO & Principal
Vice Principal & Director of Studies (Chair)
Head of Undergraduate Study (Deputy Chair)
Head of Postgraduate Study (Deputy Chair)
Head of Academic Registry & Compliance
Quality Manager
Librarian
Head of Learning & Participation
Student Support & Wellbeing Manager
Access & Participation Manager
Staff member (elected recommended 3 years)
Student Union President
Student Rep x 2 (including 1 x EDI rep)
Governor Representative

4. Alternates

Committee members may have named alternates. An alternate will receive all committee papers, have the right to attend all committee meetings and have the right to vote on committee decisions.

5. Invitees

The Chair may invite other individuals to be in attendance for relevant agenda items, as required. The Leadership team and Heads of Faculty have had a standing invitation to all Committee meetings.

From time to time it may be necessary to establish a task and finish group to investigate/identify areas and make recommendations to the committee as appropriate.

6. Operational Details

- Appointments by the Committee are reviewed and agreed annually.
- Reporting line - Direct to Board of Governors
- Quorum for business items – 5 members minimum including either the Chair or Deputy Chair.
- Frequency of meetings - normally 4 times a year, additional meetings as appropriate
- Meetings may be held physically, remotely via and online tool (e.g. Zoom) or through a blended approach.
- The work of the Committee may be conducted at additional meetings called by the Chair, or outside of meetings by means of electronic communication (e.g. email) or officer action, subject to the approval of the Chairs.
- Decisions on business items can be taken by correspondence, virtual meetings and/or email provided at least 5 of the total actual membership are present in the communication trail.

7. Secretariat

Nominee of the Quality Manager.

Approved by Board October 2024

Terms of Reference

Equality, Equity, Diversity and Inclusion Committee

Authority delegated from Board of Governors & reports for information to Senate.

1. Role

The purpose of the Equality, Equity, Diversity and Inclusion Committee (EEDI) is to make recommendations to the Schools Executive Board with regard to the strategic direction, priorities and objectives for EEDI at the School; to support School-wide engagement with EEDI; and to help enable the development and delivery of EEDI initiatives, work and action plans.

Our Commitment to equality and equity ensures that Northern School of Contemporary Dance's Equality, Equity, Diversity and Inclusion Committee should allow for a sufficiently broad range of experience and expertise so that the rational, aims, objectives and design of aspects of equality, equity, diversity and inclusion activities which can be effectively reconciled with the dignity, rights, safety, and well-being of the people who are likely to take part.

2. Responsibilities

The terms of reference of the EEDI are as follows and are to be understood within its current remit of activities to receive and act upon equality, and diversity and inclusion related matters for consideration from within the organisation, its networks and interest groups.

1. Make recommendations to NSCD's Executive board on the strategic direction, priorities and objectives for EEDI at the School, recognising that EEDI impacts upon everyone within the School and in connection with the wider communities it serves.
2. Support the delivery and implementation of EEDI strategy, priorities and objectives, ensuring alignment with other relevant strategies.
3. Champion the School's commitment to EEDI, working alongside where appropriate with the Access and Participation Committee, celebrating that commitment and addressing obstacles to its implementation.
4. Review and, where appropriate, challenge EEDI-related practices within the School.
5. Develop and agree a programme of EEDI work and annual EEDI actions to be added to the school action plan, monitoring and reporting on progress against the plan.
6. Commission and review data (qualitative and quantitative) and reports to monitor the School's performance against its EEDI strategic objectives, KPIs and plans.
7. Make recommendations to School's Executive Board (through the leadership team) with regards to resources required to deliver the EEDI objectives, priorities and action plans.
8. Support and monitor the School's compliance with the Public Sector Equality Duty and the Equality Act (2010). Review the colleague EEDI annual report and biannual equal pay audit and agree submissions to the Executive Board.
9. Respond to consultations on School strategies and policies as specified in the School's Strategy and Policy matrix and support the embedding of EEDI in all school policies.
10. Review and shape a School's Equality, Equity, Diversity & Inclusion Policy.
11. To provide staff development to encourage and support EEDI initiatives coming from all parts of the School.
12. Facilitate formal and informal structures for School-wide engagement on EEDI matters.
13. Support and monitor EEDI communications and engagement.
14. Evaluate the effectiveness of the EEDI Committee.
15. Engage actively with external organisations to horizon scan and create and share best practice related to EEDI.
16. To advise and consult with other governance bodies, in keeping with its own governance responsibilities, on matters related to equality, diversity and inclusion.

3. Composition

- A minimum of four members of the School with appropriate qualifications and experience. Representation will be sought from across all areas of the School with appropriate interest and connection to EEDI
- Oversight of the committee will fall to the responsibility of the CEO & Principal and one member of the committee shall be designated as delegate Chair where appropriate and will be supported by one Deputy Chair.
- Committee members should be drawn from a varied and appropriate representation of society and be a mixture of staff and student representation.
- The committee reserve the right to seek independent expert advice and guidance on individual applications for ethical approval where appropriate. These could include up to seven co-opted members, recommend by the Chair, approved by the Committee.

Membership

Job Title / role
CEO & Principal (Chair)
Access & Participation Manager (Deputy Chair)
Head of Postgraduate Studies
HR Manager
Head of Academic Registry
Head of Learning and Participation
Librarian
Marketing and Communications Manager
Student Union President
Student Support & Wellbeing Manager
Board of Governors Representative
External member (with relevant EEDI expertise)
Staff EEDI representative (elected)
Student EEDI representative/s (nominated by Student Union Council)

4. Alternates

Committee members may have named alternates. An alternate will receive all committee papers, have the right to attend all committee meetings and have the right to vote on committee decisions.

5. Invitees

The Chair may invite other individuals to be in attendance for relevant agenda items, as required. The Leadership team and Heads of Faculty have a standing invitation to all EEDI Committee meetings.

From time to time it may be necessary to establish a task and finish group to investigate/identify areas and make recommendations to the committee as appropriate.

6. Operational Details

- Appointments by the Committee are reviewed and agreed annually.
- Reporting line – Senate & Board of Governors
- Quorum for business items – 3 members minimum including either the Chair or Deputy Chair.
- Frequency of meetings - normally 3 times a year, additional meetings as appropriate
- Meetings may be held physically, remotely via and online tool (e.g. Zoom) or through a blended approach.

- The work of the Committee may be conducted at additional meetings called by the Chair, or outside of meetings by means of electronic communication (e.g. email) or officer action, subject to the approval of the Chairs.
- Decisions on business items can be taken by correspondence, virtual meetings and/or email provided at least 3 of the total actual membership are present in the communication trail.

7. Secretariat

Nominee of the Head of Academic Registry & Compliance.

Considered by EEDI Committee 19/03/24

Approved by Senate 18/07/24

Terms of Reference

Committee Name: Safeguarding & Prevent

Authority delegated from Senate

3. Role

The role of the Safeguarding & Prevent Committee is to:

- Advise the Schools Executive Board on the most appropriate policy and operational framework for safeguarding within NSCD
- Ensure that safeguarding children and adults is embedded into NSCD's work across all departments
- Ensure alignment and consistency of NSCD's approach with health and wellbeing support
- Provide strategic oversight for all aspects of safeguarding and Prevent work across the organisation and ensure our policies and procedures are up to date and effective in protecting people who work and study at NSCD from potential or actual harm
- Provide assurance that the agreed policies, procedures and standards for NSCD's work on safeguarding are being adhered to by all staff
- Initiate improvements in NSCD working practices, systems and procedures to support effective safeguarding practice in NSCD's statutory and regulatory roles to protect people from potential or actual harm
- Identify, respond and escalate, as appropriate, organisational risk within NSCD related to safeguarding and Prevent
- Raise the profile of children and adults' safeguarding in all NSCD's work and promote proactive communications and raise awareness of key issues both internally and externally.

4. Responsibilities

Safeguarding is a collective responsibility across NSCD within this, the responsibilities of the Committee are:

- To ensure implementation of the NSCD safeguarding protocol, monitor the effectiveness and impact of the protocol both internally and externally and recommend and implement improvements where needed
- Use the NSCD governance structures to ensure that safeguarding and Prevent issues are considered and addressed at the appropriate level
- To ensure that appropriate data is collected about safeguarding children and adults' activity in a way that supports NSCD's statutory and regulatory roles
- To ensure that the training programmes are in place to enable NSCD staff to fulfil their duties and responsibilities in relation to safeguarding and Prevent
- To ensure that NSCD's regulatory role within multi-agency children and adults' safeguarding procedures is clearly understood internally and externally
- To ensure that NSCD responds appropriately to changes in relevant legislation
- To provide input in to the Annual Report on Safeguarding & Prevent at NSCD
- To ensure that constructive links have been maintained with relevant stakeholders and external agencies, including OfS.

5. Composition

- A minimum of 4 members of the School with appropriate qualifications and experience. Representation will be sought from across all areas of the School with appropriate interest and connection to Safeguarding & Prevent
- Oversight of the committee will fall to the responsibility of Designated Safeguarding & Prevent Lead and one member of the committee shall be designated as delegate Chair where appropriate and will be supported by one Deputy Chair.
- Committee members should be drawn from a varied and appropriate representation of society and be a mixture of staff and student representation.
- The committee reserve the right to seek independent expert advice and guidance on individual applications for ethical approval where appropriate.

Area of responsibility	Job title
Designated Safeguarding & Prevent Lead	Chair - Head of Learning and Participation
Safeguarding Officer	Deputy Chair - Head of Academic Registry & Compliance
Safeguarding Officer	Head of Undergraduate Studies
Safeguarding Officer	Student Support Manager
Safeguarding Officer	Learning & Participation Representative
Safeguarding Officer	Academic tutors x 2
Safeguarding Governor	Governor
1 x Senior Leadership Team	Vice Principal

A Student Representation is not deemed appropriate due to confidential nature of this committee. Student Representatives may be invited where there are relevant to agenda items.

6. Alternates

Committee members may have named alternates. An alternate will receive all committee papers, have the right to attend all committee meetings and have the right to vote on committee decisions.

7. Invitees

The Chair may invite other individuals to be in attendance for relevant agenda items, as required. The Leadership team and Heads of Faculty have a standing invitation to all Committee meetings.

It may be necessary on occasion to establish a working group to investigate/identify areas and make recommendations to the committee as appropriate.

8. Operational Details

- Appointments by the Committee are reviewed and agreed annually.
- Reporting line - Senate / Board of Governors
- Quorum for business items – four members minimum
- Frequency of meetings - As required normally 3 times a year as appropriate
- The work of the Committee may be conducted at additional meetings called by the Chair, or outside of meetings by means of electronic communication (e.g. email) or officer action, subject to the approval of the Chairs.
- Decisions on business items can be taken by correspondence, virtual meetings and/or email provided at least four of the total actual membership are present in the communication trail.

9. Secretariat

Nominee of the HR Manager.

10. Evaluation

The criteria for the success of the Committee will be:

- Quality assurance and monitoring confirms a consistent approach within NSCD to the identification, decision-making, recording and management of safeguarding cases.
- Quality assurance and monitoring confirms that the safeguarding protocol is being implemented consistently internally and externally.
- There is evidence that the safeguarding of children and adults is embedded into NSCD's work.

Revised and approved by Safeguarding Committee (03/07/24)

Approved by Senate (18/07/24)