

# Governance Framework and Terms of Reference 2022-23



**Christ the  
Redeemer College**

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# **1. Governance Framework**

## **1.1 Introduction**

Christ the Redeemer College is a company limited by guarantee (company number 05416226) and a registered charity (charity number 1114890). It is also a registered learning provider (UKPRN: 10026921). The College is regulated as a company by Companies House; as a charity by the Charity Commission for England and Wales and as a provider of higher education in England by the Office for Students. Christ the Redeemer College is a single legal entity which has been established by the Redeemed Christian Church of God. It has no subsidiary companies and the delivery of education is the College's only activity.

This Governance Framework is in accordance with the Constitution of Christ the Redeemer College, which was approved by the Board of Governors on 7 March 2023. The Constitution determines that the highest decision-making body of the College shall be called the Board of Governors.

## **1.2 Accountability**

The Board of Governors has overall responsibility for setting the strategic direction of the College in line with the College's governing documents. It may delegate authority and responsibilities to the Academic Board and other Committees of the College as it deems appropriate. The Board of Governors also hold the Rector and the Senior Management Team to account for their delivery of the College's day-to-day operations.

The College recognises the need for accountability at an institutional level and is committed to operating openly, honestly, accountably and with integrity and demonstrating the values appropriate to be recognised as an English higher education provider.

The College is committed to ensuring that members of its governing board and those it employs maintain the high standards of conduct that the College expects. As a registered charity, Christ the Redeemer College is committed to the implementation of the CUC and IHE codes of governance, as well as the Nolan Principles of Public Life, which are set out in Appendices C and D below. The Board of Governors has also formally committed to following the Office for Students' Public Interest Governance Principles (Appendix B).

## **1.3 Board of Governors Composition**

The Directors of the Company shall be the Charity Trustees. All Directors are registered with Companies House and, as Trustees, are registered on the Charity Commission's Register of Charities.

For the current composition of the Board of Governors, including its diversity, see 'Board and Committee Composition' which is published by the College each academic year.

The Board of Governors is served by a Clerk, who is not a Governor and does not have any voting rights at meetings of the Board of Governors.

Standard terms of office: Members of the Board of Governors serve for an initial term of four years, which is renewable for another four-year term. One of the members of the Board of Governors must be appointed Chair and it is usual practice for another board member to be appointed as Vice Chair. The College considers its current terms of office, in which new board members serve for an initial term of four years, to be appropriate for a college of its nature, scale and complexity.

As set out in the Board and Committee Composition document, the Board of Governors has a good mix of professional expertise and skills which are relevant to the programmes being delivered by the College and the employment sectors that those programmes relate to. Given that Christ the Redeemer College is a college of the Redeemed Christian Church of God, it is typical that the Board members are drawn from the denomination, utilising other representative and expertise-based resources where necessary and appropriate.

#### **1.4 Composition of the Board of Governors**

Christ the Redeemer's Board of Governors is comprised of the following:

##### **Composition**

Company Directors / Charity Trustees  
Rector (Accountable Officer)  
President of the Alumni Association  
One staff member elected by the Academic Board  
One student member

The following members of staff attend Board of Governors meetings but do not hold voting rights:

Clerk to the Board of Governors  
Academic Director  
Head of Compliance and HR  
Finance Manager

Other may be required or invited to attend meetings of the Board of Governors to provide specialist advice.

##### **Standard terms of office**

All Governors and the Accountable Officer (Rector) are members of the Board of Governors. The two student representatives are elected for one-year terms and can be re-elected for additional one-year terms. The two staff representatives, elected by the Academic Board, are elected for three-year terms and can be re-elected for additional three-year terms.

For more information on the current composition of the Board of Governors, including its diversity, see 'Board and Committee Membership' for the current academic year.

## **1.5 Review of Governance Arrangements**

The College's governance arrangements, including this Governance Framework, must be formally reviewed at least once every three years. Additionally, the Audit and Risk Committee may make recommendations about governance arrangements at any time and will also consider recommendations from the Accountable Officer (Rector). Each year, the Audit and Risk Committee will review the composition of the Board of Governors to ensure that the Board has the right combination of skills, experience and diversity.

The performance of the Board of Governors will be subject to an annual review. This will be undertaken internally on an annual basis, with an external, independent reviewer undertaking such reviews every three years. The independent reviewer will be given the opportunity to comment on the College's governance arrangements and to make any recommendations, as part of their review.

The Audit and Risk Committee is formally responsible for undertaking due diligence in relation to prospective Governors. Section 1.8 below specifies which checks are required, including reference to the Office for Students' 'fit and proper' persons test. Any documentation necessary for such due diligence will be supplied to the Audit and Risk Committee by the Rector and/or the Clerk to the Board of Governors.

## **1.6 The nature, scale and complexity of Christ the Redeemer College in 2022-23**

In relation to the guidance provided by the Office for Students (Regulatory Advice 3: Registration of new providers for 2019-20), the College has considered the nature, scale and complexity of its work and concluded that it meets the OfS definition of being a 'small and low complexity provider' due to meeting the criteria set out at paragraph 105 of the above document.

Christ the Redeemer College is a specialist higher education college, delivering both undergraduate programmes and postgraduate programmes in three subject areas (theology and practical ministry, business and education). The College has reviewed its current arrangements for academic governance and determined that its committee structure is fit for purpose for a small and low complexity provider.

## **1.7 Academic Governance**

There is student representation at all levels of the College's governance structure.

The Board of Governors delegates the oversight of academic work of the College to the Academic Board, under which there are several committees and sub-committees. The College's governance structure is shown in diagrammatic form in section 2.

## 1.8 Appointment of Board Members and Senior Managers

The College is very conscious of the need to ensure that members of its board, as well as those with senior management responsibilities and individuals exercising control or significant influence, are fit and proper persons.

The College is mindful of the OfS guidance (“Conditions of registration: Public interest governance principles”) Regulatory Advice 2: Registration of current providers for 2019-20, paragraph 99) which states that a fit and proper person:

- is of good character
- has the qualifications, competence, skills and experience that are necessary for their role
- is able by reason of their health, after reasonable adjustments are made, to properly perform the tasks of the office or position for which they are appointed
- has not been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in their employment or in the conduct of any entity with which they are or have been associated.

In relation to the new governing board members currently being recruited, the College will undertake the following checks:

Criteria to be confirmed	Check to be undertaken
Confirmation of identity	Original passport / driving licence
Confirmation of educational qualifications	Educational certificates
Personal health (once any reasonable adjustments have been taken into account)	Self-declaration
Character	Two character references including one from current or most recent employer or equivalent
Previous criminal convictions	Self-declaration and enhanced DBS check (children and vulnerable adults)
Ability to act as a Company Director	Companies House (under the Company Directors Disqualification Act 1986)
Ability to act as a Charity Trustee	Charity Commission (under the Charities Act 2011)
Not subject to adverse findings in civil proceedings; not involved with any entity that has been refused registration to carry out a trade or has had that registration terminated; not involved in a business that has gone into insolvency, liquidation or administration.	Self-declaration, search of the Bankruptcy and Insolvency Register

Criteria to be confirmed	Check to be undertaken
Not subject to adverse findings in any disciplinary proceedings by any regulatory authorities or professional bodies.	Relevant Professional Bodies (where applicable, and with permission of the board member)
Dismissal from a position of trust or similar	Self-declaration, references
Prior involvement with an institution that has had its registration with OfS refused or revoked or similar action taken by another regulator	OfS

## 1.9 Risk Management

Christ the Redeemer College has a robust framework for risk management and mitigation. Ultimate responsibility for the management of risk lies with the Board of Governors. According to the College's Scheme of Delegation (see appendix D) this responsibility is delegated by the Audit and Risk Committee. The College has a detailed risk register which is reviewed by the Governors as a standing item on the agenda of every Board of Governors meeting.

Members of the Senior Management Team are responsible for monitoring risks in between board meetings and preparing the risk register for the Governors to review. A named member of the Senior Management Team is assigned to oversee the management and mitigation of each risk so as to provide clear lines of responsibility and accountability to the board. Key responsibilities within the College are also delegated to named individuals which further enhances accountability to the Board of Governance (see Scheme of Delegation – Appendix E).

## 1.10 Value for Money

Christ the Redeemer College is committed to demonstrating that it offers value for money both to students and taxpayers. The College seeks to be open and transparent in its use of public funds and as a registered charity, the College's full, audited accounts are available for anyone to access from the Charity Commission website. As noted above, the College is a single legal entity with no subsidiary companies and has the delivery of education as its only activity. In its annual financial statements, the College confirms that no employee is paid more than £60,000 per annum. Therefore, it is relatively straightforward to demonstrate that all of the income the College receives is reinvested in the delivery of higher education courses and that expenditure in significant areas such as staff salaries is proportionate.

The College has stated its commitment to ensuring that its use of funds is explicitly addressed in its annual financial statements and its audited financial statements incorporate a Governors' Annual Report and an opinion by the College's external auditors relating to the use of funds for the purposes given.

## **2. Governance Structure**

### **2.1 Overview of the Purpose of each of the College's Boards and Committees**

#### **Board of Governors**

The Board of Governors has responsibility for setting the strategic direction of the College in line with the College's governing documents. The Board of Governors also hold the Rector and the Senior Management Team to account for their delivery of the College's day-to-day management.

#### **Audit and Risk Committee**

The Audit and Risk Committee enables the Board of Governors to meet their responsibilities by providing assurance that the College's systems of internal control, financial reporting and risk management conform with good practice and operate effectively, and by appraising the effectiveness of external audit.

#### **Finance and General Purposes Committee**

The Finance and General Purposes Committee ensures that the College's finances are able to support all of its activities. The Finance Committee is an Advisory Committee of the Board of Governors and is charged with providing advice and assistance on all matters concerning the College finances.

#### **Academic Board**

The Academic Board is responsible to the Board of Governors for the planning, development, operation and monitoring of the academic work of the College and providing assurance that academic governance is effective. The Academic Board's primary duties are to oversee academic standards, the quality of all courses within the College, and the student learning experience.

#### **Learning, Teaching and Quality Committee**

The Learning, Teaching and Quality Committee is a sub-committee of the Academic Board and is responsible for monitoring the quality of all academic programmes, policies and processes of the College.

#### **Student Experience Committee**

The Student Experience Committee is a sub-committee of the Academic Board and is responsible for monitoring and reviewing the whole of the student lifecycle, recommending improvements and enhancements and reviewing the impact of previous actions.

#### **Research and Scholarship Committee**

The Research and Scholarship Committee is a sub-committee of the Academic Board and is responsible for promoting a culture of research throughout the College, maintaining a record of the current research and research interests of staff, identifying ways to increase the College's research profile and overseeing research ethics.

#### **Assessment Board**

The Assessment Board is responsible for the oversight of assessment of all University-validated programmes within the College including ensuring that assessment procedures are properly conducted and standards assured.

**Board of Studies**

The Board of Studies provides a forum for discussion between staff and students at a school and/or programme level, in which both learning, teaching and assessment and the wider student experience may be discussed with the aim of identifying opportunities to enhance the College's programmes and identify and resolve issues that need to be addressed.

**Programme Review and Development Group**

The Programme Review and Development Group reports to the Learning, Teaching and Quality Committee and is responsible for reviewing existing programmes, reviewing proposals for new programmes proposals, and overseeing the development of new programmes

**Minor Amendments Panel**

The Minor Amendments Panel reports to the Learning, Teaching and Quality Committee and is responsible for considering minor changes to programmes of study, following which permission may be sought from the respective validating university and/or accreditation body to approve the proposed amendment(s).

**Access and Participation Task Group**

The Access and Participation Task Group is a task group of the Student Experience Committee and is responsible for monitoring and evaluating the implementation of the College's Access and Participation Plan (APP). Ultimately, the Task Group reports to the Board of Governors through the Student Experience Committee and the Academic Board.

**Senior Management Team**

The Senior Management Team supports the Rector in managing the academic and operational life of the College, discussing issues and making decisions to ensure the smooth functioning of all aspects of the College.

**Operations Team**

The Operations Team addresses and resolves operational issues that are the responsibility of the various professional services teams within the College.

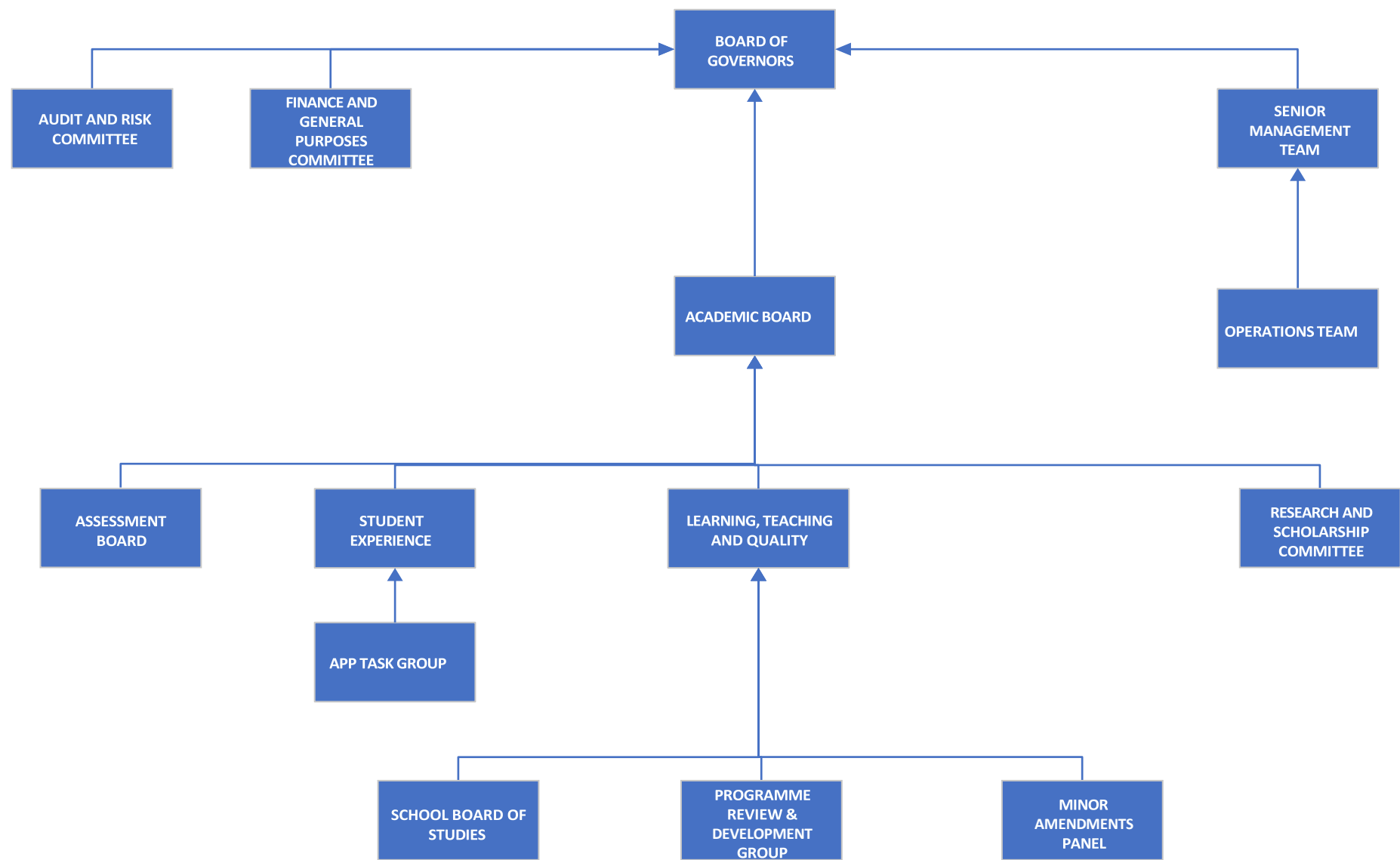
**Student Representative Council**

The Students' Representative Council represents the study body of Christ the Redeemer College. Its mission is to create a vibrant campus community by advocating for the needs and interests of students, developing good community learning environment and developing innovative engagement with college leadership for the enhancement of learning.

The specific responsibilities of the each of the College's boards and committees are set out in the terms of reference that follow.



2.2 Governance Structure (Chart)



### **3. Student Representation**

#### **3.1 Student Representation at Governing Board Level**

Christ the Redeemer College is committed to ensuring that there is student representation at every level of the College's governance and decision-making structures, including the Board of Governors. Each year, student representatives from across the College's schools elect a President, General Secretary and three Vice Presidents from among their number. The President and Vice President (Education) are members of the College's Board of Governors and as such are invited to attend every meeting. All students are made aware that these student representatives are members of the Board of Governors and that there is therefore a mechanism in place to ensure that issues can ultimately be raised at the highest level of the College's governance structure.

It should be noted that while the Student President has voting rights at meetings of the Board of Governors, they are not involved in discussing matters of remuneration of the College's staff (which is undertaken in a closed session of the Board of Governors) and they are not required to carry the legal and financial responsibilities of the College.

#### **3.2 Student Representation at School Level**

The College ensures effective feedback from students in a variety of ways. In addition to the formal evaluation of modules and programmes (via regular anonymised surveys) the College works closely with student representatives related to each school and each programme. It is the College's view that there is a significant advantage in discussing student feedback from anonymised surveys in the presence of the student representatives. This is because it provides an opportunity for the College to check that it has understood any issues that are being articulated by students and to check that the response of the College to those issues is acceptable and appropriate to the student body. It ensures that there is an appropriate sharing of information between the College and students in a way that will be beneficial to student outcomes.

Each programme cohort elects a student representative from among the students undertaking that programme. Once per term, these representatives meet with staff who teach on their programme to consider a range of issues at a Board of Studies meeting focused on their programme/school. The programme level staff-student meetings provide an opportunity for students to raise any concerns they may have regarding their teaching, learning and assessment and their student experience, including the physical, virtual and social environments in which their learning takes place, and for staff to consult with students on the development of new policies, proposed enhancements and programme changes. This systematic approach to student feedback ensures that nothing is missed, and yet it still provides space for students to proactively raise any issues they would like to.

These regular staff-student meetings help to ensure that issues are raised and addressed in a timely manner. Some issues may require the input of other members of staff and/or a specific programme team who are not ordinarily part of the meeting. These issues will be

directed to the appropriate individual member of staff or if necessary, will be raised in an appropriate staff management forum.

### **3.3 Other Mechanisms for Student engagement in Governance and Decision-Making**

The College is committed to using a range of methods to ensure effective two-way communication with Student Representatives. This includes email correspondence. At times this is used when student representatives cannot attend Board of Studies meetings in person. At other times it is used when new proposals are being made outside of Board of Studies meeting. Student representatives tend to respond enthusiastically to such communications while being aware that their responsibility is to represent the whole of their cohort.

In relation to all aspects of student representation, the College considers it important to provide timely and appropriate feedback to students and their representatives in regard to issues raised, thereby closing the loop on such issues. At times, this takes the form of an email to all the relevant students: each year a “You Said, We Did” document is sent to all students, summarising the College’s response to points they have raised. This information is also uploaded to our VLE. At other times, particularly in response to Board of Studies meetings, the College responds to each point raised at the next meeting.

### **3.4 Training for Student Representatives**

Training for Student Representatives begins with the guidance issued to all students in the programme handbooks. It is the College’s view that this is the correct place for such guidance because it means that all students have access to the same information about the role and function of the student representative system, not just the student representatives themselves. By clearly explaining the role in this way it helps to encourage potential student representatives to put themselves forward for these roles as they know what they are committing to. Additional training is provided for those students who are elected to represent their cohort / programme. This training, which is standardised across the College is typically delivered by a member of the Academic Office team. Further induction and training is provided for the Student President and Vice-President (Education). This training is typically delivered by the Academic Director and existing board members to enable incoming student representatives to be able to fully engage in the work of the Board of Governors.

## **4. Board of Governors Terms of Reference**

### **4.1 Purpose and Responsibilities**

The Board of Governors has responsibility for setting the strategic direction of the College in line with the College's governing documents. The Board of Governors also hold the Rector and the Senior Management Team to account for their delivery of the College's day-to-day management.

The specific responsibilities of the Board of Governors are as follows:

- To decide what the organisation needs to achieve. how it is delivered (the management and operational actions) are the responsibility of executive staff.
- To scrutinise and hold senior staff to account for delivery of the organisation's objectives through performance management measures and to provide them with support, guidance and understanding.
- To monitor student recruitment, retention, progression, achievement, attainment gaps and post- course destination rates, including widening participation and any differential impacts.
- To monitor and assure itself of the quality of the educational provision and the student experience, including student protection.
- To ensure academic freedom and freedom of speech within the law.
- To seek assurance or evidence that the risks to the College and the achievement of its aims and goals are properly controlled.
- To promote commitment to the values and ethos of the organisation.
- To ensure satisfactory delivery of the organisation's performance and financial objectives, including budgets, cash flow and audited annual accounts.
- To ensure that Christ the Redeemer delivers value for money for taxpayers and students.
- To comply with relevant legal and financial regulations and reporting requirements.
- To be accountable to and maintain the trust of key stakeholders.
- To ensure staff have the appropriate skills, knowledge, culture and working environment.
- as the employer of the Christ the Redeemer's staff, to exercise a duty of care to employees, abiding by employment legislation and responsibilities and ensuring that appropriate policies are in place.
- To have mechanisms to ensure student engagement and to listen to the views of students (including student representation on the Board of Governors) and other stakeholders and address any areas of concern.
- To ensure that an annual Board Review is undertaken.

### **4.2 Reporting**

The Board of Governors is the highest decision-making body of Christ the Redeemer College. The Board reports to the Redeemed Christian Church of God, through the Office of

the General Overseer and to the Office for Students, which is responsible for the regulation of higher education institutions in England.

### **4.3 Membership**

The Board of Governors will comprise:

- Up to seven Independent Governors who shall be the Company Directors and Charity Trustees
- Rector
- The Student President or their designate
- One staff representative elected by the Academic Board
- Alumni Association President or their designate

Other staff members, such as the Academic Director, Finance Manager, Compliance and HR Manager may also be invited to attend meetings of the Board of Governors.

The Clerk to the Board of Governors will attend meetings but without voting rights.

\* Student and Staff Representatives have voting rights at meetings of the Board of Governors. However, they are not involved in discussing matters of remuneration of the College's staff (which is undertaken in a closed session of the Board) and they are not required to carry the legal and financial responsibilities of the College. They are not company directors or trustees of Christ the Redeemer College.

### **4.4 Meetings**

Board of Governors meetings will be chaired by the Chair of the Governors or his/her designate, who must also be a Director/Trustee.

Meetings will normally be held three to four times per year.

## **5. Audit and Risk Committee Terms of Reference**

### **5.1 Purpose and Responsibilities**

The Audit and Risk Committee enables the Board of Governors to meet their responsibilities by providing assurance that the College's systems of internal control, financial reporting and risk management conform with good practice and operate effectively, and by appraising the effectiveness of external audit.

The Audit and Risk Committee is authorised by Board of Governors to investigate any activity within its terms of reference. It is also authorized to seek any information it requires from any employee and all employees are directed to cooperate with requests made by the Committee.

The specific responsibilities of the Audit and Risk Committee are as follows:

- To provide appropriate assurances to the Board of Governors on the effectiveness of the College's financial governance arrangements, financial systems, internal control environment, and risk management arrangements.
- To serve as the nominating committee for the appointment of new members of the Board of Governors.
- To advise the Board of Governors on the appointment and remuneration of the external auditors, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.
- To advise the Board of Governors that appropriate preparations have been made to facilitate the annual audit.
- To ensure that public funds and grants are used for the purpose for which they are intended and that value of money is a key consideration in making decisions about the use of College funds and resources.
- To monitor the adequacy of management responses to and the implementation of agreed audit-based recommendations.
- To assess the scope and effectiveness of risk management systems including financial, compliance, reputational and other risks, reviewing the risk register at least annually.
- To review the scope and effectiveness of internal control arrangements and making recommendations to the Board of Governors as and when necessary.
- To review and recommend to the Board of Governors, policies and procedures for countering fraud, money laundering, and bribery, and for providing internal control and cyber security systems to protect the College's assets, ensuring that all significant losses, if identified, have been properly investigated and that the external auditors and appropriate authorities have been informed.
- To review the adequacy of the College's arrangements for its staff, volunteers, students and contractors to raise concerns, in confidence, about possible wrongdoing in financial or other matters (whistle-blowing) and for investigating such matters and any follow up actions.

## **5.2 Reporting**

The Audit and Risk Committee reports to the Board of Governors.

The Chair is expected to attend a Governors' meeting at least once a year and be present at the meeting at which the Governors discuss and approve the audited annual report and accounts.

The Chair must report issues of serious concern to the Board of Governors immediately.

## **5.3 Membership**

The Audit and Risk Committee will comprise:

- A minimum of three members of the Board of Governors, not including the Chair of the Board of Governors who shall not be a member of the Audit and Risk Committee.

The Rector must not be a member of the Committee but is entitled to attend and speak at any meeting but not vote.

Other staff members, e.g. the Academic Director or Finance Director may be required or invited to attend meetings of the Audit and Risk Committee to provide specialist advice. They may speak at the Chair's discretion, unless the Committee considers there are circumstances which justify excluding them for all or part of a meeting.

## **5.4 Meetings**

The Audit and Risk Committee shall meet at least twice each year, usually in advance of each of the main meetings of the Board of Governors.

To be quorate, 3 members of the Committee must be present.

The Minutes of the Committee will constitute a formal record of its meetings and decisions.

## **6. Finance and General Purposes Committee Terms of Reference**

### **6.1 Purpose and Responsibilities**

The Finance and General Purposes Committee ensures that the College's finances are able to support all of its activities. The Finance Committee is an Advisory Committee of the Board of Governors and is charged with providing advice and assistance on all matters concerning the College finances.

The specific responsibilities of the Finance and General Purposes Committee are as follows:

- To monitor and review the overall financial strategies and financial policies of the College, informed by the strategic plan, making recommendations as appropriate to the Board of Governors.
- To appraise the financial procedures and delegations across the College and making recommendations to the Board of Governors as required.
- To scrutinise the Annual Report and Accounts to be satisfied they represent a true and fair view of the financial situation for the year and comply with Statement of Recommended Practice (SORP) and other legal requirements and recommending their approval to the Board of Governors.
- To review the annual budget and recommending it to the Board of Governors for their approval, including appraising fees and charges for each academic year and making recommendations on staff pay.
- To review management accounts, relevant key performance indicators, forecasts, and cash flow forecasts.
- To review banking arrangements, including selection of bank counterparties and bank mandate arrangements, to ensure they continue to meet the College's needs and recommending changes to the the Board of Governors as and when necessary.
- To appraise the financial implications of proposed and actual major projects and developments, including scrutinising judgements, and making recommendations to Governors as appropriate.
- To monitor borrowing requirements, including any overdraft facilities and any loans taken out by the College and reviewing compliance against covenants, and reporting regularly to the Board of Governors.
- To monitor and review the College's arrangements in relation to investments to optimise the total return to the College, including review of the investment policy, ensuring that investment arrangements are aligned with the College's long-term objectives, ethical policy and ensuring compliance with terms of gifts.
- To meet regularly with the College's investment advisor and manager to review the performance of investments and making recommendations to the Board of Governors in relation to the appointment, reappointment and removal of the College's investment advisors and managers.
- To review the College's arrangements in relation to reserves, including its reserves policy and making recommendations to the Board of Governors.



- To advise on and implementing the Board of Governors' policies in respect of financial aspects of the College's property portfolio.
- To discuss other financial matters as and when required.

## **6.2 Reporting**

The Finance and General Purposes Committee reports to the Board of Governors.

The Chair must report issues of serious concern to the Board of Governors immediately.

## **6.3 Membership**

The Finance and General Purposes Committee will comprise:

- A minimum of three members of the Board of Governors
- Rector
- Finance Manager

Other staff members may be required or invited to attend meetings of the Finance and General Purposes Committee to provide specialist advice. They may speak at the Chair's discretion, unless the Committee considers there are circumstances which justify excluding them for all or part of a meeting.

## **6.4 Meetings**

The Finance and General Purposes Committee shall meet at least twice each year, usually in advance of each of the main meetings of the Board of Governors.

To be quorate, 3 members of the Committee must be present.

The Minutes of the Committee will constitute a formal record of its meetings and decisions.

## **7. Academic Board Terms of Reference**

### **7.1 Purpose and Responsibilities**

The Academic Board is responsible to the Board of Governors for the planning, development, operation and monitoring of the academic work of the College and providing assurance that academic governance is effective. The Academic Board's primary duties are to oversee academic standards, the quality of all courses within the College, and the student learning experience.

The Academic Board shall have such powers and duties as delegated to it by the Board of Governors.

Under the College's Articles of Association, the Academic Board shall be responsible:

- for acting as the overarching authority and decision-making body for all matters concerning: academic standards; academic policy; curriculum design and development; the organisation of teaching, assessment and research; and the overall quality of learning opportunities;
- for considering the development of the academic activities of the Charity and the resources needed to support them and for advising the Trustees thereon; and
- for such other matters as are set out in the Terms of Reference or as the Trustees may refer to the Academic Board.

Through these terms of references, the Board of Governors has delegated the following specific responsibilities to the Academic Board:

#### **The College's role as a higher education provider**

- To formulate the College's academic policies in the light of the College's Mission, Vision and Values and the framework of UK Higher Education regulation.
- To approve and review the range and nature of courses offered by the College.
- To advise the Rector and the Board of Governors on the resources needed to implement the College's ongoing and proposed academic programmes and budgetary implications of the proposals and to collaborate with other HE institutions, validating, accrediting, or awarding bodies in the UK and internationally as appropriate.
- To ensure provision of policies and procedures for establishing an appropriate academic environment.

### **Academic standards and quality assurance**

- To maintain of appropriate academic standards in all programmes.
- To monitor of the quality and development of programmes, including methods for teaching and learning.
- To ensure the quality of learning opportunities, academic practice and the student experience and their enhancement.
- To oversee provide timely feedback to the College's awarding organisations in relation to external examination, general course development and staff issues.

### **Assessment, conferment, and revocation of awards**

- To ensure effective policies and procedures are in place for all assessment, student progression and conferment of academic awards and honorary awards.
- To ensure procedures are in place for verification and appeals.
- To ensure procedures and policies related to the revocation of academic awards.
- To maintain effective arrangements for validation and accreditation of new and existing programmes.
- To ensure the effective provision of learning resources

### **Programme design, validation, re-validation, and review**

- To ensure procedures and policies relating to undergraduate and postgraduate programme, pathway and unit design and validation.
- To ensure pro cedures for periodic review and revalidation of existing undergraduate or postgraduate programmes or pathways, as well as procedures and policies relating to the design of non-HE courses and their periodic review
- To ensure procedures and policies relating to curriculum modification.

## **7.2 Reporting**

- The Academic Board reports to the Board of Governors after each meeting.

### **7.3 Membership**

The Academic Board will comprise:

Rector (Chair)

Academic Director (Vice-Chair)

Director of Research

Head of Quality

Heads of Schools

One staff representative from each of the four schools

Student President (or their designate)

Student VP Education (or their designate)

Other staff members may be required or invited to attend meetings of the Academic Board to provide specialist advice. They may speak at the Chair's discretion but shall not have voting rights.

Staff members shall have a tenure of three years, renewable for one further term of three years.

Student members shall have a tenure of 1 year, renewable for a further year.

### **7.4 Meetings**

The Academic Board will meet not less than twice in any academic year. The minutes of the Academic Board will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Academic Board must be present.

## **8. Learning, Teaching and Quality Committee Terms of Reference**

### **8.1 Purpose and Responsibilities**

The Learning, Teaching and Quality Committee is a sub-committee of the Academic Board and is responsible for monitoring the quality of all academic programmes, policies and processes of the College.

The specific responsibilities of the Learning, Teaching and Quality Committee are as follows:

- To apply the criteria by which academic quality may be identified and measured as established by the QAA and other relevant organisations.
- To assess all aspects of academic quality within the College, including curriculum design, formative and summative assessment, programme delivery, students' educational experience, feedback, resources and academic management.
- To receive reports from the Programme Review and Development Group and the Minor Amendments Panel regarding issues identified with existing programmes which require action.
- To monitor the criteria for Advanced Prior (Experiential) Learning, its application to the admissions process, and the progress of students admitted with AP(E)L.
- To consider any relevant academic issues raised by the student body that are referred from the SMT.
- To develop and keep under review processes for the annual monitoring of undergraduate and postgraduate programmes and modules, including by considering module evaluations completed by students and comments from tutors
- To receive and examine annual reports from each programme or group of programmes provided under the auspices of the Academic Board
- To identify areas of special concern and report findings and any recommendations for action to the Academic Board.
- To review and approve respects to External examiners' reports and subsequent responses from the College.
- To identify and promote examples of good practice within teaching and learning activities at the College.

Note: The Learning, Teaching and Quality Committee assists the Academic Board in its task of ensuring that programmes at the College operate at the appropriate academic standards. It does not relieve the Board of this responsibility.

### **8.2 Reporting**

The Learning, Teaching and Quality Committee reports to the Academic Board.

### **8.3 Membership**

Rector  
Academic Director (Chair)  
Head of Quality  
Exams and Assessment Officer  
Two Heads of Schools  
Two other members of the teaching staff  
Student VP Education (or their designate)  
One student representative

### **8.4 Meetings**

The Learning, Teaching and Quality Committee will meet not less than twice in any academic year. The minutes of the Learning, Teaching and Quality Committee will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Learning, Teaching and Quality Committee must be present.

## **9. Student Experience Committee Terms of Reference**

### **9.1 Purpose and Responsibilities**

The Student Experience Committee is a sub-committee of the Academic Board and is responsible for monitoring and reviewing the whole of the student lifecycle, recommending improvements and enhancements and reviewing the impact of previous actions.

The specific responsibilities of the Student Experience Committee are as follows:

- To promote and implement the enhancement of the student experience.
- To help manage student expectations and two-way communications with students.
- To monitor and ensure that work undertaken is in line with the Student Experience Strategy and the Student Charter.
- To use key data, relevant information and research to inform and enhance the overall student experience.
- To monitor a range of relevant risk and performance indicators relating to student experience, including statistical data regarding progression and attainment on programmes; student feedback and national survey (e.g. National Student Survey) results as appropriate; annual reports regarding complaints, appeals, misconduct, fitness to practise and any cases submitted to the Office of the Independent Adjudicator.
- To ensure a joined-up approach with the Learning, Teaching and Quality Committee.

### **9.2 Reporting**

The Student Experience Committee reports to the Academic Board.

### **9.3 Membership**

A senior faculty member (Chair)  
Rector  
Academic Director  
Head of Quality  
Administrator  
Premises Manager  
One student support officer  
One other member of the teaching staff  
Student VP Student Affairs (or their designate)  
One other student representative

#### **9.4 Meetings**

The Student Experience Committee will meet not less than twice in any academic year. The minutes of the Student Experience Committee will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Student Experience Committee must be present.



## **10. Research and Scholarship Committee Terms of Reference**

### **10.1 Purpose and Responsibilities**

The Research and Scholarship Committee is a sub-committee of the Academic Board and is responsible for promoting a culture of research throughout the College, maintaining a record of the current research and research interests of staff, identifying ways to increase the College's research profile and overseeing research ethics.

Under its responsibility for overseeing research ethics, the Research and Scholarship Committee is responsible for reviewing research and providing advice to staff and students to ensure research involving human participants, human material, animals, personal data or extensive use of sensitive internet sites meets the required ethical standards and seeks to protect the dignity, rights, safety and well-being of the individuals involved.

The specific responsibilities of the Research and Scholarship Committee are as follows:

- To establish and communicate guidelines for ethical research and approve any student (or staff) research which has ethical considerations, particularly where the research involves human subjects and interaction.
- To advise tutors and students that they may seek advice from the Committee at any time.
- To give advice to students and their supervisors during their research project.
- To ensure all candidates are made aware of the ethical considerations which apply to all research undertaken through the College.
- To monitor and revise as necessary the College's guidelines for students and staff on the ethical dimensions of study and research.
- To ensure that any sensitive research proposals for which approval has been given are carried out in accordance with the guidelines and safeguards imposed by the Committee.
- To develop the College's processes and policies concerning research ethics and ensure they meet the generally agreed standards of UK Higher Education and any UK legal regulation, including GDPR.
- To be responsible for reviewing any proposed staff research involving human participants, human material, animals, personal data or extensive use of sensitive internet sites and making sure it meets the required ethical standards. Such research includes interviewing participants as part of an oral history project.
- In line with the Government's Prevent strategy, to scrutinize proposals that are potentially security-sensitive according to the College's Security-Sensitive Research Policy.

## **10.2 Reporting**

The Research and Scholarship Committee reports to the Academic Board.

## **10.3 Membership**

Director of Research (Chair)  
Rector  
Academic Director  
Heads of School  
Two other faculty members

Additional members may be co-opted onto the committee as necessary for short periods of time to advise on specific issues or research methods where additional specialist knowledge and/or skills are required.

## **10.4 Meetings**

The Research and Scholarship Committee will meet not less than twice in any academic year. The minutes of the Research and Scholarship Committee will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Research and Scholarship Committee must be present.

## **11. Assessment Board Terms of Reference**

### **11.1 Purpose and Responsibilities**

The Assessment Board is responsible for the oversight of assessment of all University-validated programmes within the College including ensuring that assessment procedures are properly conducted and standards assured.

The specific responsibilities of the Assessment Board are as follows:

- To advise the relevant committee(s) of the College's partner University(s) on the consideration of programme marks and matters relating to progression and final awards and subsequent recommendations relating to the programmes for which the Board of has responsibility.
- To advise the relevant committee(s) of the College's partner University(s) on the application of mitigating circumstances to progression and assessment decisions, taking account of admissible evidence.
- To approve the format, content and marking schemes of assessment contributing to overall module marks for all modules, consulting with the external examiner as required.
- To agree module marks for each module and considering provisional profiles of programme results and progression outcomes within each programme.
- To assure the quality of assessment procedures for modules and programmes across the College's schools and programmes of study.
- To approve as necessary any variation of assessment required to meet the needs of students with disabilities as part of a Learning Support Plan.
- To recommend for approval any applications for the Accreditation of Prior Experiential Learning (APEL) and/or similar.
- To approve Independent Study Modules.
- To review statistical data on the outcome of assessments, taking action where appropriate including invoking an anomalous performance review.
- To recommend nominations of external examiners for submission to the University.

### **11.2 Reporting**

The Assessment Board reports to the Academic Board.

### **11.3 Membership**

The Assessment Board will comprise:

Head of School (Chair)

Rector (or his/her designate)

Academic Director (or his/her designate)

Module Leaders whose module marks are due to be presented to the Board

Exams and Assessment Officer (Secretary)

University Link Tutor(s)

External Examiner(s)

Assessment Board meetings will be chaired by the Head of School, or in their absence the Academic Director or their designate.

### **11.4 Meetings**

The Assessment Board will meet according to the requirements of the partner University(s), normally three times per year, following each assessment period. The minutes of the Assessment Board will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Assessment Board must be present.

## **12. Board of Studies Terms of Reference**

### **12.1 Purpose and Responsibilities**

The Board of Studies provides a forum for discussion between staff and students at a school and/or programme level, in which both learning, teaching and assessment and the wider student experience may be discussed with the aim of identifying opportunities to enhance the College's programmes and identify and resolve issues that need to be addressed.

The specific responsibilities of the Board of Studies are as follows:

- To consider, discuss and respond to reports from student representatives.
- To consider and discuss student survey results.
- To consider and discuss the provision of facilities and resources (both academic and non-academic, and both physical and electronic) in the College.
- To consider and discuss External Examiners' reports and the responses and actions plans arising from these.
- To consider and discuss the strengths and weaknesses of all aspects of the curriculum and any proposed changes.
- To promote effective systems of quality assurance and enhancement within the programme(s) and disseminate good practice.

### **12.2 Reporting**

The Board of Studies reports to the Learning, Teaching and Quality Committee. In addition, minutes of Board of Studies meetings are provided to the Student Experience Committee.

### **12.3 Membership**

Academic Director (Chair)

Head of School

Exams and Assessment Officer

Student Support Officer

All module leaders who have been involved in delivering a module during the term in which the Board of Studies meeting is held

All student representatives representing cohorts whose school / programme of study is due to be discussed at the Board of Studies meeting

Students from every programme should be represented through Board of Studies meetings. It is the responsibility of the Students' Representative Council Executive to ensure that every programme cohort is represented.

#### **12.4 Meetings**

The Board of Studies for each school / programme of study will meet not less than three times in any academic year. The minutes of the Boards of Studies will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Board of Studies must be present.

## **13. Programme Review and Development Group Terms of Reference**

### **13.1 Purpose and Responsibilities**

The Programme Review and Development Group reports to the Learning, Teaching and Quality Committee and is responsible for reviewing existing programmes, reviewing proposals for new programmes proposals, and overseeing the development of new programmes.

The specific responsibilities of the Programme Review and Development Group are as follows:

- To review existing programmes, ahead of proposed revalidation timing, to determine whether an existing programme should continue (with revisions) or be withdrawn.
- To receive proposals for new programmes and to scrutinize these in terms of student recruitment, financial impact and alignment with existing College strategies.
- To oversee validation and revalidation processes on behalf of the College's Academic Board and in relation to the requirements of the College's validating university(s).

### **13.2 Reporting**

The Programme Review and Development Group reports to the Learning, Teaching and Quality Committee and acts with delegated authority from the Academic Board to oversee validation and revalidation processes in relation to the requirements of the College's validating university(s).

### **13.3 Membership**

- A senior faculty member (Chair)
- Head of School (attendance is only required at meetings in which a programme proposal or review relating to their School is being considered)
- Rector
- Academic Director
- Head of Quality
- Exams and Assessment Officer
- Finance Manager
- Marketing Manager
- A student representative

Additional members may be co-opted onto the committee as necessary for short periods of time to advise on specific issues where additional specialist knowledge and/or skills are required.

#### **13.4 Meetings**

The Programme Review and Development Group will meet not less than twice in any academic year. The minutes of the Programme Review and Development Group will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Programme Review and Development Group must be present.



## **14. Minor Amendments Panel Terms of Reference**

### **14.1 Purpose and Responsibilities**

The Minor Amendments Panel reports to the Learning, Teaching and Quality Committee and is responsible for considering minor changes to programmes of study, following which permission may be sought from the respective validating university and/or accreditation body to approve the proposed amendment(s).

The specific responsibilities of the Minor Amendments Panel are as follows:

- To receive proposals from faculty members, who using their professional judgement, have determined that a module would be improved if a minor change were made to it, (for example to the method of assessment) or that a programme would be improved if a minor change were made to it (for example to replace an existing module with a new module).
- To ensure that there has been consultation with students in respect of any proposed change(s), especially where a proposed change has the potential to impact existing students.
- To consider whether the proposed change(s) is aligned with external requirements and good practice such as QAA subject benchmarks and external professional bodies.
- To ensure that the Academic Office and relevant External Examiner have been consulted.

### **14.2 Reporting**

The Minor Amendments Panel reports to the Learning, Teaching and Quality committee.

### **14.3 Membership**

A senior faculty member (Chair)

Head of School (attendance is only required at meetings in which a minor amendment proposal from their School is being considered)

Academic Director

Exams and Assessment Officer

A senior faculty member, if possible from a different school to the Chair

A student representative

### **14.4 Meetings**

The Minor Amendments Panel will meet not less than twice in any academic year. The minutes of the Minor Amendments Panel will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Minor Amendments Panel must be present.

## **15. Access and Participation Task Group Terms of Reference**

### **15.1 Purpose and Responsibilities**

The Access and Participation Task Group is a task group of the Student Experience Committee and is responsible for monitoring and evaluating the implementation of the College's Access and Participation Plan (APP). Ultimately, the Task Group reports to the Board of Governors through the Student Experience Committee and the Academic Board.

The specific responsibilities of the Access and Participation Task Group are as follows:

- To report to the Board of Governors (via the Student Experience Committee and the Academic Board) on the College's progress in implementing its Access and Participation Plan (APP).
- To oversee the development and review of the College's APP.
- To scrutinize the College's annual APP monitoring return.
- To review any proposed alterations to the APP in the event of new guidelines being issued by the Office for Students and/or where measures in the APP need to be adjusted to deliver on the key aims of the APP.

Recommendations arising from the Access and Participation Task Group shall be sent to the Senior Management Team prior to any action being taken, so that resource and management implications can be assessed.

### **15.2 Reporting**

The Access and Participation Task Group reports to the Student Experience Committee.

### **15.3 Membership**

- Rector (Chair)
- Academic Director
- Head of Quality
- Finance Manager
- Admissions Manager
- Exams and Assessment Officer
- One Student Support Officer
- A faculty representative
- A student representative

Additional members may be co-opted onto the committee as necessary for short periods of time to advise on specific issues where additional specialist knowledge and/or skills are required.

#### **15.4 Meetings**

The Access and Participation Task Group will meet not less than twice in any academic year. The minutes of the Access and Participation Task Group will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Access and Participation Task Group must be present.

## **16. Senior Management Team Terms of Reference**

### **16.1 Purpose and Responsibilities**

The Senior Management Team supports the Rector in managing the academic and operational life of the College, discussing issues and making decisions to ensure the smooth functioning of all aspects of the College.

The specific responsibilities of the Senior Management Team are as follows:

- To review and develop the College's strategic and operational plans.
- To ensure that satisfactory progress is made to achieve the College's strategic priorities, and to report on such progress to the Board of Governors.
- To monitor the requirements of and relationships with any validating partners and external regulators, ensuring that resources are deployed appropriately to maintain the College's status as a higher education institution.
- To undertake all relevant responsibilities as given to it within College policies and procedures.
- To initiate and manage projects as and when required to deliver the College's objectives.
- To determine the action to be taken by the College in response to external opportunities and initiatives.
- To keep under review the OfS on-going conditions of registration, including the implementation of and compliance with Consumer Protection Law, making changes, where necessary, to the College's policies, procedures and practice.
- To consider and advise on any other matters as may be referred to it.

### **16.2 Reporting**

The Senior Management Team reports to the Board of Governors.

### **16.3 Membership**

- Rector (Chair)
- Academic Director
- Head of Compliance, Quality and HR
- Director of Research
- Heads of School
- Head of Foundation Year Programme
- Finance Manager

The minutes of decisions and action points (showing allocated responsibility) will constitute a formal record of the meeting of the Senior Management Team. The Head of Compliance and HR is responsible for ensuring agendas and minutes are drawn up and circulated.

#### **16.4 Meetings**

The Senior Management Team will meet not less than twice in any calendar month (except the month of August). The minutes of the Senior Management Team will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Senior Management Team must be present.

## **17. Operations Team Terms of Reference**

### **17.1 Purpose and Responsibilities**

The Operations Team addresses and resolves operational issues that are the responsibility of the various professional services teams within the College.

### **17.2 Reporting**

The Operations Team reports to the Senior Management Team.

### **17.3 Membership**

- Rector (Chair)
- Academic Director
- Head of Compliance, Quality and HR
- Finance Manager
- Premises Manager
- Administrator
- IT Manager
- Admissions / Marketing Manager
- Rector's PA (Secretary)
- Other staff as required

### **17.4 Meetings**

The Operations Team will meet not less than twice in any calendar month (except the month of August). The minutes of the Operations Team will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Operations Team must be present.

## **18. Student Representative Council Terms of Reference**

### **18.1 Purpose and Responsibilities**

The Students' Representative Council represents the study body of Christ the Redeemer College. Its mission is to create a vibrant campus community by advocating for the needs and interests of students, developing good community learning environment and developing innovative engagement with college leadership for the enhancement of learning.

### **18.2 Reporting**

The Students' Representative Council reports to the Academic Board.

### **18.3 Membership**

The Students' Representative Council will comprise:

- One student representative from each programme cohort, from which elections shall be held for the following Executive Officer positions:
- President
- General Secretary
- Vice President Education
- Vice President Student Affairs
- Vice President Communication

A member of the Academic Office staff team shall act as secretary for the meetings of the Students' Representative Council. They will attend meetings of the Students' Representative Council but shall not have any voting rights.

### **18.4 Meetings**

The Students' Representative Council will meet not less than twice in any academic year. The minutes of the Students' Representative Council will constitute a formal record of its meetings and decisions.

To be quorate, 5 members of the Students' Representative Council (not including those members who hold an Executive Officer position) must be present.

## 19. Appendix A: Policy Review Schedule

#	Name of policy / document
1	Academic Staff Induction Policy
2	Academic Freedom Policy
3	Access and Participation Statement 2023-24
4	Admission Policy and Procedure
5	Anti-Bribery Policy
6	Anti-Bribery Policy Statement
7	Appeals Procedure
8	Assessment Policy and Procedures
9	Assessment Policy (Newman University-validated programmes)
10	Assessment Policy (Pearson programmes)
11	Attendance Policy
12	Bullying and Harassment Policy
13	Code of Discipline and Student Disciplinary Procedure 2022-23
14	Complaints Policy
15	Conflict of Interest Policy
16	Dissertation Guidance
17	General Academic Regulations 2022-23
18	Governance Framework



#	Name of policy / document
19	Data Protection Policy
20	DBS Eligibility Guidance 2022-23
21	Debt Management Policy
22	Dignity for Study Policy and Procedures
23	Employer Engagement Policy
24	Equal Opportunities Policy
25	Extenuating Circumstances Policy and Procedure
26	External Speakers and Events Policy
27	Governing Policy – CRC Law
28	Health and Safety Policy
29	Home Working Policy
30	Information, Advice and Guidance (IAG) Policy
31	Initial Assessment, Induction, Enrolment and Registration Policy
32	Internal Verification Procedure
33	IT Acceptable Usage Policy
34	Learning, Teaching and Assessment Strategy
35	Malpractice and Maladministration Policy
36	Marketing Policy Plan
37	Overtime Policy
38	Physical Resources Policy and Procedures

#	Name of policy / document
39	Prevent – ADR Annual Accountability Statement 2022
40	Prevent Policy
41	Quality Assurance Framework
42	Quality Assurance Policy
43	Reasonable Adjustments and Special Considerations Policy
44	Recognition of Prior Learning Policy
45	Registration and Certification Policy
46	Risk Assessment – Main Campus Ground Floor Teaching Areas
47	Risk Management Policy
48	RM002 Business Continuity Plan – Version 210221 – Named Staff
49	RM002 Business Continuity Plan – Version 210221 – Role Based
50	Safeguarding of Children, Young People and Vulnerable Adults Policy and Procedure
51	Safeguarding Vulnerable Adults
52	Staff Induction, Development and CPD Policy
53	Statement of Faith
54	Student Protection Plan
55	Student Support Policy
56	Student Academic Integrity Policy
57	Withdrawal Policy

## 20. Appendix B: Office for Students (OfS) Public Interest Governance Principles

The following principles were formally adopted by Christ the Redeemer College at its Board meeting on 7 March 2023.

The public interest governance principles apply to all registered providers:

### 1. Academic freedom

Academic staff at an English higher education provider have freedom within the law:

- to question and test received wisdom. and
- to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider.

### 2. Accountability

The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.

### 3. Student engagement

The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.

### 4. Academic governance

The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).

### 5. Risk management

The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.

### 6. Value for money

The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for all students and (where a provider has access to the student support system or to grant funding) for taxpayers.

### 7. Freedom of speech

The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider. VIII. Governing body: The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider. IX. Fit and proper:

Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.

**Reference:**

<https://www.officeforstudents.org.uk/advice-and-guidance/regulation/conditions-of-registration/public-interest-governance-principles/>

## **21. Appendix C: The Higher Education Code of Governance (The CUC Code)**

### **21.1 Introduction**

The Higher Education Code of Governance was developed by the Committee of University Chairs to support governing bodies of higher education providers to deliver the highest standards of governance across their institutions.

The Higher Education Code of Governance was formally adopted by Christ the Redeemer College at its Board meeting on 7 March 2023.

### **21.2 Six Key Elements of the Higher Education Code of Governance**

#### **1. Accountability**

The governing body is collectively responsible and accountable for institutional activities, approving all final decisions on matters of fundamental concern within its remit.

#### **2. Sustainability**

Working with the Executive, the governing body sets the mission, strategic direction, overall aims and values of the institution. In ensuring the sustainability of the institution the governing body actively seeks and receives assurance that delivery of the strategic plan is in line with legislative and regulatory requirements, institutional values, policies and procedures, and that there are effective systems of control and risk management in place.

#### **3. Reputation**

The governing body safeguards and promotes institutional reputation and autonomy by operating in accordance with the values that underpin this Code, its various elements and the principles of public life.

#### **4. Equality, inclusivity and diversity**

The governing body promotes a positive culture which supports ethical behaviour, equality, inclusivity and diversity across the institution, including in the governing body's own operation and composition. This includes ensuring under-representation and differences in outcomes are challenged and, where practicable, corrective action is taken to ensure fair outcomes for all.

#### **5. Effectiveness**

The governing body ensures that governance structures and processes are robust, effective and agile by scrutinising and evaluating governance performance against this Code (and other Codes where an institution's constitutional form requires it), and recognised standards of good practice.

## **6. Engagement**

Governing bodies understand the various stakeholders of the institution (globally, nationally and locally) and are assured that appropriate and meaningful engagement takes place to allow stakeholder views to be considered and reflected in relevant decision-making processes.

### **21.3 Core Values**

At the heart of HE delivery across the UK are a set of core values which HE governance should be founded on. These are:

- Integrity: transparency, accountability, honesty, freedom of speech and academic freedom
- Sustainability: financial and environmental
- Inclusivity: equality, diversity, accessibility, participation and fair outcomes for all
- Excellence: high-quality research, scholarship and teaching
- Innovation and growth: social, economic and cultural
- Community: public service, citizenship, collegiality, collaboration

These values, together with the 'Nolan Principles of Public Life' provide an ethical framework for the personal behaviour of governors and boards as corporate entities.

### **21.4 The Nolan Principles of Public Life**

The Nolan Principles of Public Life are the basis of the ethical standards expected of public office holders in the UK:

#### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

## **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

## **6. Honesty**

Holders of public office should be truthful.

## **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

### **21.5 Objectives**

In addition to the principles set out above, the Higher Education Code of Governance is underpinned by an understanding of what future HE governance will need to deliver if it is to meet the challenges of sustainability, growth and change. The objectives are:

- To determine, drive and deliver the institution's mission and success in a sustainable way (financial, social and environmental);
- To protect and promote the collective student interest and the importance of a high-quality student experience;
- To ensure student outcomes reflect good social, economic and environmental value;
- To effectively manage opportunities and mitigate risks to protect the reputation of the institution, ensuring financial sustainability and accountability for public funding;
- To promote and develop a positive culture which supports ethical behaviour and equal, diverse and inclusive practices;
- To promote excellence in learning, teaching and research, monitoring institutional and governing body performance;
- To publish accurate and transparent information which is widely accessible;
- To lead by example, being flexible and adaptable to create a resilient future; and
- To ensure arrangements are in place for meaningful engagement with relevant stakeholders (especially students and staff) locally, regionally, nationally and globally.

## **21.6 Statement of Primary Responsibilities**

The principal responsibilities of the governing body should be set out in the body's Statement of Primary Responsibilities, which must be consistent with the institution's constitution. While there may be some variations because of different constitutional provisions, the principal responsibilities are likely to be as follows:

1. To set and agree the mission, strategic vision and values of the institution with the Executive.
2. To agree long-term academic and business plans and key performance indicators and ensure that these meet the interests of stakeholders, especially staff, students and alumni.
3. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the strategy, plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
4. To delegate authority to the Head of Institution for the academic, corporate, financial, estate and human resource management of the institution, and to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Head of Institution.
5. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and managing conflicts of interest.
6. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.
7. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
8. To safeguard the good name and values of the institution.
9. To appoint the Head of Institution as Chief Executive and to put in place suitable arrangements for monitoring their performance.
10. To appoint a Secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.
11. To be the employing authority for all staff in the institution and to be accountable for ensuring that an appropriate human resources strategy is established.



12. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall accountability for the institution's assets, property and estate.
13. To be the institution's legal authority and, as such, to ensure systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name. This includes accountability for health, safety and security and for equality, diversity and inclusion.
14. To receive assurance that adequate provision has been made for the general welfare of students.
15. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.
16. To ensure that the institution's constitution is always followed, and that appropriate advice is available to enable this to happen.
17. To promote a culture which supports inclusivity and diversity across the institution.
18. To maintain and protect the principles of academic freedom and freedom of speech legislation.
19. To ensure that all students and staff have opportunities to engage with the governance and management of the institution.

**Reference:**

<https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf>

## 22. Appendix D: Scheme of Delegation

### 22.1 Authority to Delegate

This Scheme of Delegation is in place to enable the efficient running of the day-to-day operations of Christ the Redeemer College, whilst upholding effective governance and accountability to the Board of Governors. Functions may only be delegated with the approval of the Board.

Any delegations to a vacant role will become the responsibility of the person appointed to undertake the role on an 'acting' basis or in the event that no-one is fulfilling the role, the immediate line manager of the vacant role.

The Rector has delegated authority to act on behalf of the Board in an emergency. Before these powers are used every effort will be made to contact the Chair of the Board. Nothing in these rules will prevent the Rector or the person nominated by the Rector from incurring expenditure which is essential to meet any immediate needs created by a sudden emergency, subject to their action being reported to the Board of Governors through the Rector.

Functions delegated to an employee may be further delegated by that employee to other employees, but full responsibility remains with the holder of the named post.

### 22.2 Legal Matters

Ref	Delegated to:	Authority / duties delegated:
DL1	Rector	Report to the Board on any legal issues and/or cases which are significant in policy or monetary terms.
DL2	Rector	Initiate legal proceedings necessary to recover unpaid fees or other costs due to the College under any statutory provisions.
DL3	Rector	Take, conduct, defend, prosecute, intervene in, institute appeals or appear in any legal proceedings where the interests of the College are involved.
DL4	Rector	Seek advice from and if deemed necessary instruct the College's legal representatives where the interests of the College are involved.
DL5	Rector	Enter into agreements, contracts and memoranda of understanding where these are in line with the strategic direction and related policies that have been agreed by the Board.

## 22.3 Financial Matters

Ref	Delegated to:	Authority / duties delegated:
DF1	Rector	Ensure that the College's financial affairs are properly administered and financial records retained and that the Board of Governors are advised of the financial implications of any significant development in the day-to-day operations of the College.
DF2	Finance Manager	Ensure payment of salaries, pensions and other benefits to employees.
DF3	Rector and Finance Manager	Authority to write off unpaid debts related to individual student fees of up to £6,000.
DF4	Finance Manager	Delivery of the day-to-day financial administration of the College.
DF5	Finance Manager	Draw down loans within terms of loan agreements that have been approved by the Board.
DF6	Rector and Finance Manager	Preparation of the annual budget for approval by the Board.
DF7	Finance Manager	Operation of College's accounting systems, chart of accounts and retention of supporting financial records in accordance with requirements.
DF8	Finance Manager	Liaise with the College's auditors and supply the auditors with timely, accurate financial information to enable the preparation of annual accounts.
DF9	Finance Manager	Provision of timely and accurate management accounts for each Board meeting.
DF10	Finance Manager	Liaise with the Student Loans Company on behalf of the College.
DF11	Finance Manager	Authority to pay accounts duly authorised, including through the use of a corporate credit card.
DF12	Finance Manager	Ensuring compliance with all taxation issues.
DF13	Finance Manager	Maintain a fixed asset register, in which all items are to be capitalised and depreciated in line with approved policies.
DF14	Finance Manager	Ensure effective implementation of agreed procedures for the collection, recording, banking and control of all money due to the College.
DF15	Finance Manager	Ensure regular reconciliation of bank accounts.
DF16	Finance Manager	Regular review of debts due to the College to ensure adequate provision for bad debts.
DF17	Finance Manager	Arrange insurance cover and its annual review.
DF18	Finance Manager	Arrange the safe storage of contracts and deeds.

Ref	Delegated to:	Authority / duties delegated:
DF19	Finance Manager	Submission of non-HE regulatory returns (e.g. the Charity Commission, Companies House, HMRC etc)

## 22.4 Strategy and Risk-related Matters

Ref	Delegated to:	Authority / duties delegated:
DS1	Rector	Preparation of management information necessary for the Board to agree and review strategic objectives.
DS2	Rector	Preparation of the Risk Register for review by the Board at each board meeting.
DS3	Rector and Senior Management Team	Operational responsibility to implement strategies agreed by the Board

## 22.5 HR Matters

Ref	Delegated to:	Authority / duties delegated:
DH1	Rector and Head of Compliance and HR	Establish permanent or temporary new posts or changes to the designation of existing posts up to but not including the position of Rector.
DH2	Rector and Head of Compliance and HR	Fill vacant posts up to but not including the position of Rector.
DH3	Rector and Head of Compliance and HR	Ensure appointments are in accordance with appropriate conditions of service, approved budgets and rates of pay.
DH4	Rector and Head of Compliance and HR	Agree terms for sick, compassionate leave or other similar pay in addition to that which is specified in the Staff Handbook.
DH5	Line Managers	Approve claims/payments relating to travelling, subsistence, training or other costs incurred in relation to employment in accordance with policy.
DH6	Rector and Head of Compliance and HR	Approve application for training courses/seminars and payment of expenses associated with training.
DH7	Rector	Approve additional employment or consultancy work in line with the College's employment and related contracts
DH8	Rector	Dismissal of staff

## 22.6 Academic Matters

Ref	Delegated to:	Authority / duties delegated:
DA1	Academic Director	Reporting of the College's examination board results to the Board
DA2	Academic Director	Reporting of the College's retention and progression rates to the Board
DA3	Academic Director	Reporting of other academic issues to the Board, in particular any academic issues related to the College's strategic objectives and/or academic risk areas that have been identified by the Board.
DA4	Academic Director	Liaison with the College's validating university(s)
DA5	Academic Board	General issues relating to the teaching and assessment activities of the College
DA6	Academic Board	Criteria for the admission of students
DA7	Academic Board	Submission of data returns and compliance to HE-related bodies and regulators
DA8	Academic Board	Policies and procedures for assessment of the academic performance of students, in accordance with the regulations and requirements of the College's validating university(s)
DA9	Academic Board	Development of curriculum content
DA10	Academic Board	Maintenance of academic standards
DA11	Academic Board	Procedures for the exclusion of students for academic reasons
DA12	Academic Board	Procedures for the investigation and review of requests for mitigating circumstances, fitness to study, academic misconduct and discipline
DA13	Academic Board	Procedures for student appeals and complaints

## 22.7 Delegation of Authority of a Committee to a Chair

There may be limited occasions when a committee delegates authority to its Chair or a senior officer or member to act between meetings. Such occasions may typically occur when:

- Business is unfinished for lack of information but for which a clear steer is given for when the information becomes available;
- Further discussion or clarification is required on matters of detail, policy or process; or
- Business is approved by the committee subject to certain conditions being met.

Use of delegated authority under such circumstances should be limited. The minutes of the committee will clearly record the circumstances under which authority is delegated, to whom authority to act is delegated and any budgetary or time constraints which apply to the delegation.

The action taken should be reported back to the committee on completion or at the next meeting of the committee.

## **23. Appendix E: Students' Representative Council Constitution**

### **Mission Statement**

The mission of the Students' Representative Council is to create a vibrant campus community by advocating for the needs and interests of students, developing good community learning environment and developing innovative engagement with college leadership for the enhancement of learning.

### **Vision**

It is the vision of the Students' Representative Council to responsibly serve and empower every student to be a force for change and improvement while fostering and preserving tradition at Christ the Redeemer College.

### **Article I: Name of Organisation**

The represent government of the student body of Christ the Redeemer College, London shall be referred to in this Constitution as the Students' Representative Council (SRC).

### **Article II: Constituency**

1. The constituents of Students' Representative Council shall consist of all full-time and part-time students of Christ the Redeemer College.
2. Constituents shall have the right to vote in Students' Representative Council elections.
3. Only constituents of the Students' Representative Council may hold office.

### **Article III: Powers and Jurisdiction**

1. Representation – The Students' Representative Council shall have the power to represent its constituents within the College and the greater community.
2. Requirements to hold office – No constituent may hold more than one Students' Representative Council office at the same time.
3. Duration to hold office – A student representative council position may only be held for one academic year. A student representative may hold office for a further term of one academic year.

### **Article IV: Executive Officers**

**Section 1: The Executive Officers of the SRC shall be the President, Vice President Education, Vice President Student Affairs, Vice President Communication and General Secretary**

The Executive Officers must be constituents of the Students' Representative Council must be in academically good standing.

## **Section 2: Duties and Powers of the President**

The President of the SRC shall:

1. Act as the official representative of the SRC.
2. Be a member of the CRC Board of Governors and other relevant committees as required.
3. Convene and preside over meetings of the Executive Council, except at such times as he may, at his discretion, delegate this function to the General Secretary.
4. Invite any constituent of the SRC to attend Executive Council at his discretion.
5. Attend and/or appoint such members of the SRC to attend meetings with management where matters affecting students are discussed.
6. Attend and/or appoint such members of SRC to attend Board of Studies and other college committees as may become necessary during his/her tenure.
7. Preside over Class Representative Council. The class representative council shall comprise of two members from each class - whether part time or full time.

## **Section 3: Duties and Powers of the General Secretary**

Purpose of the position: Provide support to the current executive team and improve student and SRC relationships as well as SRC and college relationships. He shall disseminate information of all meetings including those with management to the various class councils and representatives.

The General Secretary of the SRC shall:

1. Be a member of the SRC Executive Council.
2. Assume responsibility in absence of the president.
3. Promotes consultation and cooperation, urging committee members to collaborate on projects.
4. Acts as the project manager for student representative and executive council activities.
5. Facilitates the student group's essential administrative capabilities.
6. Accountable for recording general meetings of student representative and executive council.
7. Ensures that the proper space is reserved for the operation of the student executive and representative council.
8. Accountable for monitoring and submitting risk assessments.
9. Regularly checks the constitution of the SRC to make sure it still reflects current activity.

## **Section 4: Duties and Powers of the Vice President Education**

Purpose of the position: Under the purview of the VP of Education is everything related to teaching, exams, coursework, studying and learning. The VP Education's primary responsibility is to closely collaborate with various student groups to understand the challenges that students experience in their academic lives.



The Vice President Education of the SRC shall:

1. Be a member of the SRC Executive Council
2. Attend and be a member of the Learning, Teaching and Quality committee
3. Attend and be a member of the Academic Board
4. Serve as the primary student voice for the college on matters pertaining to academics and related to the growth of the Diploma, undergraduate and postgraduate taught (PGT) experience centering on:
  - a) Academic policy development and implementation
  - b) Quality assurance and enhancement
  - c) Learning support, facilities, and resources
  - d) Future academic strategy
  - e) Provision at awarding bodies
  - f) Employability skills and opportunities provided by the college.
5. To regularly obtain feedback from the students and present this to the Student Representative Executive Council so the SRC reflects and understands the needs of the student body.
6. Assist in the promotion of the Students' Representative Council Education and Support Unit:
  - a) Advocating for student groups with academic issues
  - b) Sign-post students to correct pastoral care and academic support

## **Section 5: Duties and Powers of the Vice President Student Affairs**

Purpose of the position: Be the leading student advocate for issues relating to welfare and equality as well as for increased involvement and fair representation of our diverse student body. Ensuring that within the college's and the councils decision-making, issues of race, culture, study status, disability, gender, sexual orientation, religion and age and any other differences are considered.

The Vice President of Student Affairs of the SRC shall:

1. Be a member of the SRC Executive Council.
2. Attend and be a member of the Student Experience committee.
3. Attend and be a member of the APP Task Group.
4. As the student representative for this task, communicate and collaborate with college staff who oversee promoting equality policies, initiatives, and extending participation.
5. Create and execute initiatives and events that raise awareness of the welfare issues that the student body is facing.
6. Review, prioritise and develop member services, investigating the feasibility of new services to improve the student experience.
7. Assist in the work and promotion of Student Representative Council Education and Support Unit.

## **Section 6: Duties and Powers of the Vice President Communication**

Purpose of the position: The VP Communication is tasked with effectively preparing, marketing, and promoting all student representative activities to members. The role also includes being the primary student representative for societies and recreational groups, ensuring the provision and promotion of extracurricular events and encourage participation.

The Vice President of Communication of the SRC shall:

1. Be a member of the SRC Executive Council
2. Attend and be a member of the Student Experience committee.
3. Attend and be a member of the APP Task Group
4. Make sure that the college's decision-making procedures adequately take into account the interests and experiences of students.
5. Together with the Vice President Student Affairs, represent student opinions to the college and Union regarding the standard and accessibility of facilities, the top objectives for future improvements, and possibilities for students.
6. Together with the Vice President Student Affairs, act as the primary point of contact for college facilities when it comes to social issues.
7. Create digital assets for the representative council's community, equality, and welfare initiatives in collaboration with the vice president student affairs and employees.
8. They will oversee all Student Union Media outlets as the lead officer.
9. Organize events to highlight societies and their activity in collaboration with staff teams and the Vice President Student Affairs, including taking the lead on significant yearly student events.

### **Section 7: Regular Meetings**

Regular meetings of SRC officers shall be called by the president and there shall be a minimum of one meeting each school term.

### **Section 8: Executive Council**

There shall be an Executive Council composed of the Executive Officers of the SRC.

The duties and powers of the Executive Council

The Executive Council shall:

1. Advise the President in the functioning of the SRC.
2. Act for the SRC in matters relating to their welfare.
3. When the Executive Council must act and there is no defined decision-making process, the President shall deem the appropriate process for decision-making within the Executive Council and have the power to act on Executive Council decisions.

### **Section 9: Class Councils**

1. There shall be a Class Council for each class.
2. The Class Councils shall represent their members in meetings of the college committees, Board of Studies and any SRC committees.
3. Election of the Class Officers shall take place at the beginning of the year.
4. If a position falls vacant, candidates will be nominated within two (2) weeks.
5. If a class councils grade does not show a possible credible completion award of 2.2. pass or merit on the first term, then the class council will be asked to vacate position and another candidate shall be elected.

## **Article V: Elections**

### **Section 2: Election of Executive Officers**

1. Elections for Executive Offices shall be held in the third term of the previous year
2. The Executive Officers shall hold office until their successors are installed.
3. If the office of President falls vacant, the General Secretary shall be installed as President for the unexpired term.
4. If the office of Vice President falls vacant a successor shall be appointed to fill the unexpired term by a majority vote of the student body.
5. All students of the institution shall have the right to select their class representatives through a democratic process. The class representatives shall then vote to determine the members of the executive council, who shall act as the primary representatives of the student body and represent their interests in meetings with school administration and other relevant parties."

## **Article VI: Compensation**

No officers of the Executive of the SRC will receive any type of monetary compensation, salary or otherwise, from the SRC budget for their duties. This shall not be construed to preclude SRC officers for receiving compensation for any reimbursement type of payments for moneys spent. Payment of an attendance allowance shall be provided for the

## **Article VII: Amendments**

### **Section 1: Amendments**

- a. Amendments to this Constitution may be proposed by two methods:
  - i. A two-thirds (2/3) vote of the Executive Council.
  - ii. A petition signed by fifteen percent (15%) of the constituency of the SRC.
- b. Any Constitutional Amendment must be approved by two-third (2/3) votes of the constituents.

## **Article VIII: Dissolution**

1. Should this association cease to exist, all property shall conditionally revert to and be held by the College until a new student government is formed.
2. If any general student government is formed and recognised by a vote of a majority of the constituents in an election conducted by the College, all property held shall become the property of such successor organization.

## **Article IX: Substantive Rights and Immunities**

### **General Rights and Immunities**

1. No SRC officer or student group may be deprived of their rights nor be denied the equal protection of the law.

2. No SRC officer or constituent may be discriminated against by the College authorities because of their involvement with the activities of the students or because of their views when representing the SRC.

#### **Article X: Equality**

All constituents shall be given equal opportunity and equal treatment under the rules, regulations of the SRC. All official documents of the SRC must reflect this belief.

#### **Article XI: Enactment**

This constitution will take effect after the election of the Executive Officers for the school year.