



Suffolk New College

Corporation

TERMS OF REFERENCE 2020

Terms of Reference Title:	Suffolk New College Corporation
Issue Date:	30 July 2020 Excluding Academic Standards and Quality Committee.
Author:	Clerk
Review Date:	Corporation: 8 July 2021
Renewal Date:	30 July 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

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Responsibilities

Corporation

The Corporation is responsible for:

- (a) The determination and periodic review of the educational character and mission of the College and for the oversight of its activities;
- (b) Publishing arrangements for obtaining the views of staff and students on the determination and periodic review of the educational character and mission of the institution and the oversight of its activities;
- (c) Approving the quality improvement strategy of the College and monitoring and the College's academic performance with particular regard to positive student outcomes;
- (d) Monitor and review external inspection processes and results, and the College's preparation for such inspection;
- (e) Take the lead in related academic matters, with particular regard to student recruitment and retention, and learner achievement;
- (f) Receive and consider reports on the observation of teaching staff;
- (g) Review matters relating to ICT-related means of teaching and learning;
- (h) The effective and efficient use of resources, the solvency of the College and the Corporation and safeguarding their assets;
- (i) Approving the annual estimates of income and expenditure;
- (j) The appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, including, where the Clerk is, or is to be appointed as a member of staff, the Clerk's appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff; and
- (k) Setting a framework for the pay and conditions of service of all other staff.

In addition, Corporation shall, after consultation with staff:

- (i) Make rules relating to their conduct
- (ii) Make rules setting out:
 - a. Grievance procedures for all staff
 - b. Procedures for the suspension of all staff
 - c. Disciplinary and dismissal procedures for:
 - i. Senior post-holders, and
 - ii. Staff other than senior post-holders.

Principal

Subject to the responsibilities of the Corporation, the Principal is the Chief Executive of the College, and is responsible for:

- a) Making proposals to the Corporation about the educational character and mission of the College, and for implementing the decisions of the Corporation;
- b) The organisation, direction and management of the College and leadership of the staff;
- c) The appointment, assignment, grading, appraisal, suspension, dismissal and determination, within the framework set by the Corporation, of the pay and conditions of service, of staff other than the holders of senior posts;
- d) The determination of the institution's academic activities, and for the determination of its other activities;
- e) Preparing annual estimates of income and expenditure, for consideration and approval by the Corporation, and for the management of budget and resources, within the estimates approved by the Corporation; and
- f) Maintaining student discipline and within the rules and procedures provided for within the Articles of Government, for the suspension or expulsion of students on disciplinary grounds and for implementing decision to expel students for academic reasons.

Clerk

The Clerk shall be responsible for the following functions:

- (a) Advising the Corporation with regard to the operation of its powers
- (b) Advising the Corporation with regard to procedural matters
- (c) Advising the Corporation with regard to the conduct of its business
- (d) Advising the Corporation with regard to governance matters.

1. AUDIT & RISK COMMITTEE

Purpose:

The Audit and Risk committee must outline for the Corporation all the relevant issues concerning the adequacy and effectiveness of the Corporation's assurance framework. In addition, the Audit and Risk Committee supports and guides the Corporation by explaining, in its annual accounts, the measures taken to confirm it has fulfilled its statutory and regulatory responsibilities.

The College accounts direction sets out the funding bodies' specific requirements including the required format of the Corporation's statement of corporate governance and internal control.

Responsibilities:

To assess and provide the Corporation with an opinion on the adequacy and effectiveness of the Corporation's assurance arrangements, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency of the institution and the safeguarding of its assets.

To advise the Corporation on the appointment, reappointment, dismissal and remuneration of the external auditor, reporting accountant and other assurance providers and establish that all such assurance providers adhere to relevant professional standards.

To advise the Corporation on the scope and objectives of the work of assurance providers, the external auditor, and the funding auditor.

Inform the Corporation of any additional services provided by the external auditor, reporting accountant and other assurance providers and explain how independence and objectivity were safeguarded.

To ensure effective coordination between assurance providers the external auditor and the funding auditor.

To consider and advise the Corporation on the audit strategy and annual internal audit plans for internal audit.

To advise the Corporation on internal audit assignment reports and annual reports and on control issues included in the external auditor's management letter and management's responses to these.

To monitor, within agreed timescales, the implementation of recommendations arising from any reports of audit and assurance providers.

To establish, in conjunction with College Executive, relevant annual performance measures and indicators, and to monitor the effectiveness of the internal audit arrangements and external auditor and the funding auditor through these measures and to decide, based on this review, whether a competition for price and quality of the audit service is appropriate.

To regularly review the Corporation Risk Management Process on behalf of the Corporation.

To oversee the Corporation's policies on fraud, irregularity and whistleblowing, and ensure:

- the proper proportionate and independent investigation of allegations and instances of fraud and irregularity
- that investigations outcomes are reported to the Committee
- that the external auditor has been informed and that appropriate follow up action has been planned /actioned and that all significant cases of fraud or irregularity are reported to the appropriate funding body.

To produce an annual report for the Corporation, summarising the Committee's activities relating to the financial year under review, including:

- a summary of the work undertaken by the Committee during the year
- any significant issues arising up to the date of preparation of the report
- any significant matters of internal control included in the reports of audit and assurance providers
- the Committee's view of its own effectiveness and how it has fulfilled its terms of reference
- the Committee's opinion on the adequacy and effectiveness of the Corporation's assurance arrangements, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency of the institution and the safeguarding of its assets
- submit the annual report to the Corporation before the statement of corporate governance and internal control in the annual accounts is signed
- give due regard to any relevant legal or regulatory requirements associated with GDPR and Data Protection, liaising where relevant with other committees.

Powers:

Advisory.

In addition, the Committee has:

- the right to investigate any activity within its terms of reference
- the right to access all the information and explanations it considers necessary, from whatever source, to fulfil its remit
- a responsibility to maintain its independence in appointing members
- a responsibility to include individuals with an appropriate mix of skills and experience to allow it to discharge its duties effectively. Collectively, members of the Committee should have recent, relevant experience in risk management, finance and assurance
- a restriction not to adopt an executive role.

Membership:

The Committee shall comprise up to six members, at least one of whom will have relevant financial/audit experience.

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

In order to ensure the Committee's independence and objectivity, the following people shall not be eligible to serve as members of the Committee:

- Members of the Finance and Employment Committee
- The Chair of Corporation
- The Principal and those with executive authority at a senior level within the College*
- The staff member*
- The student member*

* The Committee may invite these members of the College to attend meetings.

Quorum:

The quorum for meetings shall be three members, including Co-opted members.

Chair

The Chair of the Committee will be recommended by the Search Committee and appointed by Corporation for a term of one year.

Vice Chair

The Vice Chair will be appointed by the Committee in September for the ensuing academic year.

The retiring Chair and Vice Chair will be eligible for re-appointment.

In the absence of both the Chair and Vice Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

Clerk:

The Clerk to the Corporation shall act as Clerk to the Committee.

Frequency of Meetings

The Committee will meet not less than four times a year. The internal or external auditor may request a meeting of the Committee if they consider it to be necessary, and the Committee will endeavour to comply with such requests.

Term of Office

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed. Co-opted members will be appointed for a term of one year and will be eligible for re-appointment if their membership is approved by the Corporation. Members may terminate their membership by notice of resignation to the Clerk to the Corporation.

Status of Papers

All papers will be treated as confidential until the Committee has determined their status at the end of each Committee meeting.

Papers deemed by the Committee to be non-confidential will be circulated as for other Corporation and Corporation Committee reports and agendas.

The Committee shall report to Corporation through the medium of the Committee Chair's report.

Terms of Reference Title:	Audit & Risk Committee
Issue Date:	30 July 2020
Author:	Clerk
Review Date:	A&R Committee: 24 June 2021
Renewal Date:	30 July 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End

2. FINANCE & EMPLOYMENT COMMITTEE

Purpose:

To formulate guidelines for, and advise the Corporation on, its oversight of the discharge of the Corporation's responsibilities for the proper management of the resources and assets of the College.

Responsibilities:

To determine or advise on finance or employment issues.

To make recommendations to the Corporation on the strategy on:

- Conditions of service (except those for Senior Post Holders)
- Financial management
- Annual estimates of income and expenditure
- Fees and charges
- All human resources matters excluding those for Senior Post Holders
- Health and safety.

To monitor the achievement of financial performance indicators, and advise the Corporation accordingly.

To authorise:

- 3 Monthly Management Accounts.

To consider:

- Annual Financial Statements
- Budgets
- Financial Regulations, prior to recommendation for Corporation approval.

To monitor the achievement of financial performance indicators, and advise.

To consider and make recommendations to the Corporation on the financial implications of the recommendations or decisions of any other Corporation Committee.

To receive budget and financial monitoring information on the College and any subsidiary companies.

To approve non-pay expenditure of £100,000 and above, in accordance with Financial Regulations and Policies, and within the College's approved budget.

To have oversight on behalf of the Corporation of and to monitor College strategy on information technology infrastructure.

Powers:

Advisory and such specific delegated powers granted by resolution of the Corporation.

Membership:

The Committee shall comprise of six members to include:

- Chair of Corporation (ex officio)
- The Principal
- Four members of the Corporation inc. a Co-opted Members

There shall be a standing invitation for members of the Executive Team to attend. Members of the College Finance Team, or indeed other staff, may also attend on specific invitation from the Chair of the Committee.

Quorum

The quorum for meetings of the Committee shall be three members.

Links:

A member of the Committee shall be a member of the College's Health and Safety Committee.

Chair

The Chair of the Committee will be recommended by the Search Committee and appointed by Corporation for a term of one year.

Vice Chair

The Vice Chair will be appointed by the Committee in September for the ensuing academic year.

The retiring Chair and Vice Chair will be eligible for re-appointment.

In the absence of both the Chair and Vice Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

Clerk:

The Clerk to the Corporation shall act as Clerk to the Committee.

Frequency of Meetings:

The Committee will meet not less than five times per year.

Term of Office:

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed. Members may terminate their membership by notice of resignation to the Clerk to the Corporation.

Status of Papers

All papers will be treated as confidential until the Committee has determined their status at the end of each Committee meeting.

Papers deemed by the Committee to be non-confidential will be circulated as for other Corporation and Corporation Committee reports and agendas.

The Committee shall report to Corporation through the medium of the Committee Chair's report.

Terms of Reference Title:	Finance & Employment Committee
Issue Date:	30 July 2020
Author:	Clerk
Review Date:	F&E Committee: 1 July 2021
Renewal Date:	30 July 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End

3. REMUNERATION COMMITTEE

Purpose:

To advise the Corporation on actions to be taken under Article 12 of the Articles of Government in respect of any vacancy amongst the Senior Post Holders.

To advise the Corporation on the appointment, grading, and appraisal of the Principal, other Senior Post Holders, and the Clerk, and to determine the pay and conditions of service of the Principal, other Senior Post Holders and the Clerk.

Responsibilities:

To determine the salary and other terms and conditions of service of the Principal, other Senior Post Holders and the Clerk.

To establish annual performance targets for the Principal and Clerk and to consider the post holders' performance against these.

To approve the performance targets for other Senior Post Holders, determined by the Principal and to consider the Principal's recommendations regarding the outcomes against those targets.

Powers:

The Committee is an internal body part which is part of Corporation, with no executive duties and which is appointed for informational and consulting purposes and which has duties to inform, advise, and propose as set out in the section under 'Purpose'.

Membership:

Chair of Corporation (ex officio)

Vice Chair of Corporation (ex officio) Chair

Chair of Finance and Employment Committee (ex officio)

Chair of Audit and Risk Committee (ex officio)

Any other Corporation Members (excluding Staff and Student Members and the Principal) who has formally intimated to the Clerk of his or her wish to serve on the Committee or to attend any specific meeting.

Quorum

The quorum for meetings of the Committee shall be four members.

Chair:

The Chair of the Committee will be the Vice Chair of Corporation.

In the absence of the Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

Clerk:

The Clerk to the Corporation shall act as Clerk to the Committee.

Frequency of Meetings:

The Committee will meet at least once per year and as required by the Chair of Corporation.

Term of Office:

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed.

Status of Papers

All papers will be treated as confidential. The Committee shall report to Corporation through the medium of the Committee Chair's report.

Terms of Reference Title:	Remuneration Committee
Issue Date:	30 July 2020
Author:	Clerk
Review Date:	September 2021
Renewal Date:	September 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End

4. SEARCH COMMITTEE

Purpose:

To advise Corporation on the appointment and reappointment of Members of the Corporation.

To advise the Corporation on matters relating to the operation of Corporation and the effective, proper and efficient discharge of its business.

Responsibilities:

To advise the Corporation on the appointment and reappointment of Business, Co-Opted, Local Authority and Local Voluntary Body Members of the Corporation.

To determine the process whereby candidates for consideration for Corporation Membership are nominated.

To advise the Corporation on such matters relating to membership and appointments as the Corporation may remit.

To evaluate the contribution made by existing individual Members before proposing any re-appointment to the Corporation.

To promote the Corporation and the College within the local community.

To ensure that the Corporation takes account of the need to reflect the local community in Corporation Membership.

To monitor the skills and experience of Corporation Members to identify desired areas of expertise to be sought in the appointment of new Members.

To determine and monitor the Corporation Member Training and Development Policy.

To advise the Corporation on the appointment of co-opted non-Corporation members to Corporation Committees.

To advise the Corporation on the Rules for the Conduct of the Search Committee which are to be available for public inspection.

To advise the Corporation on Governance issues including:

- The annual self-evaluation of Governance and monitoring the associated action plans
- Corporation Committee Structure and Committee Membership
- Performance indicators
- Standing Orders
- Code of Conduct
- Members' Links.

Powers:

Advisory and such specific delegated powers granted by resolution of the Corporation.

Membership:

The Committee shall comprise of seven members to include:

- The Chair of Corporation (ex officio)
- The Vice Chair of Corporation (Chair) (ex officio) *
- The Principal
- The Staff Member
- The Student Governor
- The Presiding Ambassador

One other member.

Quorum

The quorum for meetings of the Committee shall be three members.

Chair:

The Chair of the Committee will be the Vice Chair of Corporation.

Vice Chair

The Vice Chair will be appointed by the Committee in September for the ensuing academic year.

In the absence of both the Chair and Vice Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

*This would normally be the case unless the Vice Chair is Chair of another standing committee other than Remuneration.

Clerk:

The Clerk to the Corporation shall act as Clerk to the Committee.

Frequency of Meetings:

The Committee will meet at least three times per year.

Term of Office:

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed.

Status of Papers

All papers will be normally treated as non-confidential unless determined confidential by the Chair at the end of a committee meeting.

The Committee shall report to Corporation through the medium of the Committee Chair's report.

Rules for the Conduct of the Search Committee

1. The Search Committee shall monitor the membership of the Corporation against the needs of the College in terms of the knowledge, experience, interests, skills and qualifications of Members. The Committee shall also take into account the need to have a balanced membership.
2. In carrying out this monitoring exercise, the Committee shall have regard to any recent Skills Audit of Corporation Members and/or Corporation Self-Assessment.
3. The Committee shall identify any gaps in the knowledge, experience, skills and qualifications of current Members and endeavour to ensure that those gaps are filled through the recommendations made by the Committee to the Corporation for new Members.
4. When considering the re-appointment of a Member whose term of office has expired, the Committee shall have regard to Standing Order 1.2.2, which provides that Members shall not normally serve more than three terms of office, and shall consider the knowledge, skills, experience and qualification of the retiring member against the needs of the Corporation.
5. The Committee shall adopt the same approach with regard to the appointment of co-opted members of Committees as it does to the appointment of members of Corporation.
6. The Committee shall give consideration to succession planning.
7. The Committee and the Corporation will classify as confidential any personal information supplied to them in their discussion of persons to be recommended to the Corporation for Membership. Other than this and any other matter determined by the Committee to be confidential, the Committee's agenda and reports will be available for public inspection given two working days' written notice to the Clerk to the Corporation.

Terms of Reference Title:	Search Committee
Issue Date:	30 July 2020
Author:	Clerk
Review Date:	Search Committee: 7 June 2021
Renewal Date:	30 July 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End

5. ACADEMIC STANDARDS & QUALITY COMMITTEE:

Purpose:

To oversee the College's Further Education and HE quality strategy and procedures and scrutinise their impact in ensuring the highest standards and continual improvement in the experience of all students and their levels of achievement.

To advise the Corporation in the discharge of its responsibilities with regard to oversight of the College's quality strategy.

To scrutinise and review the College's academic performance, and on behalf of the Corporation, to overview external inspection and self- assessment matters (excluding Self-Evaluation of Governance).

To nominate Corporation members to link to Directorates and Student Support, so that a deeper understanding of strengths and areas for improvement is gained and actions taken to bring about improvement.

To consider the implication of national policy/guidance which may be issued from time to time and advise Corporation as appropriate.

Responsibilities:

To advise the Corporation on arrangements for assuring the quality and standards of educational activities in the College and of its subsidiaries including HE.

To monitor the College curriculum at a strategic level in relation to Safeguarding as it applies to matters of Equality and Diversity and student involvement and performance.

To annually review the College's Teaching and Learning Policy, and to recommend any amendments to Corporation.

To monitor the College's performance at a strategic level in relation to:

- teaching & learning activity
- enrolment
- student retention
- achievement
- attendance
- destination
- value added

and recommend to the Corporation annual targets and Key Performance Indicators in these areas, and monitor the College's progress towards achieving them. Including consideration of external inspection reports and data.

To monitor

- employer engagement activity

- the quality of sub-contracted provision
- the effectiveness of communication between Corporation, staff, students and other stakeholders of the college.

To monitor the College's performance at a strategic level in relation to the continued professional development of all College Staff.

To consider the Quality Improvement Plan and planned academic programme developments and to recommend to the Finance & Employment Committee and the Corporation for such developments to be included in the financial plans and College Strategy.

To review the College's Annual Self-Assessment Report and Quality Improvement Plan and to recommend its approval to Corporation including reviewing the effectiveness of the College's Self-Assessment procedures and the effectiveness of the actions taken to improve standards.

To consider the rigour, robustness and consistency of self-assessment reports, and supporting evidence.

Review and assess the College's facilities and infrastructures that affect the teaching and learning experience and make recommendations to the Finance and Employment Committee for improvement and investment.

Review the College's Strategic Plan that relate to Curriculum and Quality issues.

To receive regular reports on the College's higher education provision, including OfS (Office for Students) and QAA (Quality Assurance Agency) matters.

To consider the outcomes of surveys of customer satisfaction and resulting proposals for action, and to consider matters referred from Corporation to the committee regarding any complaints on the curriculum.

Powers:

Advisory.

In addition, the Committee has:

- The right to explore any activity within its Terms of Reference
- The right to access all the information and explanation it considers necessary, from whatever source, to fulfil its remit
- A restriction not to adopt an executive role

Membership:

The Committee shall comprise of a minimum seven members

- Chair of Corporation (ex officio)
- The Principal
- Corporation members who are linked to individual Directorates.

Any other member of Corporation who has formally intimated to the Clerk his or her wish to serve on the Committee.

Attendees:

- Deputy Principal*
- Director of Quality, Teacher Development and Student Progress *
- Director of English and Maths*

*These members can speak at meetings but do not have any voting rights.

Such co-opted members as may be approved by Corporation on the advice of the Search Committee.

Quorum:

The quorum for meetings shall be three members.

Chair:

The Chair of the Committee will be recommended by the Search Committee and appointed by Corporation for a term of one year.

Vice Chair

The Vice Chair will be appointed by the Committee in September for the ensuing academic year.

The retiring Chair and Vice Chair will be eligible for re-appointment.

In the absence of both the Chair and Vice Chair from a meeting, the Committee will appoint another member to act as Chair for that meeting.

Clerk:

The Clerk to the Corporation shall act as Clerk to the Committee.

Frequency of Meetings

The Committee will meet not less than four times a year.

Term of Office

Appointments of members of the Committee will cease at the end of their term of office as a Governor, although they will be eligible for re-appointment if their membership of the Corporation is renewed. Co-opted members will be appointed for a term of one year and will be eligible for re-appointment if their membership is approved by the Corporation. Members may terminate their membership by notice of resignation to the Clerk to the Corporation.

Status of Papers

All papers will be treated as confidential until the Committee has determined their status at the end of each Committee meeting.

Papers deemed by the Committee to be non-confidential will be circulated as for other Corporation and Corporation Committee reports and agendas.

The Committee shall report to Corporation through the medium of the Committee Chair's report.

Terms of Reference Title:	Academic Standards & Quality Committee
Issue Date:	2 February 2021
Author:	Clerk
Review Date:	ASQ Committee: May 2022
Renewal Date:	29 July 2022
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End

FORMAL COMMITTEES

6a. SPECIAL COMMITTEE

Purpose:

To examine the case for possible dismissal of a Senior Post Holder.

Powers:

Having heard the case against the Senior Post holder, and taking into account any representations by the Post holder, the Committee shall take such action as it considers appropriate, which may include dismissal.

The committee shall obtain such external, professional advice as is necessary for it to discharge its responsibilities.

Membership:

At least three Members of the Corporation to be appointed by Corporation.

The Chair and Vice-Chair of Corporation, the Principal, and Staff and Student Members are not eligible to serve.

Chair:

The Chair of the Committee shall be appointed by the Committee.

Quorum:

The quorum for meetings shall be three members.

Meetings:

The Committee's first meeting shall be held within seven days of its being convened.

Agenda and Papers shall be circulated in hard copy:

At least three working days in advance of the meeting.

Agenda and Papers shall be circulated in hard copy to:

All Committee Members.

The Senior Post Holder concerned and his/her friend.

The person(s) presenting the case against the Senior Post Holder (these shall be no more than two persons).

Relevant attending Officers/Advisors.

Clerk:

Where the Special Committee is considering discipline or dismissal of the Principal or the Clerk, the services of the College's legal advisors will be engaged to clerk the proceedings.

End

6b. STAFF GRIEVANCE COMMITTEE:

Purpose:

To consider appeals by staff under the College Grievance Procedure where the original grievance is against a Senior Post Holder or the Clerk.

Powers:

To determine whether a grievance should be upheld or rejected.

Membership:

Three Corporation Members (excluding the Staff and Student Members) having no previous involvement in the particular case or knowledge of the individual concerned, selected by the Clerk.

Where the original grievance was against the Clerk, the Members of the Committee shall be selected by the Chair or Vice-Chair of the Corporation.

Chair:

To be appointed by the Committee and to have a casting vote.

Clerk:

Where the Grievance Committee is considering matters concerning the Principal or the Clerk, the services of the College's legal advisors will be engaged to clerk the proceedings.

Procedure:

- Presentation by person aggrieved, which may include witness testimony
- Questioning of person aggrieved and witnesses
- Presentation by respondent, which may include witness testimony
- Questioning of respondent and witnesses
- Summary of case by respondent
- Summary of case by person aggrieved
- Withdrawal of person aggrieved, respondent, friends and witnesses
- Committee's deliberations and recall of parties
- Statement by Chair on the announcement to person aggrieved, respondent and friends of Committee's decision.

Quorum:

The quorum for meetings shall be three members.

Agenda and Papers circulated by:

At least five working days in advance of the meeting.

Agenda and Papers circulated to:

All Committee Members and Officers

The person aggrieved, and his/her friend

The person against whom the grievance is made and his/her friend.

Status of Papers:

Confidential to those participating in the meeting.

Terms of Reference Title:	Formal Committees: a. Special Committee b. Staff Grievance Committee
Issue Date:	30 July 2020
Author:	Clerk
Review Date:	Corporation: 8 July 2021
Renewal Date:	30 July 2021
Related Documents & Procedures:	Instrument and Articles of Government, Standing Orders, Code of Conduct, Business Cycle.

End