

Committee Terms of Reference

1.0 PURPOSE OF PAPER

For decision

- 1.1 This paper is to agree the Terms of Reference (ToR) for the Audit and Risk (A&R), Finance and Resources (F&R) and Curriculum, Quality and Student Engagement (CQSE) Committees for the year 2025/26.

2.0 EXECUTIVE SUMMARY

- 2.1 The current ToR have been discussed at each of the latest meetings for the three main sub-committees. The current ToR with any proposed amendments highlighted in red are attached to this paper.

3.0 RECOMMENDATION(S)/ACTION(S) REQUIRED

- 3.1 I recommend that the Regional Board: -
 - 3.1.1 Agree the proposed Terms of Reference.

4.0 BACKGROUND/MAIN PAPER

- 4.1 The Audit and Risk Committee discussed the current ToR at its most recent meeting in May. In order to ensure correlation between the College Financial Regulations and the Committee ToR it was agreed to propose that reference to the Committee role in terms of value for money (vfm) should be included in the ToR. The Committee noted that the Finance and Resources Committee have approval of procurement spends to a particular level and that vfm is part of that remit, however vfm is much broader than procurements. (See Appendix 1).
- 4.2 The Curriculum, Quality and Student Experience Committee agreed that there are no changes required at present. (See Appendix 2).
- 4.3 The Finance and Resources Committee agreed to recommend slightly changing item 2.3 to include the word 'appropriate'. At present there is not a great deal of benchmarking across the sector, however this may be something that will change. (See Appendix 3)
- 4.4 Reference to supporting strategies in the CQSE and F&R ToR will be amended as appropriate when those new strategies are implemented – likely to be around November 2025. Until that point the current strategies will remain in place.

- 4.5 All Committees should consider how they are assured that the Terms of Reference are being met. What information do they receive to provide this assurance, what questions do they need to ask to gain assurance or what information do they not receive but would find useful.

5.0 IMPLICATIONS AND CONSIDERATIONS

5.1 Financial Implications

There are no direct financial implications of this paper.

5.2 Learner Implications

There are no direct learner implications of this paper.

5.3 Staff Implications

There are no direct staff implications of this paper.

5.4 Equality and Diversity Implications/Equality Impact Assessment

There are no direct equality and diversity implications of this paper.

5.5 Sustainability/Environmental Implications

There are no direct sustainability/environmental implications of this paper.

6.0 RISK COMMENTARY

- 6.1 Clear and robust Terms of Reference are essential for a Committee to operate well as is the awareness of the information they need to meet those ToR and the ability of that information to provide the necessary assurance. Committees not meeting their ToR or not being provided with the assurance that they require is a significant risk.

7.0 CONCLUSION

- 7.1 Board is asked to approve the ToR as attached to be effective from 1 August 2025.

I Earp

Board Secretary

Previous Board or College Committee Approvals: None

Alternative formats

If you need access to a college document in an alternative format, for example, accessible PDF, large print, easy read, audio recording and braille:

- Complete an accessibility request form by [clicking on this link](#).
- Call [01896 66 26 00](tel:01896662600) and ask to speak with the Marketing Team.

We will consider your request and get back to you within 5 working days.

Translate documents from this website into other languages

You can download any of our published documents and translate them into many languages. Please click this link to use [Google Translate](#)

For publication <input checked="" type="checkbox"/>	Not for publication <input type="checkbox"/> If not, why not?
--	--

Appendix 1

BORDERS COLLEGE

AUDIT AND RISK COMMITTEE

TERMS OF REFERENCE

1. Constitution

A minimum of six Members of the Regional Board, excluding the Chair of the Board, Chair or Member of the Finance and Resources Committee and Principal. The Vice Principal Finance and Corporate Services would normally be in attendance but may be excluded at the request of the Committee. There may be other Committee members co-opted as appropriate. The Regional Board will be advised of the details of any proposed co-opted individual. The co-opted individual will not count for the purposes of constituting a quorum.

At least one member of the Committee should have a background in finance, accounting or auditing; if no such member has the requisite background then the Committee may co-opt an individual with the appropriate background.

1.1 Quorum: Three members of the Committee shall constitute a quorum. There should always be a majority of independent members present.

1.2 Chair: To be elected by the Regional Board.

2. Terms of Reference

The Audit Committee provides assurance to the Board that the appropriate measures are in place for governance, internal control and risk management, and provides oversight of, and guidance on, such matters.

Key remit areas for the Audit Committee are:

- External Audit
- Internal Audit
- Annual Accounts and Auditor's Management Letter
- Corporate Governance
- Risk Register, Risk Management and Business Continuity Plan
- Data Protection and Freedom of Information
- Register of Gifts
- Impropriety/Fraud
- **Value for Money**
- Annual Report to the Regional Board
- Annual Review of Effectiveness

- 2.1** To advise the Regional Board of the process for the appointment of the external auditor (currently appointed by Audit Scotland) its remuneration and of any issues relating to the role of the external auditor;
- 2.2** To consider and review the College's Annual Accounts and Annual Report and the external auditor's report prior to submitting to the Regional Board;
- 2.3** To review the external auditor's Management letter and monitor Management's response and to advise the Regional Board on relevant issues arising from the external auditor's management letter, other external audit reports and College's Management response;
- 2.4** To make a recommendation to the Regional Board on the appointment, reappointment, remuneration or removal of the internal auditors;
- 2.5** To review the scope, efficiency and effectiveness of the work of internal audit and advise the Regional Board;
- 2.6** To advise the Regional Board on relevant issues arising from the Audit Committee's consideration of internal audit, progress reports, annual reports and College Management's response;
- 2.7** To review the processes and advise the Regional Board on the internal and external auditor's assessment of the College's financial and other internal control systems;
- 2.8** To promptly pursue recommendations arising from audit reports and monitor their implementation;
- 2.9** To monitor and ensure the effectiveness of the College Strategic Risk Register, the Risk Management Framework and the College approach to risk assessment and risk appetite, undertaking reviews as appropriate, and to oversee and approve revisions of, and amendments to, the College Business Continuity Plan;
- 2.10** To oversee, and be assured that, all legislation and guidelines are being adhered to and followed with reference to Data Protection (DP) and Freedom of Information (Fol) Requests;
- 2.11** To approve changes and amendments to the Financial Regulations and provide assurance that they are being adhered to and that any compliance exceptions are appropriately dealt with;
- 2.12** To note any updates of the Register of Gifts;
- 2.13** To respond appropriately to any notification to the Audit Committee of fraud or other improprieties and to review previously reported cases of impropriety to establish whether they have been handled appropriately;

- 2.14** To ensure efficient, effective and economical management of the College's resources by overseeing the systems and procedures in place to achieve value for money;
- 2.15** To review and advise the Regional Board on compliance with corporate governance requirements and good practice guidance;
- 2.16** In accordance with the Scottish Funding Council Code of Audit Practice, to submit an annual report to the Regional Board; and
- 2.17** Annually review the Committee effectiveness and report the results of that review along with a Development and Improvement Plan.

3. Meetings

- 3.1** The Committee shall meet four times a year and more frequently if necessary;
- 3.2** The Committee shall sit privately without any non-members present for all or part of a meeting if they so decide; and
- 3.3** The members of the Audit Committee should meet with the internal and external auditors without the Executive team present at least annually.

4. Reporting

All Members of the Regional Board shall receive a copy of the minutes of each meeting and the Chair of the Committee shall make a report at the following Regional Board meeting.

Approved by the Board –

Date of next review – June 2026

Appendix 2

BORDERS COLLEGE

CURRICULUM, QUALITY AND STUDENT EXPERIENCE COMMITTEE

TERMS OF REFERENCE

1. Constitution

A minimum of six members (one will be the Academic Staff Board Member and one Student Member), there may be other Committee members co-opted as appropriate. The Regional Board will be advised of the details of any proposed co-opted individual. The co-opted individual will not count for the purposes of constituting a quorum.

The Vice Principal Student Experience, the Director of MIS and Quality and the Assistant Principal Curriculum and Sustainability will normally be in attendance. Others may attend by invitation.

1.1 Quorum: Three members of the Committee shall constitute a quorum. There should always be a majority of independent members present.

1.2 Chair: To be elected by the Regional Board.

2. Terms of Reference

The purpose of the Committee is to oversee the quality and standard of the curriculum provision, the student experience and relevant key performance indicators (KPIs). The Committee will also monitor the direction and performance of the Future Skills Strategy to ensure that the needs and requirements of the learners, stakeholders and employers are being met.

Key Items:

- Oversight of Future Skills Strategy including oversight of quality standards and relevant KPIs;
- Oversight of Annual Self Evaluation Action Plan (SEAP);
- Monitor and oversee the Corporate Parenting Plan;
- Monitor and oversee the British Sign Language Action Plan;
- Borders College Student Association (BCSA) relationship; and
- Oversight of Equality and Diversity plans and reports.

2.1 To oversee the Skills and Enterprise Strategy and ensure that the objectives are on target to being achieved and that the Strategy continues to meet the needs of learners, employers and stakeholders, also including monitoring progress towards

College Key Performance Indicators (KPIs) and targets relating to the performance of students, teaching and learning across the College. To include student satisfaction scores, completion, retention, achievement and progression rates and rankings as well as access and inclusion reports and destination surveys;

- 2.2** To ensure that the curriculum and skills offering meets Regional needs and is robust, future facing, relevant, innovative and of a high quality;
- 2.3** To have oversight of, and monitor, the Self-Evaluation Action Plan (SEAP);
- 2.4** To oversee and monitor the College's British Sign Language (BSL) Action Plan;
- 2.5** To oversee that the quality requirements of the Scottish Funding Council and Education Scotland are met;
- 2.6** To monitor College complaints and compliments handling and outcomes;
- 2.7** To monitor strategic risks which are relevant to the Curriculum, Quality and Student Experience Committee;
- 2.8** To oversee and monitor the Corporate Parenting Plan;
- 2.9** To receive reports from the Borders College Student's Association (BCSA) and oversee the relationship between Board and BCSA;
- 2.10** To oversee student welfare and guidance;
- 2.11** To approve the College Annual Equalities and Mainstreaming Report and Action Plan, and monitor progress against objectives;
- 2.12** To receive reports on Learning for Leading visits by Regional Board Members and monitor and oversee the management response to any items raised;
- 2.13** To oversee the disbursement of the George Heron Wilson Bequest and the Robert Noble Trust; and
- 2.14** To provide an annual report to the Regional Board

3. Meetings

The Committee shall meet three times a year and more frequently as necessary.

4. Reporting

All members of the Regional Board shall receive a copy of the minutes of each meeting and the Chair of the Committee shall make a report at the following Regional Board meeting.

Approved by the Board – Date of next review – June 2026

Appendix 3

BORDERS COLLEGE

FINANCE AND RESOURCES COMMITTEE

TERMS OF REFERENCE

1. Constitution

A minimum of six members comprising the Board Chair, Principal and a minimum of four other Members of the Board. No member of this Committee may serve concurrently on the Audit Committee. There may be other Committee members co-opted as appropriate. The Regional Board will be advised of the details of any proposed co-opted individual. The co-opted individual will not count for the purposes of constituting a quorum. The Vice Principal Finance and Corporate Services would normally be in attendance.

1.1 Quorum: Three members of the Committee shall constitute a quorum. There should always be a majority of independent members present.

1.2 Chair: To be elected by the Regional Board.

2. Terms of Reference

The purpose of the Committee is to provide oversight and monitoring to ensure the College is utilising resources appropriately and effectively in order to deliver against plans and strategies.

- Key Items:
- Finance
- People Services
- Asset Management Strategy
- Workforce Strategy
- Cyber Security

2.1 To monitor the financial management of the College; including reviewing and monitoring treasury management strategy, strategic financial plans and annual budgets;

2.2 To keep People Service's strategic policies under review and consider proposed changes for recommendation to the Regional Board;

2.3 To consider performance benchmarking information, **where appropriate**, to assess the effectiveness of use of College resources;

2.4 To review and recommend the Annual Budget to the Board and oversee its delivery;

- 2.5** To consider the Financial Forecast Return (FFR) and recommend for approval by the Board, and monitor the progression of the FFR;
- 2.6** To write off bad debts within limits set in the Financial Regulations;
- 2.7** To oversee the Workforce Strategy and to monitor the implementation of this and delivery of associated KPIs;
- 2.8** To oversee the Asset Management Strategy (digital, IT and property resources) and to monitor the implementation of this and delivery of associated KPIs;
- 2.9** To oversee the Financial Plan and to monitor the implementation of this and delivery of associated KPIs;
- 2.10** To ensure the application and implementation of the Financial Regulations;
- 2.11** To consider strategic matters which may have significant resource impact, and make recommendations to the Board on these matters;
- 2.12** To ensure the College adheres to the Financial Memorandum issued by the Scottish Funding Council;
- 2.13** To approve procurements in accordance with the authority delegated to the Committee from time to time under the Borders College Procurements Thresholds Scheme (currently fixed at procurements between £100,000 and £249,999);
- 2.14** To review and approve policy in relation to how tuition and other fees are set, and arrangements for refunds;
- 2.15** To monitor the performance of any College Subsidiary Entities;
- 2.16** To monitor strategic risks which are relevant to the Finance and Resources Committee;
- 2.17** To monitor that the College is operating within all legal requirements relating to employment law and other legislation affecting employment;
- 2.18** To ensure that National Bargaining agreements are implemented;
- 2.19** To ensure the College has relevant and suitable procedures in place around cyber security, and be assured that the College is taking appropriate action where necessary; and
- 2.20** To provide an Annual Report to the Regional Board.

3. Meetings

The Committee shall meet four times a year and more frequently as necessary.

4. Reporting

All Members of the Regional Board shall receive a copy of the minutes of each meeting and the Chair of the Committee shall make a report at the following Regional Board meeting.

Approved by the Board –

Date of Next Review – June 2026