



CITY
COLLEGE
NORWICH



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Transformation and Commercial Growth Committee: Terms of Reference

Purpose:

The Transformation and Commercial Growth Committee is established to provide strategic oversight, scrutiny, and assurance to the Corporation Board on matters relating to institutional transformation, commercial development and income diversification. The Committee's remit is limited to strategic oversight of transformation and commercial growth initiatives, as defined within the College's Transformation Strategy. Routine operational matters and Business as Usual activities remain the responsibility of the relevant Standing Committees and Executive Management. The effectiveness of the Committee will be reviewed annually by the Corporation to ensure its relevance, appropriateness and that it remains fit for purpose. The Committee ensures that initiatives align with the College's mission to change Norfolk through learning and contribute to long-term sustainability and impact.

Membership:

The Committee shall normally comprise of 5 members which will include:

- The Chair of the Corporation
- The Vice-Chair of the Corporation
- The Chair of the Curriculum and Quality Committee
- The Chair of the Business Committee
- The Chair of the Audit and Risk Committee

SPH(s), Staff Governors and Student Governors and Co-Opted Members are not eligible to be members.

The Principal/Chief Executive shall attend in an advisory capacity at the request of the Committee.

The Committee may also invite other persons to attend meetings in order to provide specialist information and technical advice. Such persons shall not have a vote but shall be entitled to speak.

The quorum for meetings of the Committee shall be 3

The Director of Governance and Legal or a College employee agreed by the Committee shall act as Clerk to the Committee.

Frequency of Meetings:

The Committee shall meet at least three times per academic year, with additional meetings scheduled as necessary.

The Committee will report to the Corporation Board, providing key updates on progress, risks and areas for growth. Minutes shall be reported to the Board.



Terms of Reference:

The Committee shall not consider day-to-day operational performance or Business as Usual activities which are overseen by other Standing Committees, other than where there is overlap or reference, as set out within the College's Transformation Strategy. Its focus is on strategic change, innovation and commercial development aligned with the Transformation Strategy.

1. Strategic Transformation
 - a. Review and assess progress against the College's Transformation Strategy and associated programmes.
 - b. Provide oversight of major change initiatives, including digital transformation, curriculum innovation, and estate development.
 - c. Confirm that transformation projects are aligned with the College's strategic priorities and values.
2. Commercial Growth
 - a. Review and scrutinise commercial ventures, partnerships, and income-generating activities for transformation linked initiatives. Oversight of ongoing commercial activities and routine financial performance is reserved to the Business Committee.
 - b. Review and evaluate performance of commercial operations relating to transformation
 - c. Evaluate business cases for new commercial opportunities and recommend approval to the Corporation Board.
3. Risk and Assurance
 - a. Oversee risk assessment and mitigation strategies associated with transformation and commercial activities.
 - b. Seek assurance on governance, due diligence, and legal compliance in all initiatives.
 - c. Review financial performance and return on investment of commercial activities.
4. Stakeholder Engagement
 - a. Support the development of strategic partnerships with employers, community organisations, and other stakeholders.
 - b. Confirm that transformation and commercial growth initiatives reflect the needs of learners, staff, and the wider community.
5. The Committee is authorised by the Corporation Board to investigate any activity within its terms of reference. It may seek any information it requires from staff and external parties, and commission independent advice as needed.
6. These Terms of Reference shall be reviewed annually by the Committee and approved by the Corporation Board.

Reporting to: Corporation Board

Approved by the Board: 09 January 2026