



Governance Handbook UK Business College

**September 2024
Version 3.0**

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The Role and Function of Boards and Committees at UK Business College

The governance structure of UK Business College (hereafter UKBC) is supported and enabled by the boards and committees which meet regularly to consider, discuss and make decisions about the College's educational and other activities. The boards and committees bring together staff, students and external members, to promote consensus and ownership of decision-making. They combine expertise gathered from across and outside the institution.

The committee structure is an essential part of the College's governance process and has been designed to:

- Ensure accountability (as defined under a committee's Terms of Reference);
- Ensure effective decisions are made at the appropriate levels;
- Ensure all pertinent issues are addressed by an appropriate committee;
- Avoid duplication of work;
- Reinforce a culture of 'best-practice' in committee process and management.

The UKBC must ensure it meets the standards as outlined by external, independent regulators. The Office for Students (OfS) is the regulatory body with responsibility for higher education in England, and registered higher education providers (HEPs) must comply with the initial and ongoing conditions of registration, including those relevant to governance. This document sets out the governance structures and arrangements for UKBC in accordance with the requirements of OfS. It also ensures that UKBC adheres to the Seven Principles of Public Life (the Nolan Principles). The governance arrangements at UKBC are informed by the Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021) and have adopted the ten principles of the Code, namely:

1. Clarity of Roles
2. Collective Responsibility
3. Academic Governance
4. Risk Management
5. Size and Skill
6. Effectiveness
7. Integrity
8. Remuneration
9. Fair reporting
10. External and student engagement

To achieve its objectives, the UKBC has established bodies accountable for the governance and management of the College:

Strategic Governance - The Board of Governors oversees the overall management of operations of the College. Overall legal, and therefore regulatory, responsibility for the College rests with the Board of Governors, who have ultimate fiduciary responsibility.

Academic Management – Academic Quality and Standards, together with the student experience, are overseen by the Academic Board and its committees. Academic Board provides the Board of Governors with assurance that the College's higher education strategy, curriculum and partnership arrangements are fit for purpose. It also approves the offer of new programmes and revisions to existing academic provision.

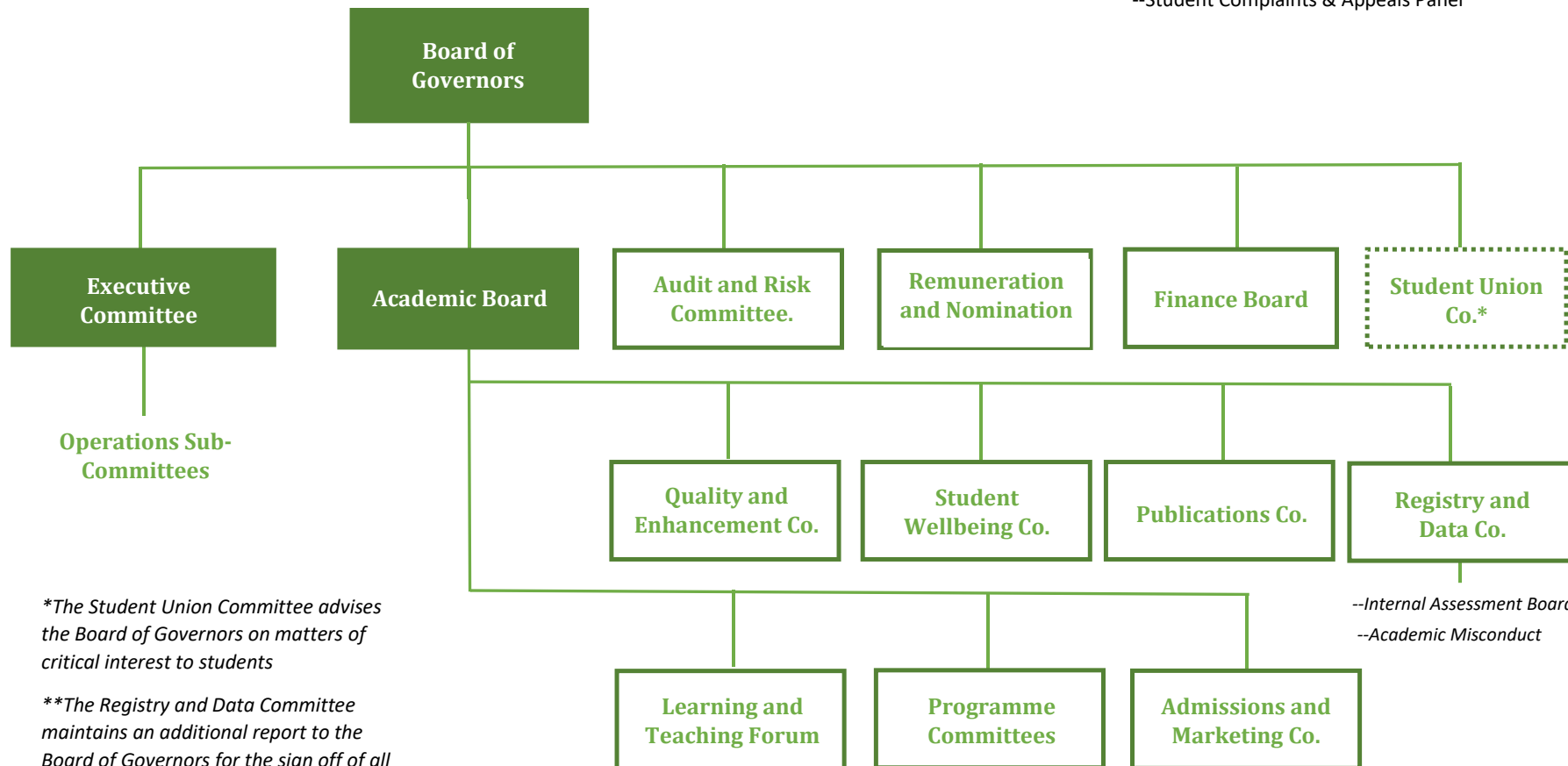
Changes to committees:

Any significant changes to the committee structure (e.g., revised membership, revised terms of reference, adding or dissolving committees) must be approved by the overseeing committee or Board of Governors, as appropriate

Governance within the Context of the Higher Education Regulatory Environment

Committees of Governance and Oversight at UKBC
Version 2.2

--Internal Assessment Board
--Academic Misconduct Panel
--Student Complaints & Appeals Panel



Part 1: Strategic Governance

The UKBC Board of Governors

Delegated Powers:

The Board of Governors is the Governing body of the College and has ultimate responsibility for its affairs and ensures the effective management and control of the College. The Board of Governors is responsible for setting the education character, vision and mission of the College, ensuring the effective management and governance whilst being accountable for all actions and decisions of the UKBC.

The Board of Governors delegates responsibility to several sub-committees each of which will report directly to the Board on all matters set out in their terms of reference: Academic Board, Finance Board, Remuneration Committee, and Audit Committee.

The Board ensures compliance with the IHE Code of Governance and upholds the public interest governance principles applicable to it under the terms of registration as a higher education provider with the OfS.

Terms of Reference:

The Board is responsible for:

- i. Receiving reports from Academic Board, Finance Board, Remuneration Committee, and Audit Committee and, where appropriate, approving and authorising the actions of these boards and committees,
- ii. Setting and agreeing the mission, strategic vision and values of the College,
- iii. Overseeing the day-to-day management and operations of the College,
- iv. Agreeing long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders,
- v. Ensuring accountability for health, safety and security, equality, diversity and inclusion, and for eliminating unlawful discrimination, harassment and victimisation, data protection and security, the Prevent Duty and procurement,
- vi. Ensuring 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 for managing conflicts of interest,
- vii. Evaluating, at least annually, the risk registers to ensure key risks are effectively managed and monitored (including academic risks),
- viii. Ensuring that the appropriate estates, finance, human resources strategies are established,
- ix. Monitoring the audits and/or reconciliations undertaken systematically on admissions, attendance, records of students held by SLC and SMS,

- x. Reviewing and reporting to the shareholders annually on the effectiveness of the Board and its members,
- xi. Reviewing and evaluating all institutional reports produced for and received by third parties (such as but not limited to QAA, OfS, HESA, DfE), and associated action plans and reports produced,
- xii. Reviewing the academic management and annual quality planning cycle and keeping under regular review, the policies, procedures, and limits within such management functions,
- xiii. Promoting a culture which supports inclusivity and diversity,
- xiv. Reviewing the Board's terms of reference annually,
- xv. Conducting an annual review of the effectiveness of the Board's activities.

Membership:

Chief Executive Officer (Chair);
Dean, Head of Finance, Independent Member (academic), Independent Member (finance)

By invitation: Student Union President

Quorum: The Chair and 50% of the above members must be present

Frequency: This Committee shall meet three times per year as a minimum; the Chair may convene extraordinary meetings in accordance with business need.

Audit and Risk Committee

Delegated Powers

The Audit and Risk Committee is a committee of the Board of Governors. It is accountable for the oversight of financial audit and for reviewing and assuring the effectiveness of the College's internal control systems and risk management. The Committee also provides institutional oversight of the College's statutory and regulatory compliance and ensures the College complies with the external regulatory framework overseen by the Office for Students.

The Committee ensures compliance with the IHE Code of Governance and the relevant sections of the Office for Students' (OfS) Terms and Conditions of Funding.

Terms of Reference:

The Committee is responsible for:

- i. Advising the Board of Governors on the appointment of the external auditor, the provision of any non-audit services by the external auditor and any questions of resignation or dismissal of the external auditor,
- ii. Approving the external audit fee,
- iii. Discussing, the nature and scope of the audit with the external auditor, before the audit commences,
- iv. Discussing with the external auditor problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses and any other matters the external auditor may wish to discuss (in the absence of management where necessary),
- v. Considering and advising the Board of Governors on the appointment and terms of engagement of the internal auditor, the provision of any non-audit services by the internal auditor and any questions of resignation or dismissal of the internal auditor,
- vi. Keeping under review the effectiveness of control and governance arrangements and in particular reviewing the external auditor's management letter, the internal auditor's annual report and management responses,
- vii. Keeping under review the effectiveness of the risk management arrangements through the consideration of reports and presentations by risk owners,
- viii. Keeping under review any circumstances which may constitute reportable events to the OfS, and advising the Board of Governors appropriately, together with recommending possible mitigating actions,

- ix. Ensuring that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the Office for Students (OfS), have been informed,
- x. Monitoring policy and procedures for detecting fraud and irregularity, including being notified of any action taken under that policy,
- xi. Monitoring policy and procedures for the prevention of bribery and receiving reports on non-compliance,
- xii. Monitoring the adequacy and effectiveness of the anti-money laundering systems and controls,
- xiii. Considering elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion,
- xiv. Considering significant accounting policies, any changes to them and any significant estimates and judgements,
- xv. Reviewing the clarity and completeness of disclosures in the financial reports and statements and consider whether the disclosures made are set properly in context,
- xvi. Reviewing the Committee's terms of reference annually,
- xvii. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to: Board of Governors

Membership: Independent Member (finance) (Chair)
CEO, Head of Finance, Independent Member (academic)

Quorum: 50%

Frequency: This Committee shall meet three times per year.

Remuneration and Nominations Committee

Delegated Powers:

The Remuneration and Nominations Committee is a committee of the Board of Governors. The Committee is tasked with advising the Board of Governors on the management of the College's financial affairs, oversees and governs the pay of governors, officers and senior management within the College.

The Committee ensures compliance with the IHE Code of Governance and Office for Students guidance in all relevant matters.

Terms of Reference:

The Committee is responsible for:

- i. Determining the framework for the remuneration of governors, officers and senior management within the College,
- ii. Reviewing the appropriateness and the relevance of the remuneration framework or broad policy at an institutional level for all staff, taking account of trends within HE, as well as the public interest, the safeguarding of public funds,
- iii. Determining targets for any performance related pay schemes,
- iv. Reviewing the pension arrangements for the governors and other senior officers,
- v. Approving the appointment of governors and senior officers
- vi. Ensuring that the size and experience/skills of the Board of Governors is appropriate to the context of the institution
- vii. Ensuring that the policy of succession planning is in place for Board members and senior officers
- viii. Reviewing the committee's terms of reference annually,
- ix. Conducting an annual review of the effectiveness of the committee's activities.

Reports to: Board of Governors

Membership: Independent Advisor (Chair), CEO,
Head of Finance, Independent Member (Academic), Senior HR Officer

Quorum: 50%

Frequency: Once a year (or more frequently if necessary)

Finance Board

Delegated Powers:

The Finance Board is a committee of the Board of Governors. The Committee is tasked with advising the Board of Governors on the management of the College's financial affairs.

Terms of Reference:

The Committee is responsible for:

- i. Ensuring the College's accountability for the proper use of public funds,
- ii. Supervising the financial position of the College,
- iii. Considering and recommending to Board of Governors the annual income and expenditure budget,
- iv. Reviewing the annual financial statements, particularly in relation to financial strategy and performance,
- v. Monitoring the income/expenditure/ and cash flow/balance sheets against budget,
- vi. Considering the Annual Audited Accounts and Financial statements in accordance with the Office for Students Accounts directions, Financial Reporting Standard (FRS102) and consequently, with the Audit Committee,
- vii. Advising on financial risk and financial controls,
- viii. Submitting financial statements to Companies House,
- ix. Reviewing the Board's terms of reference annually,
- x. Conducting an annual review of the effectiveness of the Board's activities.

Reports to: Board of Governors

Membership: Head of Finance (Chair)
CEO, Independent Member (finance), Registrar, Finance & Payroll Officer,

Quorum: 50%

Frequency: Twice a year

Student Union Committee

The Student Union Committee is the students' own body within the College and plays a significant role in both academic and social life at the institution.

Terms of Reference:

The Student Union Committee is responsible for:

- i. Setting the direction of the Student Union,
- ii. Developing quality extracurricular activities of an educational social, cultural and recreational nature to the student community,
- iii. Supporting students encountering problems with student life,
- iv. Ensuring appropriate representation of students in College's panel and committees,
- v. Producing reports for the Academic Board and Board of Governors,
- vi. Overseeing the annual budget,
- vii. Reviewing the Committee's terms of reference annually,
- viii. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to: Board of Governors

Membership: Student Union President (Chair)
Student Union Vice President(s), Secretary, Student Representatives from each programme

Quorum: 50%

Frequency: Quarterly (4 meetings per annum).

Executive Committee

The Executive Committee of the College shall meet routinely to review strategic directives issued by the Board of Governors and the Academic Boards, and to direct workflow and commit such resources as is necessary to fulfil these.

The Executive shall use its committee process to ensure that risks to the continuity of higher education delivery at the College are appropriately managed, and that the College retains the key assets and skills mix necessary for the delivery of higher education in accordance with the specifications of the English Regulator (OfS).

Terms of Reference

- i. To assist the strategic planning process and implement the Strategic Plan as approved by the Board of Governors;
- ii. To monitor, measure, and evaluate the College's performance in relation to the pursuit of its strategic objectives and Key Performance Indicators and ensuring appropriate actions are implemented to ensure successful delivery and achievement of targets
- iii. To maximise the physical, electronic and human resources available to the College and ensuring their effective, efficient and economical use
- iv. The Committee may establish such sub-committees and working groups as necessary fulfil its brief, and will ensure these subcommittees are clear in terms of their purpose and authority.
- v. The Committee will prepare a report of its activities for the Board of Governors ahead of its meetings, this report will outline the key activities and challenges facing the operation of the College, and how these have been dealt with.

Meeting frequency:

- vi. The Executive Committee will be convened as is deemed necessary by the CEO, this will be no less than three times annually, usually occurring after meetings of the Board of Governors and the Academic Board.
- vii. Additional meetings may be called to address matters critical to the day-to-day business of the College. The CEO will usually give three days' notice to members.
- viii. The Committee's order of business shall be determined in advance by the Chair; time at the end of the meeting will be reserved for a plenary in which managers can raise issues of particular urgency.

Reports to: Board of Governors

Membership

CEO (Chair), Dean, Associate Dean, Registrar, Senior HR Officer, Admissions and Marketing Manager, Head of Finance, Student Support Manager, IT Manager, Programme Manager, Quality Manager, Student Representative (by invitation), Teaching Staff Representation

Quorum: 50%

Frequency: Quarterly (4 meetings per annum); when required

Operations Panel

The Operation Panel responsibilities and protocols are in place to ensure safe environment for staff members and students at our local campus.

Operation Manager should use this Panel in order to ensure all the operations risks are reviewed regularly, UKBC operations department policies and procedures are up to date. Ensure all the annual risk assessments are undertaken and UKBC have updated certifications.

Terms of Reference

- i. Monitor Health and Safety arrangements and reports.
- ii. To ensure that adequate buildings insurance is arranged.
- iii. To ensure that indemnity insurance is arranged and maintained
- iv. To establish procurement and payment systems.
- v. Monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan for the academic year, drawing any matters of concern to the attention of the UKBC Board of Governors.
- vi. resources are being managed in an efficient, economical and effective manner
- vii. Ensure that risks are being addressed appropriately through internal scrutiny
- viii. Recommend and oversee processes for review of the Board's effectiveness
- ix. Ensure that operation and delivery of the programme reflect appropriate College policies, procedures and regulations.
- x. Overseeing the effective operation and delivery of the programme including:
- xi. Considering operations issues raised from student feedback

Emergency Procedure:

- i. Ensure all the protocols for responding to the emergencies, including evacuation procedures, first aid, and crisis management

Training and Awareness:

- ii. Requirements for training sessions related to health and safety practices for staff and students

Reporting Incidents:

- iii. Procedures for reporting accidents, injuries, or unsafe conditions, including the documentation process.

Inspection and Maintenance:

- iv. Guidelines for regular inspections of facilities and equipment to ensure safety standards are met.

Reports to: Executive Committee

Membership

Operation Manager (Chair), Head of Operations, Campus Security Officers, IT officer, IT support

Quorum: 50%

Frequency: Quarterly (4 meetings per annum)

Part 2: Academic Management

Academic Board

Delegated Powers:

The Academic Board is responsible for advising the Board of Governors on the strategic direction of the College's academic activities, academic risks and the overall effectiveness of services in support of the academic endeavours. Its work ensures the delivery of higher education in accordance with the requirements of Regulatory Framework and the regulations of any partner awarding bodies, relevant legislation and external benchmarks relating to the delivery of Higher Education within the UK, including the UK Quality Code and associated guidance as defined by the Quality Assurance Agency for Higher Education (QAA).

Terms of Reference:

The Academic Board is responsible for:

- i. Promoting and enhancing effective student learning and teaching and enhancing academic standards,
- ii. Advising Board of Governors to strengthen and improve effective academic activities and provide resources needed to support these activities,
- iii. Reviewing procedures and policies on matters relating to the performance of students studying for an award, admission of students to courses, performance of teaching provided for students including curriculum content and that assessment and examination meet the requirements of the respective awarding bodies,
- iv. Maintaining an overview of the College's academic strategies, policies and procedures related to teaching and learning, maintaining academic standards, programme development and reviewing quality management and enhancement,
- v. Receiving the minutes from all meetings and making sure that all documentation is in line with UK Quality Code for Higher Education,
- vi. Reviewing annually Self Evaluation Document and Quality Improvement Plan; reporting on the evaluation of the success to Board of Governors,
- vii. Overseeing mechanisms to facilitate student feedback and to ensure the College considers
- viii. Students' views and feedback, having oversight of student success rates and outcomes, including graduate destinations, and keeping under review the comparative success rates and outcomes for different groups,
- ix. Considering and recommending development proposals for the addition, withdrawal, and significant alteration of programmes high quality programmes which meet the academic and quality assurance standards,
- x. Reviewing the Board's terms of reference annually,
- xi. Conducting an annual review of the effectiveness of the Board's activities.

Reports to: Board of Governors

Membership: Dean (Chair)

Associate Dean, Programme Manager, Quality Manager, Registrar, Registry Officer, Teaching Staff, Support Services, Head of Admissions and Marketing, HR Officer, IT Manager, Student Union member

Quorum: 50%

Frequency: Once per semester

Quality and Enhancement Committee

Delegated Powers:

The Quality Enhancement Committee is responsible for the management of quality assurance and enhancement in the UKBC.

The committee has working responsibility for the implementation and management of robust and effective structures and policies for the oversight and maintenance of academic standards, quality assurance and enhancement of learning opportunities.

The Committee ensures compliance with the UK Quality Code for Higher Education and associated guidance.

Terms of Reference:

The Quality Enhancement Committee's responsibilities are listed below:

- i. Reviewing and developing strategic quality framework, procedures and policies for assuring, enhancing and maintaining standards and quality of provision and ensuring the policies and procedures are supported and are implemented consistently and effectively,
- ii. Identifying, implementing and guaranteeing the proclamation of practices which enhance the quality of the student learning experience,
- iii. Working with relevant departments and committees with responsibility for the monitoring and review of academic quality and standards, including external examiner and assessment board reports for awarding body partners,
- iv. Advising Academic Board on responding to quality audits, and ensuring correct follow up procedure with actions arising from the external regulatory framework,
- v. Recommending policies on all matters relating to quality, student enhancement, academic standard and published information regarding courses offered,
- vi. Exercising oversight of College & Programme level quality assurance and reviewing handbooks and policies,
- vii. Overseeing the delivery and enhancement of the College's quality assurance framework,
- viii. ensuring that it meets external requirements,
- ix. Monitoring outputs from internal and external monitoring and reviews, which includes Periodic Reviews, QAA and other external agencies reviews, External Examiner reports, identify risk areas for enhancement and discuss and approve actions,
- x. Monitoring reports from validations, approvals and terminations and discussing and approving actions,
- xi. Monitoring regularly all guidance and requirements issued by the QAA, particularly in relation to the UK Quality Code for Higher Education, initiating and coordinating actions as appropriate,

- xii. Monitoring a range of relevant risks and performance indicators, including indicators monitored by the OfS,
- xiii. Having oversight of the College's approach to assure the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students,
- xiv. Receiving annual reports from all external examiners,
- xv. Producing the annual Quality Management Cycle report for review by Academic Board,
- xvi. Receiving and reviewing the minutes and reports of its sub-committees and providing copies of its minutes and an Annual Self-Assessment Report (SAR) to Academic Board,
- xvii. Reviewing the Committee's terms of reference annually,
- xviii. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to: Academic Board

Membership: Quality Manager (Chair)

Dean, Programme Manager, Registrar, Registry Officer, Student Services, Student Representative

Quorum: 50%

Frequency: Once per semester to coincide with Academic Board (usually 2 weeks prior).

Publications Committee

Delegated Powers:

The Publications Committee is responsible for the consideration, development and monitoring of all information produced by the College to ensure that it is fit for purpose, accessible and trustworthy.

The Committee ensures compliance with the OfS Regulatory Framework for Higher Education in England, the CMA UK higher education providers – advice on consumer protection law and the UK Quality Code for Higher Education.

Terms of Reference:

The Publications Committee's responsibilities are set out below.

- i. Ensuring that all key College information (such as the College's Mission Statement), organisational facts (such as accreditations and approvals) and legal and regulatory licenses and memberships (such as OIA, HEA) and key policies are clearly visible to all stakeholder groups via the College's website or online portal,
- ii. Ensuring that provided information clearly shows the College's key facilities, campuses and main expectations from both a student's and the College's perspectives,
- iii. Reviewing and considering all relevant internal and external information, in line with the Published Information Policy,
- iv. Ensuring information for prospective students is available on printed publications and online (website and social media platforms), in a clear and straightforward style and in a manner that demonstrates that the College application and admission processes are fair, transparent and consistent,
- v. Monitoring and reviewing all relevant information relating to the College handbooks such as the student handbook and course handbooks are up-to-date and contain accurate information,
- vi. Ensuring that the College makes clear instructions how it engages with students and makes sure that all policies and procedures relevant to students are published on the website and student portal (VLE),
- vii. Ensuring that information is available to all relevant stakeholders, about how the College manages academic standards, learning, teaching and assessments, how it aims at enhancing students' overall experiences at the College and how it ensures that information is accurate, up-to-date and trustworthy,

- viii. Monitoring received requests from all other committees for changes/ additions/ adaptations to public information to keep it up to date,
- ix. Reviewing the Committee's terms of reference annually,
- x. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to: Academic Board (to recommend approval by Board of Governors)

Membership: Quality Manager (Chair)

Dean, Associate Dean, Registrar, Head of Admissions and Marketing, HR Officer, Student Support, IT Manager,

Quorum: 50%

Frequency: The Committee convenes as appropriate under the management coordination of the Quality Office.

Learning and Teaching Forum

Delegated Powers:

The Learning and Teaching Forum is responsible to the Academic Board for the development and enhancement of learning and teaching approaches and practices. The Forum encourages the development of academic strategy, whilst also discusses and promotes academic developments, whether internally driven or externally indicated.

Terms of Reference:

The Learning and Teaching Forum's responsibilities are set out below:

- i. Developing a culture of excellence in teaching, learning, innovation and assessment practices,
- ii. Facilitating the sharing of good practice and initiatives from internal and external developments,
- iii. Contributing to the development of strategic learning and teaching development within College plans,
- iv. Monitoring the operation of the teaching observations and peer reviews,
- v. Support academic staff applications to the HE Academy Fellowship scheme,
- vi. Reviewing the Forum's terms of reference annually,
- vii. Conducting an annual review of the effectiveness of the Forum's activities,

Reports to: Academic Board

Membership: Dean (Chair)
Associate Dean, Programme Manager, Teaching Staff, Quality Manager,
Student representatives

Quorum: 50%

Frequency: Annually, including sessions to be scheduled after teaching observations and peer observations to reflect on outcomes.

Admissions and Marketing Committee

Delegated Powers:

The Admissions and Marketing Committee oversees the development and implementation of the College's policies and procedures in the areas of marketing, recruitment and admission of students.

The Committee ensures compliance with the UK Quality Code for Higher Education, the QAA Published Guidance - "Admissions, Recruitment and Widening Access" and the CMA Higher Education: Consumer Law Advice for Providers.

Terms of Reference:

The Admissions and Marketing Committee's responsibilities are set out below.

- i. Defining, monitoring and reviewing UKBC strategy, policy and procedure in respect of all aspects of the marketing, recruitment, and admission of students,
- ii. Monitoring and review success against targets set in the strategies set out above and ensuring legislation and good practice (including CMA),
- iii. Monitoring internal and external public information related to marketing and admissions is clear, accessible, accurate and up-to-date,
- iv. Benchmarking performance in student marketing, recruitment, admissions and funding against key competitors and best-in-sector practice,
- v. Overseeing and monitoring the College Admissions Policy,
- vi. Monitoring application and conversion rates as the admission cycle progresses as well as the forecasted intake(s) as well reviewing Admissions complains and appeals,
- vii. Analysing and reviewing annual statistics regarding how many applicants have transitioned into fully enrolled students,
- viii. Monitoring and disseminating developments relating to enhancement of admissions,
- ix. Receiving and reviewing the minutes and any reports of its sub-committees and providing copies of its minutes and an annual report to the Academic Board whilst, reviewing its terms of reference, content and effectiveness,
- x. Reviewing the Committee's terms of reference annually,
- xi. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to:	Academic Board
Membership:	Admissions and Marketing Manager (Chair) Admissions Officer, Registrar, Student Support Manager
Quorum:	50%
Frequency:	Once per semester

Admissions and Re-Admissions Panel

Delegated Powers

The Admissions and Re-Admissions Panel is committed to review all applications to study at the UKBC College. It considers matters relating to applicants with special educational needs, safeguarding concerns, other cases which fall outside of the standard admissions procedure. The Admissions Panel additionally considers students who appealed admissions decisions and ensures that its admissions process is fair and transparent to all regardless of background.

Terms of Reference

The Admissions Panel's responsibilities are set out below.

- i. Committing to provide admissions policy in respect of applicants with special educational needs, safeguarding concerns, other cases which fall outside of standard admissions procedure,
- ii. Ensuring decisions of admissions falling outside the standard process are made with the benefit of appropriate expertise and sound judgement,
- iii. Considering applications from applicants with prior criminal convictions,
- iv. Encouraging fairness, consistency and transparency in the College's recruitment and admissions practices; considering appeals against admissions decisions,
- v. Reviewing and monitoring compliance in relation to the Admissions Policy, relevant Programme, Quality Assurance statements and external Codes of Practice,
- vi. Disclosing annual reports and minutes (if required) to the Admissions and Marketing Committee,
- vii. Considering applications from students who have previously withdrawn from, or have been withdrawn by the College, and who may be able to apply for re-admission,
- viii. Reviewing the Panel's terms of reference annually,

Reports to: Admissions and Marketing Committee

Membership: Head of Admissions and Marketing (Chair)
Dean, Associate Dean, Student Support Manager, Student Support Services, Programme Manager, Registrar.

Quorum: 50%

Frequency: The panel will meet at least twice per semester and may be also convened by the Chair on an ad- hoc basis as required.

Programme Committee

Delegated Powers:

The Programme Committee are responsible for monitoring and dealing with all issues associated with programme delivery and systematic overview of the course profile. The purpose of Programme Committees is to provide a seminar for the discussion of all matters, which affect the operation of a course. It should keep under review the academic quality of the course and ensure that the course is delivered in accordance with the aims and objectives defined at approval. In doing so it should monitor: 1) feedback from students, tutors and the operational team; and 2) statistics relating to pass rates, progression, retention.

Terms of Reference:

The Programme Committees' responsibilities are set out below.

- i. Discussing and advising on general course delivery, administration, academic regulations, and assessment,
- ii. Monitoring and evaluating of the academic standards and effectiveness of the course and drawing up necessary action plans,
- iii. Identifying and proposing to the Learning and Teaching Forum and the Quality Enhancement Committee training needs to be provided by link tutors and other individuals from respective awarding body and review resources required by the course and make those recommendation to appropriate Board,
- iv. Providing a clear channel of communication for students to raise issues for discussion related to their study,
- v. Providing an opportunity for students to give feedback regarding their learning experiences,
- vi. Monitoring and disseminating developments relating to enhancement of students on academic programme,
- vii. Reviewing the Committees' terms of references annually,

Reports to: Academic Board

Membership: Programme Manager (Chair)
Assessors/Teaching staff, Student Support Manager, Student Support, Registrar, Registry Officer, Student Representatives.

Quorum: 50%

Frequency: Termly (3 meetings per annum)

Registry and Data Management Committee

Delegated Powers:

The Registry and Data Management Committee is responsible for central student administration. It plans, monitors and reviews all Registry procedures and processes (appeals, complaints, disciplinary issues, timetabling and attendance including all registrations with the external awarding bodies) and supporting students throughout their academic journey.

Terms of Reference:

The Registry and Data Management Committee's responsibilities are set out below.

- i. Ensuring the integrity and alignment of processes with the College's strategic aims,
- ii. Promoting fairness, consistency and transparency in the College's enrolment and attendance practices and ensuring all the students are enrolled with the external awarding bodies,
- iii. Discussing all the withdrawn/at risk students and all the students withdrawn/terminated from examination board,
- iv. Making decisions regarding students' certification for those students who have completed their course,
- v. Monitoring and disseminating developments relating to the enhancement of Registry services,
- vi. Reporting annually to the Academic Board and Board of Governors on the profile of cases received and validated to assist in institutional analyses and reporting on the efficacy of the Registry regulations, whilst making recommendations for improvement,
- vii. Discussing the students with disciplinary cases, non-academic appeals and complaints.
- viii. Upholding the College's Attendance Monitoring Policy and reporting and addressing student attendance concerns,
- ix. Considering students whose academic status is considered 'at risk' owing to poor attendance and/or punctuality,
- x. Making objective, impartial decisions about the validity of mitigating circumstances claims submitted by students in the programme and determining the most appropriate course of action for the circumstances in hand,

- xi. Ensuring quality and effectiveness of the accuracy of data generated by current systems in use for generating such data,
- xii. Maintaining precise student data and records take all appropriate steps to ensure the anonymity of any personal data prior to sharing, including management and review of Registry systems,
- xiii. Maintaining accurate records on all relevant aspects on students' continuation, achievement, retention and on other data as requested by different departments,
- xiv. Auditing student records and ensure that the College's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations,
- xv. Ensuring ongoing liaison with all external authorities and maintain knowledge levels in light with external benchmark requirements,
- xvi. Reviewing the Committees' terms of references annually,
- xvii. Conducting an annual review of the effectiveness of the Committee's activities.

Reports to: Academic Board

Membership: Registrar (Chair)

Dean, Associate Dean, Student Support Manager, Student Support Officer, Registry Officer, Attendance Officer, Admissions Manager, Finance Officer

Quorum: 50%

Frequency: 3 meetings per annum

Student Complaints and Appeals Panel

Delegated Powers:

The Student Complaints and Appeals Panel has been established to consider formal complaints as well as formal appeals received by the Registry.

The Panel ensures compliance with the UK Quality Code for Higher Education, the QAA Published Guidance - “Complaints Concerns and Appeals” and the Office of the Independent Adjudicator (OIA) Good Practice Framework.

Terms of Reference:

The Appeals Panel’s responsibilities are set out below.

- i. Reviewing appeals in agreement with relevant colleagues and deciding if individual claims should be accepted,
- ii. Establishing that the evidence is valid, i.e., authentic, appropriate and that it has been submitted by the required date,
- iii. Making decisions on individual cases and informing the student(s) in writing of its decision together with a brief rationale,
- iv. Producing recommendations for improvements to the effectiveness and efficiency of the procedure and updating Registry records and relevant parties accordingly,
- v. Providing copies of its minutes and an annual report to the Registry Committee.

Reports to: Registry and Data Committee

Membership: Registrar (Chair)
Registry Officer, Associate Dean, Dean, Student Support Manager, Student Support Officer,

Quorum: 50%

Frequency: 3 meetings per annum, or as required.

Assessment Boards (Interim, Progression and Awards)

Delegated Powers:

The purpose of assessment boards is to ensure that examinations and assessment procedures are carried out in accordance with the College and awarding bodies' regulations;

The Interim Board considers, decides and approves the results of all modules at the end of each term, the Progression Board makes decisions on student progression (from one year to the next) the Awards Board confirms final grades, make decisions on student award and degree classifications

Terms of Reference:

The Assessment Boards responsibilities are:

- i. Ensuring that the rules and regulations relating to assessment and progression meet requirements of UKBC and are applied consistently and in line with awarding bodies' published guidelines,
- ii. Reviewing students' assessed achievement against set learning outcomes and producing recommendations regarding students' academic status for the awarding body's Assessment/Exam Board,
- iii. Ensuring a consistent approach of internal grading across all subject areas,
- iv. Identifying and undertaking to resolve any inconsistencies or anomalous instances or patterns within marking, resolving any instances of borderline pass/fail grades and overseeing the validity of judgements of higher attainment (e.g., merits / distinction, etc.),
- v. Discerning any areas of underperformance in assessments and reporting these accordingly,
- vi. Examining and disseminating developments relating to the enhancement of student assessment process and providing reports to the Academic Board,

Reports to: Registry and Data Management Committee;

Membership: Registrar(Chair), Programme Manager, Registry Officer, Dean, Associate Dean, Quality Manager, teaching staff(assessors)

Quorum: 50%

Frequency: Interim Board Termly, after the end of the assessment marking period, Progression Board at the end of each level of study and Awards board at the end of period of study

Academic Misconduct Panel

Delegated Powers:

The purpose of the Academic Misconduct Panel is to examine allegations of academic misconduct following a procedure that satisfies the accepted standards of fairness, by applying regulations / policies to the facts, as presented by evidence.

The Panel ensures compliance with the UK Quality Code for Higher Education and the QAA Published Guidance - “Enabling Student Achievement” - “Assessment”.

Terms of Reference:

The Academic Misconduct Panel’s responsibilities are set out below.

- i. Assessing the evidence available and making decisions based on the findings,
- ii. Ensuring that the hearing process is fair and transparent and examining the process taken in the identification, investigation and awarding of the penalty,
- iii. Analysing the record of penalties applied to ensure that it is consistent with the awarding body’s processes,
- iv. Reporting to Registry and Data Management Committee on the profile of cases received and validated to assist in institutional analyses and reporting on the efficacy of the Misconduct regulations, whilst making recommendations for improvement.

Reports to: Registry and Data Management Committee

Membership: Programme Manager (Chair)

Student Support Manager, Student Services, Registrar, Registry Officer, Exam Officer, Assessors

Quorum: 50%

Frequency: 3 meetings per annum, or as required.

Student Wellbeing Committee

Delegated Powers:

The Students Wellbeing Committee takes an institutional overview of the College's support for students (other than direct academic support) and identifies opportunities to enhance this support. It regularly reviews the services available to all students on the basis of changing needs and growth in the student population.

Terms of Reference:

The Student Wellbeing Committee's responsibilities are set out below.

- i. Evaluating performance of services provided by the Student Support Services,
- ii. Advising the Academic Board on any policy proposals that specifically affect student focused non-academic activity,
- iii. Fostering collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development student support,
- iv. Monitoring activities and data relating to the support for students and reporting on matters which could impede delivery of the College's objectives,
- v. Examining and disseminating developments relating to the enhancement of student support,
- vi. Providing copies of its minutes and an annual report to the Academic Board.

Reports to: Academic Board

Membership: Student Support Manager (Chair)

Dean, Associate Dean, Registrar, Registry Officer, Programme Manager, Student Representatives, Student Support Services

Quorum: 50%

Frequency: Quarterly (4 meeting per annum).

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