



# **Governance Handbook UK Business College**

**September 2025  
Version 4.0**

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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.

UKBC must ensure that 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 also 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, 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

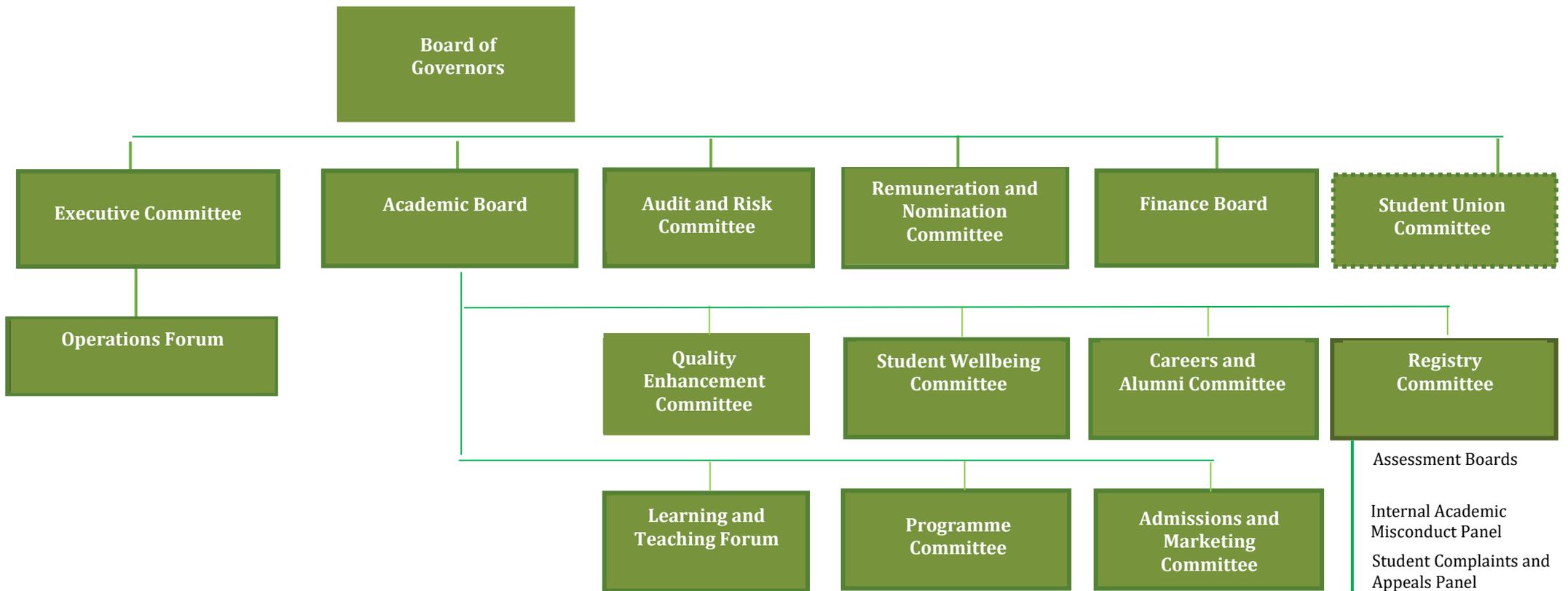
Board provides the Board of Governors with assurance that the College's higher education strategy, curriculum and partnership arrangements are fit for purpose. It also approves the offer of new programmes and revisions to existing academic provision.

**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 (*subject to revision in line with the strategic plan*)  
Version 2.2



## Part 1: Strategic Governance UK Business College (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 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: Executive Committee, Academic Board, Finance Board, Remuneration and Nomination 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 Office for Students (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. Providing oversight of the College's executive leadership and receiving regular assurance on the effectiveness of day-to-day management,
- 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, and human resources strategies are established and effective,
- ix. Receiving assurance that appropriate data integrity systems are in place for admissions, attendance, and student records, including compliance with SLC and statutory returns

- 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 OfS, 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. Reviewing the Board's terms of reference annually,
- xiv. Conducting an annual review of the effectiveness of the Board's activities,
- xv. Ensuring an effective process for the recruitment, development, and succession planning of Board members,
- xvi. Ensuring that safeguarding responsibilities are met and that safeguarding policies and practices are regularly reviewed.

**Membership:**

Chief Executive Officer (Chair); Principal, Finance Manager, Independent Members representing academic, industry and quality, Student Union President, Nominated Staff Governor

**Quorum:** 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 needs.

Secretary: Registry Officer

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# 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. To review and monitor the institution's risk registers on a regular basis (at least quarterly), ensuring that key strategic, operational, financial, and academic risks are identified, assessed, and effectively managed; to provide assurance to the Board of Governors on the adequacy and effectiveness of the institution's risk management framework; and to escalate significant or emerging risks to the Board, with appropriate recommendations for action,
- xvii. To oversee and annually review the Student Protection Plan (SPP), ensuring its effectiveness, currency, and alignment with the Office for Students' expectations, and to confirm that students are adequately informed of any material changes or institutional risks,
- xviii. Reviewing the Committee's terms of reference annually,
- xix. Conducting an annual review of the effectiveness of the Committee's activities.

**Reports to:** Board of Governors

**Membership:** Head of Finance (Chair),  
CEO, Principal, Head of Quality

**Quorum:** 50%

**Frequency:** This Committee shall meet three times per year.

Secretary: Registry Officer

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# Remuneration and Nominations Committee

## Delegated Powers:

The Remuneration and Nominations Committee is a committee of the Board of Governors. The Committee advises the Board of Governors on remuneration and nomination matters related to governance, executive appointments, and senior management compensation in line with institutional strategy and public interest. 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. Recommending to the Board the appointment of governors and senior officers, based on skills needs and succession planning,
- v. Ensuring that the policy of succession planning is in place for Board members and senior officers,
- vi. Reviewing the committee's terms of reference annually,
- vii. Conducting an annual review of the effectiveness of the committee's activities.

**Reports to:** Board of Governors

**Membership:** CEO, Head of Finance, Senior HR Officer

**Quorum:** 50%

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

Secretary: Quality Officer

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# 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 and risk 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)

Finance Manager, CEO, Registrar, Finance & Payroll Officer,

**Quorum:** 50%

**Frequency:** Three times a year

Secretary: Registry Officer

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## **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. Supporting the strategic development of the Student Union, ensuring alignment with the College's mission, values, and regulatory responsibilities while respecting its independence,
- ii. Developing quality extracurricular activities of an educational, social, cultural and recreational nature for 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: Academic Board**

**Membership:** Student Union President (Chair), Student Vice President, Student Union Coordinator, Student Representatives from each programme

**Quorum:** 50%

**Frequency:** Twice per semester (4 meetings per annum)

**Secretary:** Student Ambassador

# 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 to 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), Principal, Associate Dean, Registrar, Senior HR Officer, Head of Admissions, Marketing Manager, Finance Manager, Student Support Lead, IT Manager, Programme Manager, Head of Quality, Operations Manager, Student Union President

**Quorum:** 50%

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

Secretary: Registry Officer

# Operations Forum

The Operations Forum has responsibility to ensure protocols are in place to ensure a safe environment for staff members and students.

The Operations Manager should use this forum to ensure all operational risks are reviewed regularly, UKBC operations department policies and procedures are up to date, and that all the annual risk assessments are undertaken as required.

## 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 executive committee,
- vi. Ensure 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 the operation and delivery of all college programmes reflect appropriate College policies, procedures and regulations,
- x. Overseeing the effective operation and delivery of the programme including:

### 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

Operations Manager (Chair), Associate Dean, Campus Security Officers, IT Officer, Cleaners, Receptionist

**Quorum:** 50%

**Frequency:** 2 Per Semester (4 meetings per annum)

Secretary: Receptionist

# 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 academic excellence. Its work ensures the delivery of higher education in accordance with the UKBC strategic plan, and the relevant regulatory frameworks, legislation and external benchmarks relating to the delivery of Higher Education within the UK, including the regulations of any partner awarding bodies.

## Terms of Reference:

The Academic Board is responsible for:

- i. Promoting and enhancing effective student learning and teaching and in promoting and maintaining 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 sub-meetings and making sure that all documentation is in line with current HE regulation,
- vi. Receiving an annual evaluation report on impact and progress from academics, quality, registry, student support and wellbeing, careers and employability, admissions, and the student union,
- 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. To monitor the effectiveness, accessibility, and impact of student and learning support services, including wellbeing, academic advising, disability, careers, and learning support, and to ensure these services are appropriately resourced to meet the needs of the student body,
- xi. To consider evidence from student feedback and make recommendations to the Board of Governors on improvements or resource allocation where necessary,

- xii. To monitor student continuation, completion and progression data, ensuring outcomes meet or exceed the thresholds set by the Office for Students, and to implement and review interventions where indicators fall below expected levels,
- xiii. Reviewing the Board's terms of reference annually,
- xiv. Conducting an annual review of the effectiveness of the Board's activities.

**Reports to:** Board of Governors

**Membership:** Principal (Chair)

External Panel Member, Associate Dean, Programme Manager, Head of Quality, Registrar, Teaching Staff Representation, Student Support Team Lead, Academic Support Representation, Head of Admissions, Senior HR Officer, Senior IT Officer, Student Union President, Student Union Coordinator

**Quorum:** 50%

**Frequency:** Twice per semester (4 Meetings per annum)

Secretary: Registry Officer

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# Quality Enhancement Committee

## Delegated Powers:

The Quality Enhancement Committee (QEC) is responsible for the management of quality assurance and enhancement at 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 OfS conditions of registration.

## Terms of Reference:

The Quality Enhancement Committee's responsibilities are listed below:

- i. Reviewing and developing strategic quality assurance 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 regulations,
- 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. Monitoring outputs from internal and external monitoring reviews, External Examiner reports, and identify risk areas for enhancement and discuss and approve actions,
- viii. Monitoring reports from validations, approvals, and terminations, and discussing and approving actions,
- ix. Monitoring regularly all guidance and requirements issued by the OfS, initiating and coordinating actions as appropriate,

- x. Monitoring a range of relevant risks and performance indicators, including indicators monitored by the OfS,
- xi. Having oversight of the College's approach to assure the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students,
- xii. Receiving annual reports from all external examiners,
- xiii. Producing the annual Quality report for review by Academic Board,
- xiv. 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,
- xv. Reviewing the Committee's terms of reference annually,
- xvi. Conducting an annual review of the effectiveness of the Committee's activities.

**Reports to:** Academic Board

**Membership:** Head of Quality (Chair)

Principal, Associate Dean, Programme Manager, Registrar, Registry Officer, Student Support Team Lead, Student Representative(s), Head of Admissions, Marketing Manager, Operations Officer

**Quorum:** 50%

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

**Secretary:** Receptionist

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# 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 discussing and promoting academic developments, whether internally driven or externally indicated.

## Terms of Reference:

- i. The Learning and Teaching Forum's responsibilities are set out below:
- ii. Developing a culture of excellence in teaching, learning, innovation and assessment practices,
- iii. Facilitating the sharing of good practice and initiatives from internal and external developments,
- iv. Reviewing student feedback from internal and external satisfaction surveys, and identifying opportunities for further staff CPD and enhancement,
- v. Contributing to the development of strategic learning and teaching development within College plans,
- vi. Monitoring and evaluating the operation, effectiveness, and emerging pedagogical themes from teaching observations,
- vii. Support academic staff applications to the 2023 Professional Standards Framework (PSF),
- viii. Reviewing the Forum's terms of reference annually,
- ix. Conducting an annual review of the effectiveness of the Forum's activities.

**Reports to:** Academic Board

**Membership:** Principal (Chair), Associate Dean, Programme Manager, Teaching Staff, Academic Support, Student Representatives, External Subject Expert

**Quorum:** 50%

**Frequency:** 1 Per Semester (2 meetings per annum).

Secretary: Receptionist

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# 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.

## 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:** Head of Admissions (Chair)

Principal, Associate Dean, Admissions Team Lead, Registrar, Student Support Team Lead, Marketing Manager, Marketing Coordinator

**Quorum:** 50%

**Frequency:** Once per semester (2 per annum).

Secretary: Admission Officer

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# Admissions and Re-Admissions Panel

## Delegated Powers

The Admissions and Re-Admissions Panel is committed to review all applications to study at UKBC. It considers matters relating to applicants with special educational needs, safeguarding concerns, and 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:** Admissions Team Leader (Chair)

Principal, Associate Dean, Student Support Lead, Student Support Officer, Registry Officer

**Quorum:** 50%

**Frequency:** 1 per Semester (2 meetings per annum)

Secretary: Admissions Team Lead

# 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, lecturers and the operational team; and 2) statistics relating to continuation, completion, and progression.

## 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)

Associate Dean, Head of Quality (and Quality Nominee – Pearson Programmes), Teaching staff, Course Coordinators, Academic Support Tutors, Student Support Team Lead, Registrar, Student Representatives.

**Quorum:** 50%

**Frequency:** Once per semester (2 meeting per annum)

Secretary: Student Support Officer

# Registry Committee

## Delegated Powers:

The Registry Committee is responsible for central student administration. It plans, monitors and reviews all Registry procedures and processes, including appeals, complaints, disciplinary issues, timetabling and attendance, and all registrations with the external awarding bodies.

## Terms of Reference:

The Registry 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. Highlighting and discussing trends regarding withdrawn and at risk students,
- iv. Monitoring and disseminating developments relating to the enhancement of Registry services,
- v. 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,
- vi. Discussing trends and themes regarding students with disciplinary cases, non-academic appeals and complaints.
- vii. Upholding the College's Attendance Monitoring Policy and reporting and addressing student attendance concerns,
- viii. Considering students whose academic status is considered 'at risk' owing to poor attendance and/or punctuality,
- ix. 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,
- x. Ensuring quality and effectiveness of the accuracy of data generated by current systems in use for generating such data,
- xi. 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,

- xii. Maintaining accurate records on all relevant aspects on students' continuation, completion and progression and on other data as requested by different departments,
- xiii. To produce regular performance reports on student continuation, completion, and progression metrics, disaggregated by relevant student groups, for review by Academic Board, Executive committee and Board of Governors,
- xiv. To oversee compliance with OfS Condition F by ensuring accurate publication of transparency data, including application, offer, acceptance, continuation, and attainment rates by student characteristics, and by submitting this data to the Board of Governors,
- xv. Monitor B3 conditions including continuation, completion, and progression metrics, and ensure effective updating to Academic Board,
- xvi. Ensure all deadlines imposed by external regulatory bodies are met within prescribed timeframes,
- xvii. Facilitate discussion of HESA data summaries and B3 performance metrics, and present comprehensive reports to the Academic Board for formal approval and authorization,
- xviii. Auditing student records and ensure that the College's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations,
- xix. Ensuring ongoing liaison with all external authorities and maintain knowledge levels in light with external benchmark requirements,
- xx. Reviewing the Committees' terms of references annually,
- xxi. Conducting an annual review of the effectiveness of the Committee's activities.

**Reports to:** Academic Board

**Membership:** Registrar (Chair)

Principal, Associate Dean, Student Support Team Lead, Registry Officer, Student Support Officer, Admissions Team Leader, Finance Manager, Head of Quality, Programme Manager

**Quorum:** 50%

**Frequency:** 2 per semester (4 meeting per annum)

Secretary: Registry Officer

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# 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 Office of the Independent Adjudicator (OIA)

## 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 Committee

**Membership:** Registrar (Chair)

Associate Dean, Registry Officer, Head of Quality, Student Support Team Lead,

**Quorum:** 50%

**Frequency:** Once per semester or as required.

Secretary: Student Support Officer

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## 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 Semester, 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 Committee;

**Membership:** Principal (Chair), Registrar, Programme Manager, Registry Officer, Head of Quality (and Quality Nominee), Course Coordinator/s

**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.  
1 per semester (2 meetings per annum)

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Secretary: Registry Officer

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# Malpractice Committee

## Delegated Powers:

The purpose of the Malpractice Committee 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 all awarding body/partner requirements regarding suspected malpractice.

## 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 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:** Academic Board

**Membership:** Registrar (Chair), Associate Dean, Programme Manager, Course Coordinator, Member of Teaching staff (impartial), Quality Nominee (Pearson)

**Quorum:** 50%

**Frequency:** As and when required

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# Student Wellbeing Committee

## Delegated Powers:

The Student 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. To oversee the implementation and monitoring of the College's Access and Participation Statement, including analysis of student participation, continuation, and attainment across different student groups, and to report annually to the Academic Board on progress, impact and actions for improvement,
- iv. Fostering collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development student support,
- v. Monitoring activities and data relating to the support for students and reporting on matters which could impede delivery of the College's objectives,
- vi. Examining and disseminating developments relating to the enhancement of student support,
- vii. Providing copies of its minutes and an annual report to the Academic Board.

**Reports to:** Academic Board

**Membership:** Student Support Team Lead (Chair)

Associate Dean, Registrar, Attendance Officer, Programme Manager, Student Representatives, Academic Support Officers, Student Support Officer, Course Coordinators

**Quorum:** 50%

**Frequency:** 3 Meetings per annum

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## Careers & Alumni Committee

### Delegated Powers:

The Careers & Alumni Committee supports UKBC in delivering its strategic goals around student employability, graduate outcomes, and long-term alumni engagement. The Committee will develop, advise on, and oversee initiatives that connect current students with career opportunities and alumni networks, aligning with UKBC's commitment to accessible, practical, and industry-focused education. The Careers & Alumni Committee is delegated authority by the Academic Board to develop, recommend, and oversee the implementation of initiatives related to student employability, employer engagement, and alumni relations. Within its remit, the Committee may make operational decisions concerning the design, delivery, and promotion of careers services, alumni programmes, and external partnerships, provided these align with the College's strategic aims and policies.

### Terms of Reference:

- i. Advise on and support the development of career-related services and initiatives (e.g. internships, job fairs, mentoring),
- ii. Identify trends in graduate employment and employer skills demands to inform curriculum delivery,
- iii. Support employer engagement and partnership-building across sectors,
- iv. Contribute to the development of career readiness programmes for UKBC students,
- v. Oversee the development of a structured alumni network at UKBC,
- vi. Promote alumni involvement in mentoring, guest speaking, recruitment, and institutional events,
- vii. Support alumni recognition initiatives, such as awards and ambassador programmes,
- viii. Monitor key performance indicators related to graduate outcomes, placements, and alumni engagement,
- ix. Make recommendations for continuous improvement to the Academic Board and other higher-level committees,
- x. The Committee reports to the Academic Board, with regular liaison with the Executive committee,
- xi. A formal written report will be submitted annually to the Academic Board.

**Reports to:** Academic Board

**Membership:** Associate Dean (Chair), Career Officer, Student Support Lead, Student

representatives (s), academic staff representation, Course Coordinators, Alumni Representatives  
(2-3) Employer Representatives (2-3)

**Quorum:** 50% of current members including Chair, one staff, one student or alumni

**Frequency:** Once per semester (twice per annum)

Secretary: Student Support Officer

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**Document title: UK Business College (UKBC) – Governance Handbook**

**Approved by:** Board of Governors

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