Corporate and Academic Governance Framework

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Table of Contents

	List of Acronyms	3
1	Introduction	4
2	Vision, Mission and Core Values	4
3	Governance Principles	5
4	Governance Structure	6
5	The Board of Governors (BoG)	11
6	Committees of the Board of Governors (BoG)	15
7	The Student Voice	19
8	The Corporate Governance	21
9	The Academic Governance	30
10	APPENDIX A | Six primary elements of the CUC' 'The Higher Education Code of Governance'	38
11	APPENDIX B | Committee Standing Orders	39
12	APPENDIX C | College Organogram	43
13	APPENDIX D | Director's Strategic Board	44
14	APPENDIX E | ToR for other recognised panels of the Corporate and Planning Board	45
15	APPENDIX F | ToR for other recognised panels of the Academic Board	52

List of Acronyms

Annual Monitoring Report	AMR
Board of Directors	BoD
Board of Governors	BoG
Competition and Markets Authority	CMA
Corporate and Academic Governance	CAGF
Continuous Professional Development	CPD
Council of University Chairs	CUC
Equality, Diversity, and Inclusion	EDI
General Data Protection Regulation	GDPR
Higher Education	HE
Higher Education and Research Act	HERA
Key Performance Indicator	KPI
National Audit Office	NAO
National Student Survey	NSS
Oxford Business College	OBC
Office for Students	OfS
Quality Improvement Plan	QIP
Student Loan Company	SLC
Strategic Leadership Team	SLT
Terms of Reference	ToR
Virtual Learning Environment	VLE

1 | Introduction

The Corporate and Academic Governance Framework (CAGF) at Oxford Business College (OBC) embodies the definitive guide for institutional governance, established in alignment with section 175 of the Companies Act (2006), as referenced by Section 3 of the College Articles of Association. The two shareholders, including the Managing Director and the Company Secretary, have conferred full decision-making responsibilities upon the Board of Governors (BoG). The CAGF ensures that the BoG operates with a clear demarcation of its authoritative role, maintaining accountability and transparency, which are paramount to the College's integrity and the trust of its stakeholders.

The practicalities enforced by the CAGF identify the BoG as the highest decision-making authority of the College, granting the BoG comprehensive oversight of the College's operational and strategic proceedings, affirming compliance with legal standards and adherence to exemplary governance practices. The framework not only facilitates effective and efficient governance processes but also promotes proactive risk management and continuous enhancement of the College. It is designed to engage and unite all stakeholders under the shared objective of academic excellence, thereby driving OBC forward with a steadfast commitment to educational quality, innovation, and integrity.

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2 | Vision, Mission and Core Values

The BoG at OBC has formally endorsed the Vision 2030 and Strategic Plan 2025-2030, encapsulating the College's strategic foresight and commitment. This endorsement ensures that the College's Vision, Mission, and Core Values are embedded within the CAGF, guiding principles, operations, and decision-making processes. The alignment of the CAGF with these elements underpins the College's dedication to realising its aspirational goals and fostering a culture that reflects its core values:

2.1 | Vision

Global leadership in empowering entrepreneurial spirits through robust, innovative, and inclusive educational journey, fostering a diverse community of future leaders committed towards sustainability and creating a transnational impact.

2.2 | Mission

Catalyse the transformation of our key stakeholders into visionary global professionals, equipping them with innovative sustainable practices, nurturing cutting-edge insights, skills, and unwavering self-assurance, empowering them to excel and create a lasting, positive impact in our ever-evolving world.

2.3 | Core Values

Empowerment	Entrepreneurship	Support	Inclusivity	Global Perspective
We empower our students, staff, partners, and community with knowledge, skills, and inspiration, enabling them to create transformative impacts on their lives and the lives of others.	We foster an entrepreneurial mindset in all aspects of education and business, encouraging innovation and forward-thinking.	We are dedicated to the well-being and learning needs of our community using AI-informed tools, providing a comprehensive support network to ensure success and personal growth.	We celebrate diversity by valuing all cultures and backgrounds, creating an environment of respect, openness, and collaboration.	With an international outlook, reach, and delivery, we prepare individuals for a globalised world, promoting cross-cultural understanding and competence.

3 | Governance Principles

Considering the size of the organisation, BoG endeavours to be guided by the six primary elements of higher education governance, as set out in the Council of University Chairs (CUC) 'The Higher Code of Governance' (Appendix A). The application of this code is influenced by the core values of higher education governance and the Office for Students (OfS) Regulatory Framework, Notices, and Advice.

OBC has adopted guiding principles in accordance with the six primary elements outlined in the CUC 'The Higher Education Code of Governance'. These OBC principles are as follows:

1. **High-quality provision** with robust academic standards.

2. **Equal opportunities** for all students at the College to achieve their potential.

3. **Quality assurance and enhancement** of all teaching, learning and assessments, as well as any academic research carried out at the College.

4. **Oversight of all higher education and the student experience** by the internal Academic Board, which reports directly and transparently to the BoG.

5. **Accountability** of the Strategic Leadership Team (SLT) to the BoG, who are responsible for ensuring that the College is able to deliver on the College mission, Key Performance Indicators (KPIs), and strategic plan.

The College has applied to register as a higher education provider with the OfS and submits to being in full compliance with the OfS public interest principles:

1. **Academic freedom:** Academic staff at an English higher education provider have freedom within the law:
    - To question and test received wisdom and;
    - To put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider.

2. **Accountability:** The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.

3. **Student engagement:** The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.

4. **Academic governance:** The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).

5. **Risk management:** The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.

6. **Value for money:** The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for all students and (where a provider has access to the student support system or to grant funding) for taxpayers.

7. **Freedom of speech:** The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider.

8. **Fit and proper:** Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.

4 | Governance Structure

The structure and organisation of governing bodies are pivotal to the effective delivery of College's mission and strategic plan. Each entity in the governance structure in playing distinct roles in guiding the College's strategic direction, operational implementation, and overall compliance.

4.1 | Governance Group

The Governance Group (figure 1) is the apex structure of the College's governance hierarchy, responsible for the overall strategic direction and policy setting. This group ensures the College's mission, vision, and core values are upheld and reflected in all decision-making. It is tasked with overarching responsibilities such as approving strategic plans, ensuring compliance with statutory and regulatory obligations, and providing guidance to all the levels of governance.

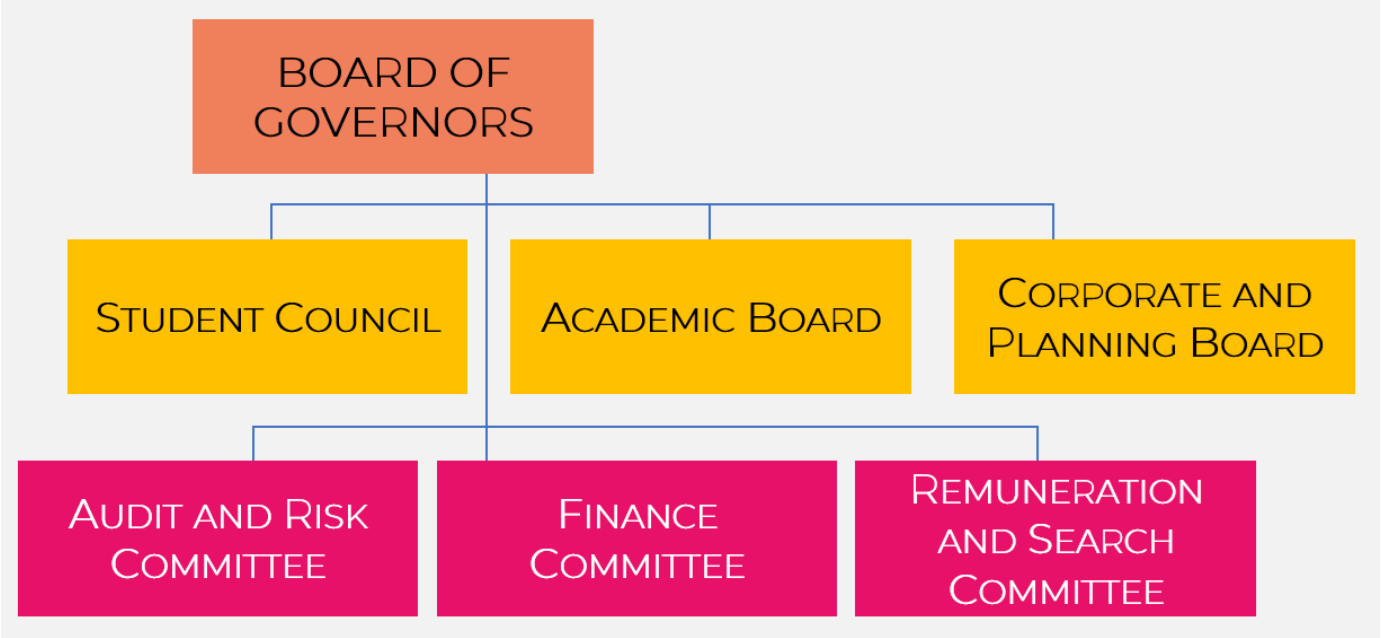


Figure 1 | The Governance Group

The Governance Group is further divided into Corporate and Academic (figures 2 and 3 respectively) arms to ensure the academic independence of the Academic Board.

The governing bodies within OBC are delineated into Boards, Committees, and Panels, each with distinct roles and responsibilities that uphold the integrity and the direction of the College's academic endeavours (figure 4).

4.2 | Board

A Board is a high-level governing body with strategic oversight, ensuring the College's alignment with its academic and corporate mission. Composed of senior and strategically selected members, Boards hold the ultimate decision-making authority on critical matters, uphold academic standards, ensure financial sustainability and legal compliance, and maintain accountability to key stakeholders. They serve as stewards of the College's legacy and reputation, embodying a commitment to excellence, inclusivity, and innovation.

4.3 | Committee

Committee is specialised governing entity within the College that focuses on specific areas of oversight and responsibility. Each committee is endowed with a distinct remit to oversee, guide, and report on various facets of the College's operations. They are instrumental in setting the strategic direction for their respective areas, establishing criteria for achievement, and ensuring that goals and policies are being met effectively.

The Terms of Reference (ToR) for each committee encompass functions such as planning, offering assistance and guidance, monitoring progress, controlling scope, and resolving conflicts. Through dedicated systems and reporting tools, committees vigilantly oversee their areas of responsibility, ensuring continuous improvement and alignment with the College's overarching goals.

4.4 | Panel

Panel is substructure designed to support the broad objectives of a relevant committee. They are established to break down overarching committee objectives into more manageable tasks, allowing for specialised focus and attention to detail. Chaired by accountable managers, panels are tasked with the provision of minutes and reports to their parent committee, thereby enabling the committee to confirm the attainment of its overall objectives.

These panels ensure that all aspects under the committee's remit are progressing towards the defined targets, and their findings and recommendations are critical for the committee's informed decision-making and reporting to the senior Board.

4.5 | Standing Orders

The College CAGF incorporates standing orders to streamline the operation and management of OBC's governing bodies. These standing orders establish a consistent governance structure across all committees, detailing rules and protocols for meetings, decision-making, and accountability. They serve as a comprehensive reference to ensure that committee functions align with the College's strategic plan and governance standards.

These standing orders complement the specific ToRs for each committee, and together, they form the complete governance protocol. The ToRs should be read in conjunction with the standing orders, as they collectively define the scope and execution of committee responsibilities. Details of the standing orders are presented in Appendix B.

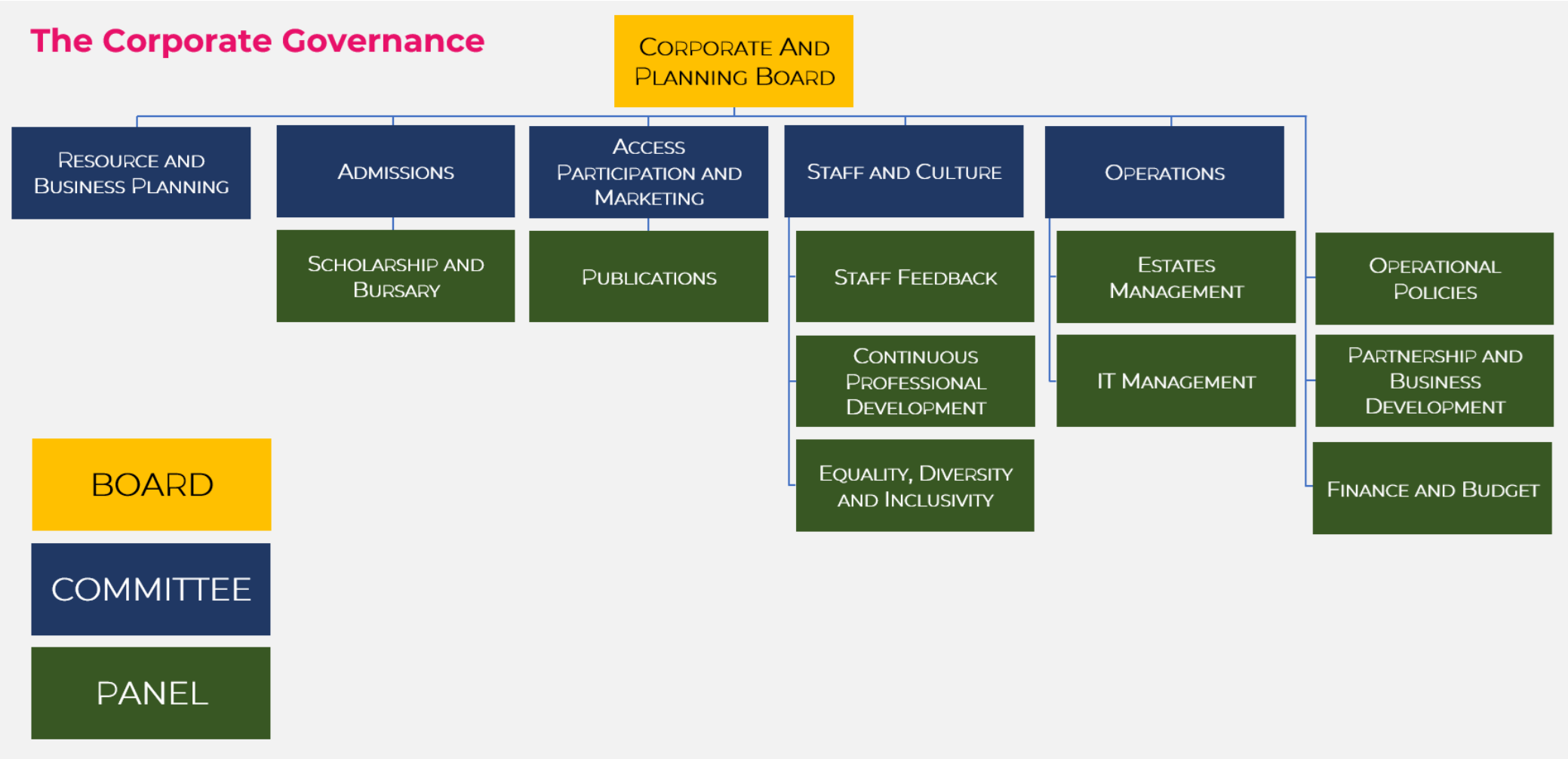


Figure 2 | The Corporate Governance

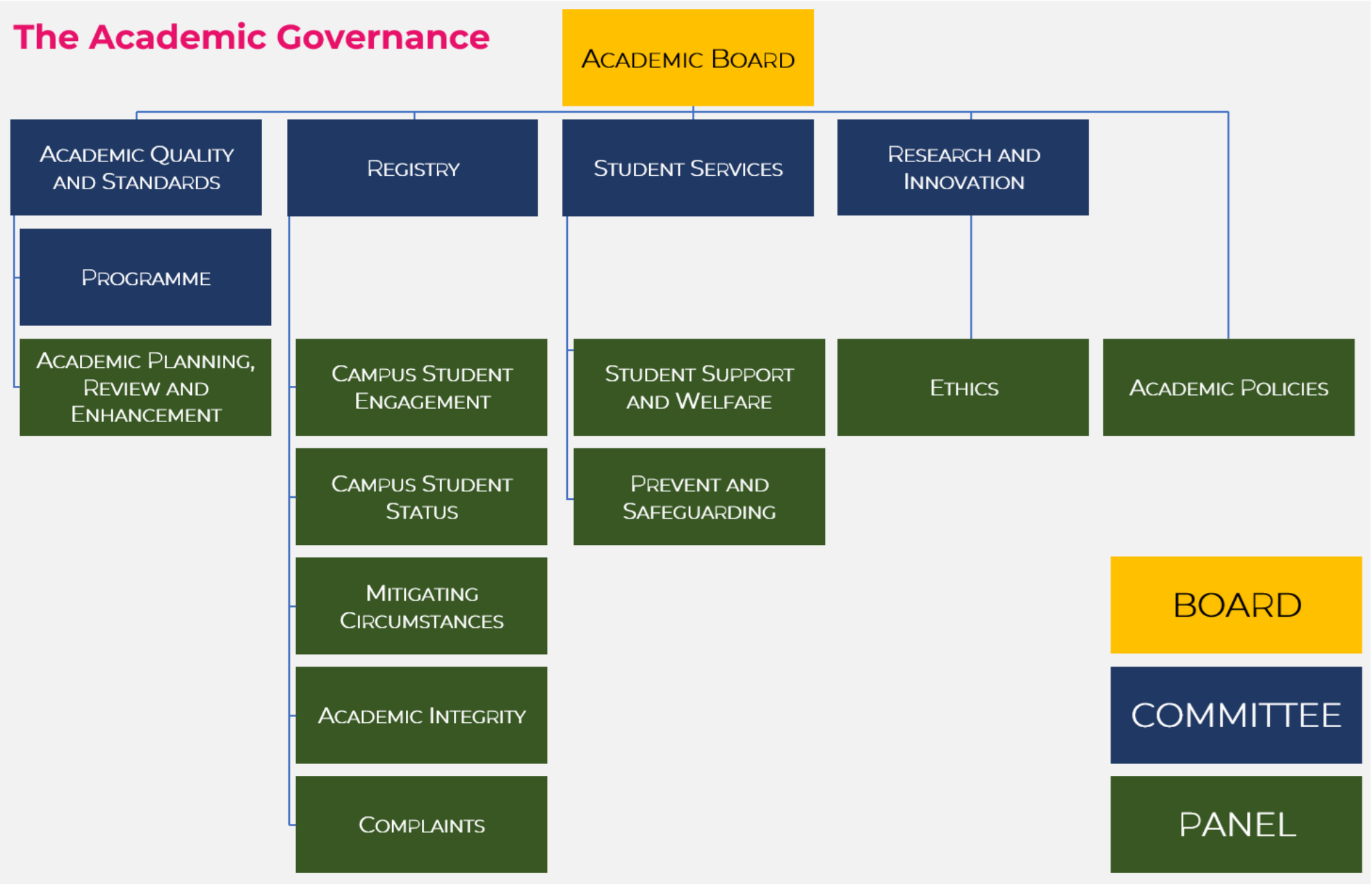


Figure 3 | The Academic Governance

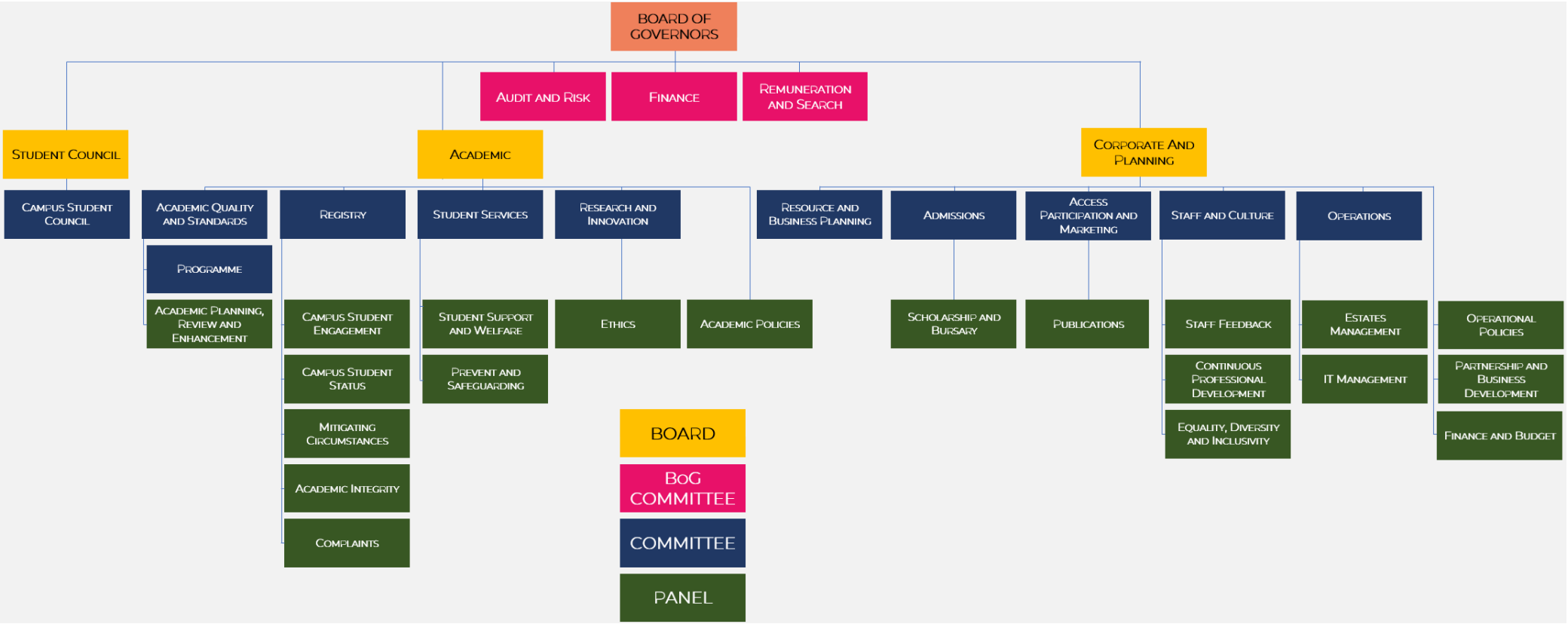


Figure 4 | The College Governance

5 | The Board of Governors (BoG)

The Board of Governors (BoG) is the highest decision-making body within the College. It is established by the Board of Directors (BoD) to be collectively accountable for the College's activities and takes all final decisions on matters of fundamental concern within its remit.

The BoG holds the paramount responsibility of steering the College towards its vision, mission and core values, in close collaboration with the SLT. It is committed to upholding the highest standards of governance and integrity, ensuring the College's growth, sustainability, and its accountability to key stakeholders, including staff, students, and alumni. The Board's overarching aim is to foster an environment of excellence, inclusivity, and innovation, underpinned by robust strategic planning, effective resource management, and a steadfast commitment to academic freedom and diversity.

The BoG shall convene no fewer than three times per academic year.

The aims and objectives of BoG are:

1. Steer OBC towards its mission of providing exemplary education across a spectrum of disciplines, ensuring the delivery aligns with the strategic vision and values of the College, and meets or exceeds public benefit expectations in the United Kingdom.
2. Approve and oversee the implementation of long-term academic and business strategies, ensuring they are supported by robust key performance indicators and are aligned with the interests of the College's stakeholders, including students, staff, and the wider community.
3. Ensure rigorous academic standards are maintained across all modes of education delivery, including degree and professional qualification programmes, whether regulated or unregulated, fostering a self-critical and cohesive academic community underpinned by effective quality assurance and enhancement systems.
4. Ensure a high-quality experience that student deem excellent value for money.
5. Endorse a culture of academic freedom and freedom of speech within the framework of the College's commitment to equality, diversity, and inclusion, and in compliance with legislative and regulatory requirements.
6. Promote high-quality research by providing support to staff, facilitating a scholarly environment that encourages academic inquiry and advancement.
7. Foster an inclusive teaching and learning environment by actively promoting and applying principles of equality, diversity, and inclusion throughout the College.
8. Maintain the College's integrity and reputation through adherence to best practices in corporate governance, upholding the principles of public life, and ensuring the academic entry criteria of programmes are consistently met.
9. Promote establishment of productive partnerships with HE providers, other educational partners, and awarding organisations for the delivery of a diverse range of academic programmes.

The responsibilities of BoG are:

1. Formulate and concur on the College's vision, mission and values in partnership with the Executive Principal.
2. Approve long-term academic and business strategies, alongside key performance indicators, aligning them with stakeholder interests.
3. Delegate authority to the Executive Principal for comprehensive management responsibilities while establishing and reviewing management policies and procedures.
4. Receive reports from the Academic Board for informed decision-making on academic matters, ensuring the College's educational strategies and activities align with its mission and standards of excellence.
5. Receive reports from the Corporate and Planning Board to guide long-term planning, assess institutional progress, and adapt strategies to meet emerging challenges and opportunities.
6. Oversee systems of control and accountability, including financial, operational, and risk management frameworks, ensuring value for money and effective conflict of interest and grievance procedures.
7. Monitor and assess the College's performance against strategic plan and KPIs, benchmarking against

comparable institutions where feasible.
8. Protect and promote the College's reputation and values.
9. Uphold the College's constitution, ensuring access to appropriate advice for governance compliance.
10. Appoint the Executive Principal, establishing mechanisms for performance evaluation.
11. Maintain accurate financial records, approve budgets and financial statements, and oversee the management of assets and estate.
12. Ensure compliance with legal obligations, including contracts, partners' operations and admissions criteria, health, safety, and security, and commitments to equality, diversity, and inclusion.
13. Act as the employing authority for SLT, responsible for implementing a suitable human resources strategy.
14. Adhere to best practices in higher education corporate governance and uphold the principles of public life as defined by the committee on standards in public life.
15. Champion a culture of inclusivity and diversity within the College.
16. Safeguard academic freedom and uphold freedom of speech legislation.
17. Evaluate the governing body's own performance and effectiveness through established processes.
18. Facilitate engagement opportunities for all students and staff in governance and management activities.
19. Respond to shareholders and third parties (as appropriate).

5.1 | BoG composition

The BoG is composed of independent members with diverse expertise across various industries, not limited to academia, finance, legal affairs, media, and global operations. It is stipulated that at least one independent member must hold a senior academic position.

Furthermore, the College's Student President holds a full membership position within the BoG. Additionally, executive members of the College, including the Managing Director and the Executive Principal, are part of the Board. The BoG is supported by a Secretary, who is responsible for managing all documentation and recording the minutes of meetings.

All members of the BoG are required to demonstrate a firm commitment to upholding and adhering to:

- OBC's vision, mission, and core values;
- OBC's Equality, Diversity, and Inclusion Policy; and
- The Nolan principles of public life.

External/ independent members of BoG must be in majority for the BoG meeting to be quorate. Deputy Chair is appointed by the Chair of the BoG.

The Student President is not an independent member of the BoG. In the event, if the Student President is unavailable, the Student President should nominate a member from the Student Council to attend the BoG meeting. The Student President or nominated student member should be in attendance for the quoracy of the unrestricted (or 'open') BoG meetings.

5.2 | BoG member life cycle: appointment, trainings, tenure, and termination

The College's BoD is appointed by the company's shareholders. This Board has established the BoG, which extends beyond the Directors to collectively oversee the College's affairs. The Chair of the BoG is appointed by the BoD in accordance with shareholder requirements and in consultation with current BoG members. Under the Companies Act 2006, the BoD holds collective, individual, and unequivocal accountability for fulfilling their legal obligations.

The Chair of the BoG convenes both formal and informal meetings with shareholders as necessary, in accordance with shareholder requirements.

When vacancies arise or specific expertise is needed, Governors are appointed by the BoG. The tenure for an independent governor is four years, with the possibility of reappointment for up to an additional four-year term based on previous successful service.

The BoG is entrusted with ensuring the diversity of its membership and regularly evaluates its effectiveness, including conducting formal audits of knowledge and expertise. In the event of a Governor vacancy, the BoG is responsible for approving the role description and person specification. The Remuneration and Search Committee, established by the BoG, may opt to seek targeted applications to promote diversity, ensuring compliance with the Equality Act 2010.

Vacancies for independent Governors are advertised on the College's website and other relevant external platforms. The Remuneration and Search Committee evaluates all applications, follows due process, and subsequently recommends an appointment to the BoG.

The Remuneration and Search Committee is tasked with making recommendations regarding the selection process for independent Governor vacancies. Following the conclusion of this process, the committee presents its recommendation for appointment to the BoG.

Each independent governor will be provided with a formally approved induction document sanctioned by the BoG upon their appointment. Moreover, upon joining the Board, all governors will undergo an induction process. Additionally, governors will receive supplementary training as necessitated by emerging legal or regulatory mandates. In the absence of such mandates, governors are entrusted with the responsibility of proactively maintaining and enhancing their competencies and understanding through regular skill and knowledge updates.

An individual's status as an independent Governor terminates under the following circumstances:

1. The individual ceases to hold the position of Governor due to any provision outlined in the Companies Act or is legally prohibited from serving as a Governor.
2. A bankruptcy order is issued against the individual.
3. The individual reaches a settlement with creditors to discharge debts.
4. A registered medical practitioner treating the individual provides written confirmation to the company, stating the individual's incapacity, whether physical or mental, to fulfil their duties as a Governor for a period exceeding three months.
5. Notification of resignation from the Governor is received by the company, and such resignation has been enacted in accordance with its terms.
6. The individual ceases to serve as a Governor as outlined in the terms of their appointment.
7. The majority decision of the Governors results in the dismissal of the individual from their role as a Governor.
8. The OfS, or any other UK government department or agency, objects to the individual serving as a Governor.

5.3 | Annual performance appraisals and audits

The College organogram is presented in Appendix C. The College organogram will be reviewed on annual basis by the Corporate and Planning Board. All Governors, including the secretary, are subject to an annual performance audit, which entails the following:

1. The Shareholders will appraise the Managing Director.
2. The Managing Director will appraise the Chair.
3. The Chair will appraise the Executive Principal and all other independent Governors.
4. The Executive Principal will appraise the secretary.
5. The Board shall conduct periodic assessments of its collective performance, addressing any identified areas for improvement.

The specifications of the **Director's Strategic Board** are outlined in **Appendix D** and illustrated in the **OBC Organogram**.

5.4 | Review and amendments of the CAGF

The CAGF undergoes an internal review on an annual basis. This review serves to identify any recommendations and to ensure that the governance arrangements remain aligned with their intended objectives. Additionally, an external review of the corporate and academic governance arrangements is conducted every four years. This external review provides an independent assessment of the effectiveness and suitability of the governance structures and processes.

The CAGF may only be amended upon a majority vote by the BoG to enact such changes.

The Academic Board holds the authority to propose amendments to the academic governance components within the CAGF. This is achieved by submitting recommendations to the BoG for consideration.

6 | Committees of the Board of Governors

The BoG utilises a strategic committee framework to enhance its governance and oversight capabilities. These BoG Committees are established to ensure specialised attention is given to pivotal areas of the College's operations, informing the Board's strategic decisions and reinforcing operational effectiveness:

1. Audit and Risk Committee
2. Finance Committee
3. Remuneration and Search Committee

At least two members (including Chairperson) from BoG should be in attendance to be quorate.

This section outlines the purpose, responsibilities and membership of the BoG Committees.

6.1 | Audit and Risk Committee

6.1a | Purpose

The Audit and Risk Committee plays a critical role in enhancing the governance framework by providing comprehensive oversight of the assurance and control environment. Its primary function is to support and advise the BoG in matters concerning both internal and external audits, risk management, and the overall integrity of financial reporting and compliance. The committee ensures the College operates within a framework of high ethical standards, effective risk management, and rigorous financial scrutiny, thereby fostering transparency, accountability, and trust among all stakeholders.

6.1b | Membership

Chairperson Deputy Chair BoG

Members
BoG Member(s) (appointed by the chair)
Executive Principal
Managing Director
External consultant (subject specialist, by invitation)

6.1c | Frequency

The Audit and Risk Committee shall convene no fewer than three times per academic year.

6.1d | Responsibilities

The Audit and Risk Committee, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Endorse the Risk Management Policy for BoG approval.
2. Oversee major risk assessments, disaster recovery, and business continuity plans.
3. Monitor and review the effectiveness of the risk management, control, and governance framework.
4. Recommend to the BoG on the appointment, terms of engagement, and if necessary, the removal of external auditors.
5. Oversee matters related to the appointment and engagement of internal auditors, including their removal or resignation.
6. Coordinate the work of internal and external auditors to enhance the internal control system's effectiveness.
7. Pre-approve the audit scope and engagement terms with external auditors before the audit commences.
8. Verify the adequacy of systems generating financial information and ensure forecasts are prepared appropriately for submission to the OfS.
9. Review the annual financial statements of the College.
10. Receive and consider from relevant Board/Committee the annual Higher Education Benchmarking and

Financial Statements' report to gain insights and identify potential improvements.
11. Address risk and concern issues raised by other committees, including maintaining the risk register.
12. Regularly review the full Risk Register to ensure comprehensive monitoring and recording of risks.
13. Oversee the College's policies on bribery, fraud, and irregularity, and review actions taken under these policies.
14. Investigate and report any instances of suspected fraud, irregularity, or significant financial loss.
15. Review reports of significant breaches of financial regulations and subsequent actions.
16. Annually assess the performance and effectiveness of the audit function to ensure quality and value for money, making recommendations to the BoG as needed.
17. Oversee value for money across all College activities.
18. Facilitate discussions with external auditors on pertinent issues, excluding management when necessary.
19. Provide the Finance Committee with the annual audit plan for informational purposes.
20. Monitor the enactment of audit-based recommendations and address any non-implementation.
21. Endorse the Annual Monitoring Review and the Prevent Duty Annual Monitoring Report prior to BoG approval.
22. Supervise the College's Whistleblowing Procedure and review annual whistleblowing reports and policy awareness.
23. Receive updates on the management of significant control matters from the appropriate executive officer.
24. Maintain up-to-date knowledge regarding the management and quality assurance of data submissions to OfS, HESA, and the SLC.
25. Approve the Audit Committee's Annual Report and the financial statements before submission to the BoG and OfS.
26. Review reports from the National Audit Office (NAO), OfS, and other relevant bodies.

6.2 | Finance Committee

6.2a | Purpose

The Finance Committee serves a pivotal role in ensuring the financial health and sustainability of the College. Operating under the Higher Education and Research Act (HERA) 2017 and adhering to the funding terms set by the OfS, the committee diligently oversees the College's financial solvency, policies, and practices. It aims to safeguard the College's financial stability, ensuring that financial operations align with strategic goals and regulatory requirements, thereby securing the College's ongoing ability to fulfil its educational mission and protect student interests.

6.2b | Membership

Chairperson Member of BoG (appointed by the BoG Chair)

Members
BoG Member(s) (appointed by the BoG Chair)
Chief Financial Officer
Managing Director
External consultant (subject specialist, by invitation)

6.2c | Frequency

The Finance Committee shall convene no fewer than three times per academic year.

6.2d | Responsibilities

The Finance Committee, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Review and monitor the College's financial solvency and sustainability on behalf of the BoG.
2. Oversee all significant income and expenditure categories, including student fees, grant funding, commercial income, salaries, and infrastructure costs.
3. Review and update financial policies related to treasury management, investments, financing, debt management, grants, contracts, fee structures, enterprise activities, research, and partnerships.
4. Assess the financial implications of matters referred by the BoG or other committees and report as needed.
5. Examine and advise on the proposed annual budget, including income targets across various activities, and recommend approval to the BoG.

6. Receive and review annual reports on Enterprise, Collaborative, and Research performance from relevant Board/Committee
7. Monitor budget performance, report significant variances to the BoG, and assess requests for substantial budget adjustments.
8. Review annual accounts and the financial health of the College and its associated entities, recommending actions to the BoG.
9. Analyse three to five-year financial forecasts to ensure the College's financial sustainability and alignment with strategic investments.
10. Advise on financial reports related to the College's infrastructure and recommend funding and safeguarding measures.
11. Evaluate proposals for infrastructure-related capital investments and expenditures, making recommendations to the BoG.
12. Review risks associated with the committee's remit and ensure comprehensive risk management.
13. Assess the risks and affordability of new financial commitments, ensuring they are in line with the Strategic and Financial Plans.
14. Confirm that the sources for repaying financial commitments are identified and approved by the BoG.
15. Evaluate the value for money of planned financial commitments and manage the risk of default due to unmet financial conditions.

6.3 | Remuneration and Search Committee

6.3a | Purpose

The Remuneration and Search Committee is tasked with ensuring equitable and competitive remuneration for the College's senior post holders and overseeing the salary arrangements for other senior staff members. This committee plays a crucial role in maintaining the College's commitment to fairness, transparency, and market competitiveness in its remuneration practices. Additionally, the committee is responsible for reviewing applications for independent non-executive governor positions and making appointment recommendations to the BoG, thereby contributing to the effective governance and strategic oversight of the College.

6.3b | Membership

Chairperson Chair (BoG)

Members
External consultant (subject specialist, by invitation)
BoG Member(s) (appointed by the BoG Chair)
Managing Director
Chief Financial Officer (by invitation)

6.3c | Frequency

The Remuneration and Search Committee shall convene as necessary.

6.3d | Responsibilities

The Remuneration and Search Committee, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Set the remuneration for the Executive Principal or equivalent positions, ensuring it reflects the roles' demands and aligns with the College's strategic goals.
2. Establish the policy framework for determining the remuneration of committee members, guided by principles of fairness and market relevance.
3. Review and sanction the salaries of the Strategic and Tactical Leadership positions, based on the recommendations from the Executive Principal or equivalent.
4. Evaluate and approve severance terms for senior post holders, employed staff at the College, and any employees receiving a basic salary above a specified threshold.
5. Recommend candidates to the BoG for new Governor appointments, enhancing the governance framework with appropriately skilled and experienced individuals.

6. Utilise benchmarking data to ensure the College's remuneration packages remain competitive and aligned with sector norms.
7. Assess senior remuneration within the wider context of pay and rewards for all College staff, ensuring internal equity and consistency.
8. Review Equality, Diversity, and Inclusion (EDI) data to inform remuneration decisions, promoting inclusivity and fairness.
9. Consider the broader context in which the College operates, including market conditions and regulatory requirements.

7 | The Student Voice

The Student Council serves as the official student voice, holding an equivalent status to that of a Board. Representatives from the Student Council shall be appointed to serve on the BoG. The Campus Student Council, equivalent to a committee, representing each campus, serves as the sole committee under the Student Council (figure 4).

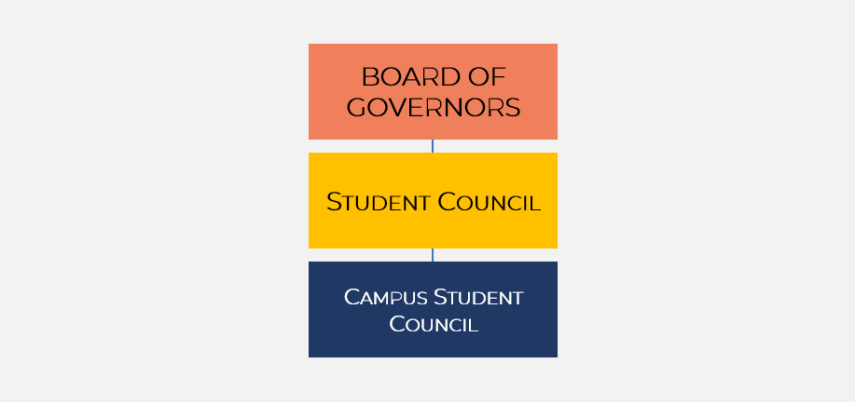


Figure 4 | The Student Voice

7.1 | The Student Council

7.1a | Purpose

The Student Council serves as a vital body that fosters high levels of student engagement and representation within the College community. Its primary purpose is to facilitate student participation in decision-making processes at OBC. The Council provides a platform for students to voice their opinions and concerns, ensuring their perspectives are heard at the highest levels of the College. Through active involvement, the Council contributes to enhancing the overall student experience and upholding quality standards within OBC. The Student Council has established the Campus Student Council to support the operational delivery of its duties.

7.1b | Membership

Chairperson Student President

Members
Student Vice President
Campus Student Presidents
Student representatives

7.1c | Frequency

The Student Council shall convene no fewer than three times per academic year.

7.1d | Responsibilities

The Student Council, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Champion equality of opportunity, challenging discrimination in all its forms, and promoting an inclusive environment.
2. Discuss and deliberate on student-related issues, offering recommendations and actions to address them effectively.
3. Provide valuable advice to the Academic Board and BoG regarding academic and pastoral support, contributing to student development throughout their educational journey and beyond.
4. Actively encourage and promote student engagement throughout the College community.
5. Represent and advocate for the general interests of OBC students, striving to create a positive student experience.
6. Serve as a communication bridge between students and the SLT and BoG, fostering transparency and dialogue.

7. Serve as a consultative body for College management, tutors, and staff, offering student perspectives and involvement in decision-making.
8. Address cross-College issues, including academic achievement, career progression, safety, health and wellbeing, and social activities.
9. Provide advocacy and support services for students when needed.
10. Propose improvements to enhance the College's overall student experience.
11. Identify and share best practices within the College community.
12. Ensure effective plans to promote activities that unite the student community at OBC.
13. Promote and support the implementation of the Prevent Strategy, following the College's procedures.
14. Ensure representation on all relevant College boards, committees and panels.
15. Organise and manage events and activities beneficial to OBC students.
16. Provide reports to the BoG on the student experience.

7.2 | Campus Student Council

7.2a | Purpose

The Campus Student Council plays a pivotal role in ensuring effective student representation and engagement at the campus level. The Council serves as a localised extension of the Student Council, focusing on matters specific to each campus. Its primary purpose is to facilitate communication, address campus-related issues, and advocate for the interests of students within a particular campus. By actively involving students and collaborating with the Student Council, the Campus Student Council contributes to enhancing the campus experience and fostering a sense of community at OBC.

7.2b | Membership

Chairperson Campus Student President

Members
Student representative

7.2c | Frequency

The Campus Student Council shall convene no fewer than three times per academic year.

7.2d | Responsibilities

The Campus Student Council, with delegated authority from the Student Council, is tasked with the following responsibilities:

1. Act as a platform for students within a specific campus to discuss and address campus-related issues and concerns.
2. Promote effective communication and collaboration among students at the campus through regular meetings and other communication channels.
3. Provide valuable input and recommendations to the Student Council on matters specific to the campus, including academic and pastoral support.
4. Advocate for campus-specific initiatives and improvements to enhance the overall campus experience.
5. Ensure that campus-specific issues are brought to the attention of the Student Council and the College's decision-making bodies.
6. Encourage campus-based equality of opportunity and challenge any form of discrimination or inequality within the campus community.
7. Elect student representative to represent the campus at the Student Council meetings.
8. Promote activities and events organised by the Student Council that are relevant to the campus.
9. Engage with the broader College community and contribute to the overall College experience for students.
10. Report campus-specific matters to the Student Council and ensure that campus voices are heard at the College-wide level.
11. Collaborate with the Student Support Officer to maintain effective communication lines between campus representatives and College management.

8 | The Corporate Governance

The Corporate and Planning Board ensures the effective functioning of the College by overseeing strategic planning, regulatory compliance, and the delivery of high-quality education. The Corporate and Planning Board has established the following committees and panel to support the operational delivery of its duties:

- Admissions Committee
- Resource and Business Planning Committee
- Access Participation and Marketing Committee
- Staff and Culture Committee
- Operations Committee
- Operational Policies Panel
- Partnership and Business Development Panel
- Finance and Budget Panel

8.1 | Corporate and Planning Board

8.1a | Purpose

With delegated authority from the BoG, the Corporate and Planning Board provides essential guidance, monitors progress, and makes recommendations to the BoG for the continuous improvement of the College. It is instrumental in aligning the College's goals with its vision and mission, ensuring that all initiatives are strategically sound and effectively implemented. The Board is dedicated to upholding the College's strategic planning processes, ensuring that all efforts are in line with external regulatory requirements and quality benchmarks. This commitment secures the College's reputation and enhances the value of its qualifications.

8.1b | Membership

Chairperson Executive Principal

Members
Managing Director
Chief Academic Officer
Chief Marketing and Admissions Officer
Chief Financial Officer
Chief Operating Officer

8.1c | Frequency

The Corporate and Planning Board shall convene no fewer than three times per academic year.

8.1d | Responsibilities

The Corporate and Planning Board, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Consider the annual financial plan for the College to the Finance Committee of BoG.
2. Provide assurance to the BoG of the College's progress towards operational excellence, including admissions, access participation and marketing, operations, human resources, and business development.
3. Lead strategic planning initiatives, presenting proposals to the BoG for consideration and approval.
4. Implement strategic decisions, conducting regular monitoring and evaluation to address any arising issues, and reporting findings to the BoG.
5. Collaborate with the BoG to establish and uphold the College's core values, ethos, and organisational culture.
6. Maintain a commitment to delivering high-quality education accessible to all students.
7. Provide assurance to the BoG that the College Admissions maintains compliance with legal, regulatory, and external partner requirements while delivering a fair, efficient, and customer-focused admissions process.
8. Create and sustain a safe, inclusive, and welcoming environment for all members of the College community.
9. Assume responsibility for the College risk register, regularly reviewing and updating it, and reporting risk

findings to the BoG.

10. Develop, agree, and refine the College's KPIs on behalf of the BoG, providing feedback on performance.
11. Review and approve relevant non-academic reports for submission to accreditation and awarding bodies, including HE or College partners.
12. Monitor departmental performance, ensuring compliance with external requirements and making decisions on departmental proposals and reports.
13. Oversee the development and revision of College policies, submitting policies requiring governing body approval to the BoG for final endorsement.
14. Ensure compliance with external regulatory bodies such as the OfS and UKVI.
15. Provide assurance to the BoG that the Marketing Department enhances student recruitment, widening participation, and marketing activities in alignment with the College's mission and vision.
16. Approve non-academic regulatory, policy, and procedural documents, excluding those requiring BoG or Academic Board approval.
17. Ensure effective strategy for the management of corporate risk and mitigations.
18. Receive decisions and actions from the BoG and act accordingly.
19. Review Equality, Diversity, and Inclusion Reports and take appropriate actions.
20. Review and act on Prevent and Safeguarding Reports.
21. Monitor the implementation of Strategic Measures outlined in the Access and Participation Statement.
22. Analyse reports on the National Student Survey (NSS) and Graduate Outcomes for strategic decision-making.
23. Consider reports from relevant committees and panels.
24. Review the suitability of organograms (including campus organograms) at least once every year.
25. Review reports from the Academic Board, particularly those detailing success and progression data.
26. Consider the development and implementation of major projects (business change management projects) and advise the Board.

8.2 | Admissions Committee

8.2a | Purpose

The Admissions Committee is upholding fairness, consistency, and transparency in recruitment and admissions practices. Its purpose is to ensure compliance with legal, regulatory, and external partner requirements while delivering an efficient and customer-focused admissions service aligned with the College's vision, mission, and five values. The committee aims to provide equal opportunities, support applicants with diverse backgrounds, and prevent fraudulent applications. It collaborates with other College committees to assess academic entry requirements and continuously improve admissions policies and processes. The Admissions Committee has established the Scholarship and Bursary Panel to support the operational delivery of its duties.

8.2b | Membership

Chairperson Chief Marketing and Admissions Officer

Members
Head of Admissions
Registrar and Head of Data
Dean(s) of Campus
Head of Access Participation and Marketing
Programme Leader(s)

8.2c | Frequency

The Admissions Committee shall convene no fewer than three times per academic year.

8.2d | Responsibilities

The Admissions Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Promote fairness, consistency, and transparency in recruitment and admissions practices.
2. Ensure robust systems to evidence compliance with legal, regulatory, and external partner requirements related

to admissions.
3. Deliver and enhance an effective admissions service in alignment with the College's vision, mission, and values.
4. Ensure equal opportunities and support for all applicants, regardless of background or barriers.
5. Provide a customer-focused service with efficient processing of applications and inquiries.
6. Ensure the allocate adequate resources, including human resources, to meet admissions targets.
7. Collaborate with the Academic Board to assess academic entry requirements.
8. Offer accurate and timely information to applicants about the admissions process.
9. Ensure the needs of applicants with disabilities and special education requirements are met.
10. Implement the Recognition of Prior Learning Policy when applicable.
11. Review processes that help to prevent fraudulent applications.
12. Review and respond to complaints and appeals related to admissions.
13. Monitor, review, and recommend enhancements to admissions policies and processes.
14. Report on key performance indicators and application conversion rates.
15. Disseminate best practices in recruitment and admissions.
16. Ensure admissions staff meet deadlines set by partner organisations, awarding bodies, and OfS.
17. Ensure the internal and external approval of admission material (both print and digital).
18. Prepare admission-related reports to relevant bodies or committees.
19. Report on the implementation of the admission appeals process.
20. Ensure effective training and development of Admission staff.
21. Ensure reliability in admission decision-making while integrating the principles of the Equality Act 2010.
22. Advise the Corporate and Planning Board on setting targets for the admission of new students and specific targets for each Programme within the College.

8.3 | Access Participation and Marketing Committee

8.3a | Purpose

The Access Participation and Marketing Committee enhances student recruitment, widening participation, and marketing activities in alignment with the College's mission. The committee's purpose is to monitor and evaluate the Student Recruitment Strategy, ensuring progress against targets and KPIs. It develops, reviews, and revises recruitment strategies, adheres to marketing regulations, and promotes best practices in recruitment, admissions, and widening access. The committee has established Publications Panel to support the operational delivery of its duties.

8.3b | Membership

Chairperson Head of Access Participation and Marketing

Members
Chief Marketing and Admissions Officer
Chief Academic Officer
Head of Admissions
Dean(s) of Campus
Head of QualPliance and Legal Affairs

8.3c | Frequency

The Access Participation and Marketing Committee shall convene no fewer than three times per academic year.

8.3d | Responsibilities

The Access Participation and Marketing Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Develop, review, and revise recruitment strategies encompassing various marketing channels that align with the College mission and values.
2. Monitor and evaluate the College's Student Recruitment Strategy and progress against targets and Key Performance Indicators.
3. Ensure compliance with legislation and best practices in marketing activities, including Competition and

Markets Authority (CMA) regulations.
4. Monitor the success of recruitment strategies and their alignment with targets.
5. Promote best practices in recruitment, marketing, admissions, and widening access activities.
6. Monitor application and conversion rates throughout the admission cycle to measure the impact of Marketing and Widening Participation activity.
7. Develop and align the College's Widening Participation and Access Strategy with the overall College Strategy.
8. Ensure marketing activities and materials allow students to make informed decisions about their chosen course of study.
9. Develop the College access and participation statement for approval at relevant boards.
10. Oversee widening Participation at the College, ensuring the effectiveness of systematic plans and interventions.
11. Monitor the implementation of WP plans and interventions.
12. Oversee relevant submissions to the OfS to ensure the College compliance with the requirements of the Office for Students relating to access and participation.
13. Ensure active consideration of equality, diversity, inclusion, and sustainability in the conduct of the committee's business.

8.4 | Staff and Culture Committee

8.4a | Purpose

The Staff and Culture Committee fosters a workplace culture that values diversity, equity, and inclusivity while effectively managing staff-related matters. The committee's overarching purpose is to shape and nurture a culture that aligns with the College's vision, mission, values, and strategic principles, ensuring that staff recruitment, development, and compliance processes are in harmony with these principles. The Staff and Culture Committee has established the following panels to support the operational delivery of its duties:

- Staff Feedback Panel
- Continuous Professional Development Panel
- Equality and Diversity Panel

8.4b | Membership

Chairperson Head of Staff and Culture

Members
Managing Director
Executive Principal
Chief Operating Officer
Dean(s) of Campus
Programme Leader(s)
Head of QualPliance and Legal Affairs

8.4c | Frequency

The Staff and Culture Committee shall convene no fewer than three times per academic year.

8.4d | Responsibilities

The Staff and Culture Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Develop, monitor, and review staff recruitment plans to attract diverse talent and maintain workforce excellence in line with the strategic ambition of the College.
2. Make recommendations on talent management initiatives to promote staff development, engagement, and retention.
3. Oversee the effectiveness of staff induction and CPD training to support staff in their roles.
4. Ensure the validity of staff data and documentation while ensuring compliance with data protection regulations and GDPR.
5. Comply with partner organisation and awarding body regulations regarding staff-related matters.

6. Ensure process are effective to procure external legal or professional advice when required to address complex HR issues.
7. Ensure effective succession planning for key personnel to ensure leadership continuity.
8. Oversee the implementation and effectiveness of the staff appraisal process, fostering a culture of performance and growth.
9. Report on the implementation of the Whistleblowing Policy, promoting transparency and accountability.
10. Ensure and review remuneration practices maintain fairness, competitiveness and legal compliance.
11. Monitor trends in remuneration and benefits to stay competitive in the job market.
12. Approve salary review processes and annual increments in accordance with budgetary considerations.
13. Provide a platform for discussing and addressing equality and diversity issues consistent with the College's strategic plan for staff, students, and service development.
14. Measure staff satisfaction and its impact on staff culture.
15. Define the OBC staff culture in line with the College's vision, mission, values, and strategic principles.
16. Provide assurance on the Colleges approach to the EDI agenda.

8.5 | Operations Committee

8.5a | Purpose

The Operations Committee optimises resource allocation and ensures the efficient management of facilities and equipment across the College. The committee's primary purpose is to facilitate an environment conducive to teaching, learning, and working while adhering to the highest standards of safety, security, and compliance. Through strategic oversight and recommendations, the committee contributes to the College's commitment to excellence in resource utilisation and operational efficiency. The Operations Committee has established the following panels to support the operational delivery of its duties:

- Estates Management Panel
- IT Management Panel

8.5b | Membership

Chairperson Chief Operating Officer

Members
Chief Academic Officer
Dean(s) of Campus
Head of QualPliance and Legal Affairs
IT Manager
Students Support Manager
Programme Leader(s)

8.5c | Frequency

The Operations Committee shall convene no fewer than three times per academic year.

8.5d | Responsibilities

The Operations Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Strategically allocate and utilise resources to support academic and administrative functions effectively.
2. Identify, recommend, and oversee the acquisition of essential resources and equipment required for College operations.
3. Provide guidance and direction to facilities management personnel to ensure the efficient upkeep of College premises.
4. Oversee the maintenance and upkeep of real estate infrastructure, facilities and equipment to guarantee their reliability and functionality.
5. Continuously assess and uphold health, safety, and security policies to create a secure environment for all College stakeholders.

6. Evaluate the results of safety audits and incidents, implementing improvements as needed to enhance safety measures.
7. Advise on computing-related issues, ensuring compliance with relevant licenses and certificates.
8. Provide expertise and recommendations on various operational matters to enhance overall efficiency.

8.6 | Resource and Business Planning Committee

8.6a | Purpose

The Resource and Business Planning Committee is leveraging data-driven decision-making to enhance the operational efficiency, strategic and academic resource planning of the College. This committee aims to harness data insights for informed business strategies and sustainable growth.

8.6b | Membership

Chairperson Chief Operating Officer

Members
Chief Financial Officer
Chief Marketing and Admissions Officer
Chief Academic Officer
Head of QualPliance and Legal Affairs
Head of Staff and Culture
Registrar and Head of Data

8.6c | Frequency

The Resource and Business Planning Committee shall convene no fewer than three times per academic year.

8.6d | Responsibilities

The Resource and Business Planning Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Analyse various data sources, including student enrolment, financial records, and academic performance data, to identify trends, opportunities, and challenges.
2. Collaborate with senior leadership to align data insights with the College's strategic KPIs and plan.
3. Develop and maintain a robust business intelligence system that provides real-time data for informed decision-making.
4. Establish data governance policies and practices to ensure data accuracy, security, and compliance with regulatory requirements.
5. Define and monitor KPIs for different College departments to track performance and progress.
6. Utilise data to create predictive models and forecasts that aid in resource allocation and strategic planning.
7. Generate regular reports and dashboards to communicate data findings and insights to SLT and BoG.
8. Conduct benchmarking analyses against peer institutions to identify areas for improvement and best practices.
9. Provide recommendations for resource allocation based on data insights to optimise operational efficiency.
10. Assess risks and vulnerabilities based on data analysis and recommend mitigation strategies.
11. Identify and propose data-driven initiatives to enhance student experience, improve outcomes, and support College growth.
12. Collaborate with departments to design and implement performance improvement plans based on data findings.
13. Contribute to the College's long-term planning by providing data-backed insights on potential opportunities and challenges.
14. Continuously assess and improve data collection methods and systems to enhance data quality and relevance.
15. Ensure compliance with data protection and privacy regulations and facilitate required reporting.
16. Ensure adequate academic and learning resources for programmes, including digital (VLE), physical (Library), and staffing needs across all campuses.

8.7 | Partnership and Business Development Panel

8.7a | Purpose

The Partnership and Business Development Panel is developing, evaluating, and aligning new partnerships and academic programmes at the College, ensuring they address the College's strategic priorities.

8.7b | Membership

Chairperson Chief Operating Officer

Members
Executive Principal
Managing Director
Chief Marketing and Admissions Officer
Chief Academic Officer

8.7c | Frequency

The Partnership and Business Development Committee shall convene no fewer than once per year.

8.7d | Responsibilities

The Partnership and Business Development Committee, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Assess the viability and alignment of partnerships and programmes with the College's strategic plan and business goals.
2. Review and recommend proposals for new partnerships, programme additions, withdrawals, and significant alterations.
3. Carry out and review due diligence of prospective partners.
4. Evaluate market demand and conduct market research to inform partnership and programme decisions.
5. Forecast revenue and financial viability of new and existing partnerships and programmes.
6. Recommend resource allocation to support academic programmes, including staffing, facilities, and learning resources.

8.8 | Finance and Budget Panel

8.8a | Purpose

The Finance and Budget Panel manages and oversees the financial resources of the College. This panel plays a crucial role in ensuring financial stability, transparency, and the effective allocation of resources to support the College's mission.

8.8b | Membership

Chairperson Chief Financial Officer

Members
Managing Director
Executive Principal
Chief Marketing and Admissions Officer
Chief Academic Officer
Chief Operating Officer

8.8c | Frequency

The Finance and Budget Panel shall convene no fewer than three times per academic year.

8.8d | Responsibilities

The Finance and Budget Panel, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Develop and implement annual budget setting procedures in collaboration with relevant stakeholders, ensuring alignment with the College's mission and financial priorities.
2. Monitor the College's financial health, including revenue, expenses, and investments, and provide regular financial reports to the Corporate and Planning Board.
3. Coordinate the collection and analysis of financial data to inform the budget setting process, including revenue projections, expenditure forecasts, and funding requirements.
4. Facilitate discussions and negotiations with academic departments and administrative units to establish budgetary allocations based on their operational needs and strategic plans.
5. Ensure compliance with financial regulations, accounting standards, and legal requirements, including the preparation of audited financial statements.
6. Review and evaluate budget proposals submitted by various departments, providing recommendations and guidance to ensure financial sustainability and accountability.
7. Present the proposed annual budget to Corporate and Planning Board for review and approval, incorporating feedback and adjustments as necessary.
8. Allocate financial resources to various academic departments and administrative units based on their needs and priorities.
9. Monitor budget execution throughout the fiscal year, tracking actual expenditures against budgeted amounts and identifying variances for corrective action.
10. Identify cost-saving opportunities and cost-effective measures to optimise financial resources.
11. Review and recommend tuition fee structures in line with market trends, affordability for students, and the College's financial sustainability.
12. Support fundraising efforts and initiatives to secure external funding and donations for specific projects or scholarships.
13. Establish and monitor internal controls to safeguard College assets and prevent financial irregularities.
14. Coordinate and facilitate external financial audits, responding to audit findings and recommendations.
15. Collaborate with other committees and panels, to align financial resources with academic and operational needs.
16. Design and implement a College wide procurement process for goods and services.
17. Approve additional business expenditure, outside of planned budgetary controls.

8.9 | Operational Policies Panel

8.8a | Purpose

The Operational Policies Panel reviews and refines operational policies to ensure their alignment with OBC's mission, operational needs and the evolving landscape of higher education.

8.8b | Membership

Chairperson Head of QualPliance and Legal Affairs

Members
Chief Operating Officer
Chief Academic Officer
Head of Staff and Culture
Head of Access Participation and Marketing
Student representative

8.9c | Frequency

The Operational Policies Panel shall convene no fewer than once per year.

8.9d | Responsibilities

The Operational Policies Panel, with delegated authority from the Corporate and Planning Board, is tasked with the following responsibilities:

1. Assess and evaluate the operational policies and procedures across various departments of the College, identifying areas for enhancement.

2. Provide recommendations for revisions or updates to operational policies to align them with best practices, legal requirements, and the College's strategic plan.
3. Ensure that all operational policies and procedures comply with relevant legal, regulatory, and accreditation requirements.
4. Identify opportunities to streamline operational processes and enhance efficiency in areas such as administration, facilities management, and resource allocation.
5. Engage with internal and external stakeholders, including academics, staff, students, and partner organisations, to gather input and feedback on operational policies.
6. Provide regular reports and updates to the Corporate and Planning Board and other relevant committees on the progress and outcomes of operational policy reviews and recommendations.

The ToR for the other recognised panels of the corporate governance are presented in Appendix E.

9 | The Academic Governance

The Academic Board is the principal academic body, entrusted with upholding and advancing the College's academic excellence through comprehensive oversight of its educational standards and student learning experiences. The Academic Board has established the following committees and panel to support the operational delivery of its duties:

- Academic Quality and Standards Committee
- Registry Committee
- Student Services Committee
- Research and Innovation Committee
- Academic Policies Panel

9.1 | The Academic Board

9.1a | Purpose

With delegated authority from the BoG, the Academic Board is fostering an environment of high-quality teaching, learning and assessment. It ensures that the College's academic policies, procedures, and resources effectively support an outstanding student experience, rigorous academic quality assurance, and the continuous enhancement of academic standards. The Board is committed to ensuring that the College's academic endeavours align with external quality benchmarks and regulatory requirements, thereby securing the College's reputation and the value of its qualifications.

9.1b | Membership

Chairperson Executive Principal

Members
Chief Academic Officer
Dean(s) of Campus
Programme Leader(s)
Head of Student Services
Head of QualPliance and Legal Affairs
Registrar and Head of Data
Head of Research and Innovation
Student President

9.1c | Frequency

The Academic Board shall convene no fewer than three times per academic year.

9.1d | Responsibilities

The Academic Board, with delegated authority from the BoG, is tasked with the following responsibilities:

1. Oversee and Assure the BoG that the College has implemented an effective framework to manage the quality of learning and assessment, ensuring the maintenance of high academic standards.
2. Ensure compliance with the OfS Conditions of Registration and UK Quality Code for Higher Education.
3. Determine the Academic Strategy and Planning of the College incorporating annual HE benchmarks related to student outcomes and progression, using insights to inform strategic planning and improvements.
4. Enhance the overall student learning experience, prioritising student engagement and satisfaction.
5. Guarantee robust student support systems are in place, contributing to student welfare and success.
6. Ensure appropriate academic resources are in place to support effective learning environments.
7. Set thresholds for key academic metrics, including admissions, retention, progression, completion rates, and employability outcomes.
8. Approve academic entry requirements for programmes, ensuring they align with the College's academic standards.

9. Oversee relevant academic policies and procedures, fostering a culture of continuous improvement.
10. Approve external reports on academic matters, integrating feedback and recommendations into strategic planning.
11. Recognise and accommodate prior learning, facilitating flexible and inclusive access to education.
12. Oversee the training and professional development of academic staff, promoting a culture of excellence and innovation.
13. Establish panels, working groups, and advisory groups as needed to support the effective maintenance of academic standards and quality enhancement, in accordance with external benchmarks and regulatory bodies like OfS and Higher Education (HE) partners.
14. Promote an inclusive academic community committed to quality assurance, underpinned by effective systems for quality enhancement.
15. Ensure high-quality research output is delivered, contributing to the College's academic profile and knowledge base.
16. Evaluate and approve the College's Annual Monitoring Report (AMR) and other key documents, such as the Quality Improvement Plan (QIP) and/ or any other related action plan, where applicable.
17. Champion equality, diversity, and inclusion within all academic activities, ensuring an inclusive teaching and learning environment.
18. Partner with the Student Council to ensure robust student engagement and representation in academic decision-making processes.
19. Monitor the effectiveness of the CAGF, facilitating the sharing of best practices and addressing areas for improvement.
20. Oversee the resolution of student complaints and ensure the welfare and well-being of the student body are effectively supported.
21. Receive annual internal monitoring report from relevant Board/Committee and review for strategic decision making.

9.2 | Academic Quality and Standards Committee

9.2a | Purpose

Academic Quality and Standards Committee is the deliberative arm of the Academic Board, dedicated to maintaining and elevating the academic quality and student experience across all facets of the College. Chaired by the Chief Academic Officer, the Academic Quality and Standards Committee scrutinises internal and external feedback to implement and monitor quality improvements, ensuring that academic standards, teaching, learning, and assessment methodologies align with the OBC's strategic plan and regulatory standards. The committee champions innovative practices and enhancements that enrich the student journey from admission to graduation, fostering an environment of continuous academic advancement and student engagement. The committee has established the following committee and panel to support the operational delivery of its duties:

- Programme Committee
- Academic Planning Review and Enhancement Panel

9.2b | Membership

Chairperson Chief Academic Officer

Members
Dean(s) of Campus
Head of QualPliance and Legal Affairs
Head of Admissions
Head of Student Services
Programme Leader(s)
Registrar and Head of Data
Student President

9.2c | Frequency

The Academic Quality and Standards Committee shall convene no fewer than three times per academic year.

9.2d | Responsibilities

The Academic Quality and Standards Committee, with delegated authority from the Academic Board, is tasked with the following responsibilities:

1. Ensure effective implementation of key policies and strategies, including those related to admissions, teaching, assessment, and student engagement.
2. Enhance programme content, delivery, and curriculum areas, raising academic standards and the quality of learning opportunities.
3. Enhance the quality of all aspects of the student experience at the College and in particular learning, teaching and assessment.
4. To advise Academic Board on the maintenance of academic standards in relation to Learning, Teaching and Assessment, setting and development together with associated action plans.
5. Review and implement recommendations from internal and external quality reports to enhance academic standards and the student experience.
6. Monitor and review academic staff recruitment, induction, and Continuous Professional Development (CPD) processes, ensuring high-quality academic staffing.
7. Increase student engagement and representation, ensuring student voices are integral to academic decision-making.
8. Evaluate the impact of implemented enhancements, sharing successes and lessons learned to embed best practices.
9. Recommend further enhancements and strategies to the Academic Board, aligned with the College's strategic plan.
10. Review the effectiveness of academic, pastoral, and welfare support services, enhancing the student support framework.
11. Develop student employability competencies and employment opportunities, linking academic offerings to career readiness.
12. Design and implement Teaching, Learning and Assessment Strategy for the College.
13. Author the College's AMR, QIP and/ or and/ or any other related action plan (where applicable).
14. Identify and disseminate good practices across the programmes and College, encouraging innovation and enhancement in academic and support services.
15. Monitor and coordinate the execution of enhancement opportunities, ensuring their successful integration into College operations.
16. To review and make recommendations to relevant committee/board on learning development technologies to enhance the learner experience and extend learning opportunities.
17. Approve reports from programme committees, academic planning, review and enhancement panels, and monitor any actions arising.
18. Receive and review reports from External Bodies (including reviews, audits, accreditation visits) and monitor any actions arising.
19. Approve relevant reports as delegated by the Academic Board.
20. Scrutinise and review External Examiner reports.

9.3 | Programme Committee

9.3a | Purpose

The Programme Committee, for every programme, plays a critical role in ensuring the academic integrity and ongoing enhancement of relevant programme offered by the College. Anchored in the principles of the CAGF and aligned with the Teaching, Learning and Assessment Strategy, Programme Committees are essential in maintaining the quality and efficacy of the College's educational programmes. These committees provide a structured mechanism for the oversight, review, and reporting on the development, delivery, and outcomes of academic programmes, ensuring they meet the College's strategic aims and adhere to the standards set by partner organisations. Through collaborative evaluation and feedback integration, Programme Committees aim to continuously improve the student learning experience, ensuring it remains engaging, relevant, and of the highest quality.

9.3b | Membership

Chairperson Programme Leader

Members
Dean(s) of Campus
Programme Coordinator
Academic Quality Manager
Student Support Manager
Student representative

9.3c | Frequency

The Programme Committee shall convene no fewer than three times per academic year.

9.3d | Responsibilities

The Programme Committee, with delegated authority from the Academic Quality and Standards Committee, is tasked with the following responsibilities:

1. Oversee and evaluate the academic quality and delivery of programmes, ensuring they meet initial validation objectives, and report progress to the Academic Quality and Standards Committee.
2. Analyse statistical data related to pass rates, progression, and retention to drive continuous programme improvements working towards the College's thresholds.
3. Facilitate discussions on programme operations, student experiences, and academic standards, incorporating feedback from students, tutors, and the operational team.
4. Advise on programme organisation, administration, and student attendance to enhance the learning environment.
5. Evaluate programme delivery, including academic regulations, assessment, and examination methods, and suggest improvements.
6. Support active partnership with students in the enhancement of programmes and modules.
7. Review programme resources and make recommendations for improvements to support effective teaching and learning.
8. Identify training and development needs for staff involved in programme delivery to maintain and elevate academic standards.
9. Analyse feedback from student and tutor surveys reports to support the preparation of annual programme quality reviews.
10. Address issues related to programme effectiveness and student satisfaction based on stakeholder feedback.
11. Implement actions and recommendations from monitoring visits and external examiner reports to uphold academic excellence.
12. Evaluate the effectiveness of the Personal Academic Tutors to ensure they supports student development and academic success.
13. Discuss and enhance student engagement and programme-specific enhancement initiatives, aiming to enrich the overall student learning experience.
14. Dissemination of external examiners and responses to members.
15. Ensure active consideration of equality, diversity, and inclusion in the conduct of their business.
16. Provide assurance to the Academic Quality and Standards Committee on the maintenance of programme academic standards and student experience.
17. Ensure adherence to Partner requirements for the operation of Programme Committee or equivalent.
18. Identification and dissemination good practice within programme.

9.4 | Registry Committee

9.4a | Purpose

The Registry Committee ensures the academic success and seamless journey of students. Its mission is to oversee central student administration, maintain accurate records, and uphold the highest standards of student support and fairness, in alignment with the College's strategic goals. The Registry Committee has established the following panels to support the operational delivery of its duties:

- Campus Student Engagement Panel
- Campus Student Status Panel
- Mitigating Circumstances Panel
- Academic Integrity Panel
- Complaints Panel

9.4b | Membership

Chairperson Registrar and Head of Data

Members
Chief Academic Officer
Dean(s) of Campus
Assessment/ exams staff representative
Head of QualPliance and Legal Affairs
Head of Student Services
Programme Leader(s)
Student representative

9.4c | Frequency

The Registry Committee shall convene no fewer than three times per academic year.

9.4d | Responsibilities

The Registry Committee, with delegated authority from the Academic Board, is tasked with the following responsibilities:

1. Plan, monitor, and review all aspects of central student administration to enhance the student experience.
2. Align registry procedures and processes with the College's strategic plan to ensure integrity and effectiveness.
3. Manage student and programme administration, providing efficient and supportive processes throughout the student journey.
4. Ensure individual student issues such as mitigating circumstances, complaints, appeals, academic misconduct, and disciplinary procedures are carried out in line with OBC, Partner regulatory, and Policy stipulations.
5. Oversee the accuracy, integrity, and quality of records of student data and systems, including applications, enrolments, attendance, and outcomes.
6. Maintain up-to-date and organised records of student data, including registrations, attendance, progression, and outcomes.
7. Ensure that all students have completed the application process, provided required documentation, and are registered correctly with partner organisations and external awarding bodies.
8. Support timetabling for teaching and College activities, including assessments and examinations.
9. Ensure students at risk due to poor engagement or in need of deferral or withdrawal are processed in line with OBC, Partner regulatory, and Policy stipulations.
10. Collaborate with assessment and progression boards to ensure accurate recording of student exam and assessment data.
11. Administer certification for students who have completed their courses.
12. Monitor the outcomes of student academic misconduct and non-academic disciplinary procedures.
13. Monitor student appeals and complaints in accordance with relevant guidelines.
14. Provide regulatory data for compliance, strategic planning, and operational delivery.
15. Collaborate with the Academic Quality and Standards Committee to enhance Registry services, including the accuracy and integrity of student data and academic administration processes.
16. Support the Equality and Diversity Committee in promoting fairness, consistency, and transparency in recruitment, admissions, and enrolment practices to achieve diversity and equality targets.
17. Ensure students are successfully enrolled onto their programme of study.
18. Maintain alumni records in line with General Data Protection Regulation (GDPR) and OBC, partner regulatory,

and policy stipulations.
19. Maintain the accessibility of all regulations and policies.

9.5 | Student Services Committee

9.5a | Purpose

The Student Services Committee enhances and enriches the overall experience of students at the College. This committee strives to create a supportive, engaging, and inclusive environment that promotes academic success, personal development, and student well-being. The Student Services Committee has established the following panels to support the operational delivery of its duties:

- Student Support and Welfare Panel
- Prevent and Safeguarding Panel

9.5b | Membership

Chairperson Chief Academic Officer

Members
Chief Operating Officer
Dean(s) of Campus
Head of Access Participation and Marketing
Head of Student Services
Head of QualPliance and Legal Affairs
Events and Engagement Coordinator
Incubation staff representative
Student representative

9.5c | Frequency

The Student Services Committee shall convene no fewer than three times per academic year.

9.5d | Responsibilities

The Student Services Committee, with delegated authority from the Academic Board, is tasked with the following responsibilities:

1. Ensure effective planning for social and cultural events, including student conferences, workshops, and celebrations, to enhance the social aspect of student life.
2. Promote student well-being and prioritise the physical, mental, and emotional well-being of students by implementing support services and initiatives.
3. Develop strategies to foster student participation in extracurricular activities, clubs, societies, and events that enhance their sense of belonging and community.
4. Ensure academic effective deliverer of academic support services.
5. Promote equality, diversity, and inclusion initiatives to enhance the student experience.
6. Analyse and respond to student feedback regarding their experiences, concerns, and suggestions for improvement.
7. Ensure students have support to establish platforms to express their views, concerns, and ideas.
8. Ensure suitable plans for orientation for new students to facilitate their transition into College life and provide essential information about academic expectations and support services.
9. Ensure the quality and functionality of campus facilities, including teaching spaces, libraries, and recreational areas, to meet student needs.
10. Evaluate and enhance the effectiveness of student support services.
11. Enhance Student Safety and ensure campus safety and security, including emergency response procedures and policies.
12. Identify enhancements and ways to improve the physical and virtual environments for students.
13. Monitor activity and receive relevant reports and issues referred to it by the organisation and through other committees and departments.

14. Ensure effective communication between students and the College administration, academics, and staff.
15. Assist with the identification, consideration, and development of appropriate student communications, including in respect of the Student Protection Plan.

9.6 | Research and Innovation Committee

9.6a | Purpose

The Research and Innovation Committee nurtures a culture of research, knowledge exchange, innovation, and business incubation within the College. The committee plays a pivotal role in connecting OBC's academic expertise with external partners, promoting collaboration, and monitoring the impact and effectiveness of the number of frameworks related to its incubation and entrepreneurial activities. The committee's purpose is to facilitate the exchange of knowledge, support innovation, and drive economic growth and societal impact through strategic initiatives. The committee has established Ethics Panel to support the operational delivery of its duties.

9.6b | Membership

Chairperson Head of Research and Innovation

Members
Chief Academic Officer
Incubation staff
Academic Staff (by invitation)
Programme Leader(s)
Research Associate
Student representative

9.6c | Frequency

The Research and Innovation Committee shall convene no fewer than three times per academic year.

9.6d | Responsibilities

The Research and Innovation Committee, with delegated authority from the Academic Board, is tasked with the following responsibilities:

1. Approve a comprehensive research and knowledge exchange strategy that aligns with OBC's mission and strategic plan, emphasising collaboration with external partners and leveraging related framework(s).
2. Identify, establish, and nurture partnerships with businesses, industry, government agencies, and community organisations to facilitate knowledge exchange and innovation opportunities.
3. Ensure OBC's business incubation and innovation framework supports startups, entrepreneurs, and innovators to develop business skills for future success.
4. Support researchers and academics in commercialising research outcomes, inventions, and innovations, including technology transfer and licensing agreements.
5. Identify external funding opportunities and grants to support knowledge exchange and innovation projects and assist in securing funding.
6. Facilitate the transfer of knowledge and expertise between OBC and external partners, emphasising the practical application of academic research.
7. Monitor and evaluate the impact of knowledge exchange initiatives, including their contribution to economic growth, job creation, and societal benefits.
8. Assess and monitor the effectiveness of the relevant framework in nurturing startups, fostering innovation, and supporting entrepreneurship.
9. Manage intellectual property rights arising from knowledge exchange activities, including patents, copyrights, and licensing agreements.
10. Provide guidance and resources to startups and entrepreneurs within the relevant framework, assisting with business development, mentoring, and networking.
11. Promote a culture of innovation, entrepreneurship, and knowledge exchange among OBC's academic staff, researchers, and students.

12. Ensure the planning of events, workshops, and conferences that facilitate collaboration, networking, and knowledge exchange between OBC and external partners.
13. Regularly report on the progress and impact of knowledge exchange and innovation initiatives, using KPIs to measure success.
14. Ensure that all knowledge exchange and research activities adhere to ethical standards, legal requirements, and College policies.
15. Allocate and manage funding for knowledge exchange, innovation, and business incubation projects in alignment with OBC's strategic priorities.
16. Monitor the impact of the related framework(s) and report to the Academic Board.
17. Evaluate the impact of research output on OBC mission and values.
18. Ensure the planning and delivery of career development workshops/seminars that will contribute to the career readiness of the students.

9.7 | Academic Policies Panel

9.7a | Purpose

The Academic Policies Panel reviews and refines academic policies to ensure their alignment with OBC's mission and the evolving landscape of higher education.

9.7b | Membership

Chairperson Chief Academic Officer

Members
Chief Marketing and Admissions Officer
Chief Operating Officer
Head of QualPliance and Legal Affairs
Programme Leader(s)
Student representative

9.7c | Frequency

The Academic Policies Panel shall convene no fewer than once per year.

9.7d | Responsibilities

The Academic Policies Panel, with delegated authority from the Academic Board, is tasked with the following responsibilities:

1. Review and evaluate the academic policies to ensure ongoing relevance and effectiveness.
2. Collaborate with relevant stakeholders to gather input and feedback on policy enhancements.
3. Conduct research to stay informed about best practices and regulatory changes in the higher education sector.
4. Develop draft revisions and updates to academic policies based on research and stakeholder input.
5. Ensure that all proposed policy changes align with OBC's mission and strategic goals.
6. Present draft policy updates to the appropriate governing bodies for approval.
7. Monitor the implementation of approved policy changes and assess their effectiveness.
8. Maintain clear documentation of policy revisions and updates for transparency and accountability.
9. Provide relevant reports to the academic board.

The ToR for the other recognised panels of the academic governance are presented in Appendix F.

10 | APPENDIX A: Six primary elements of the Committee of University Chairs' 'The Higher Education Code of Governance'

1. **Accountability**: The BoG is collectively responsible and accountable for institutional activities, approving all final decisions on matters of fundamental concern within its remit.

2. **Sustainability**: In ensuring the sustainability of the College, the BoG actively seeks and receives assurance that delivery of the strategic plan is in line with legislative and regulatory requirements, institutional values, policies and procedures, and that there are effective systems of control and risk management in place.

3. **Reputation**: The BoG safeguards and promotes institutional reputation and autonomy by operating in accordance with the values that underpin this Code, its various elements, and the principles of public life.

4. **Equality, Diversity, and Inclusivity**: The BoG promotes a positive culture that supports ethical behaviour, equality, diversity, and inclusivity across the College, including in the BoG's own operation and composition. This includes ensuring under-representation and differences in outcomes are challenged and, where practicable, corrective action is taken to ensure fair outcomes for all.

5. **Effectiveness**: The BoG ensures that governance structures and processes are robust, effective, and agile by scrutinising and evaluating governance performance against this Code (and other Codes where an institution's constitutional form requires it), and recognised standards of good practice.

6. **Engagement**: Governing bodies understand the various stakeholders of the College (globally, nationally, and locally) and are assured that appropriate and meaningful engagement takes place to allow stakeholder views to be considered and reflected in relevant decision-making processes.

11 | APPENDIX B: Committee Standing Orders

The purpose of Committee Standing Orders is to outline the rules and regulations governing all OBC Committees and their management and operation. These Standing Orders provide a framework to ensure consistency in practices across all OBC Committees. OBC may establish various Committees as deemed necessary to facilitate its operations. All Committees at OBC require approval from the BoG, Executive Principal and the Managing Director.

These Standing Orders are applicable to all formally constituted OBC Boards, Committees, or Panels, collectively referred to as "Committees" in this appendix. These Standing Orders are binding on all Committees and cannot be suspended. Any inquiries or clarifications related to these Standing Orders should be directed to the relevant Committee Secretary in the first instance or to the Executive Principal.

11.1 | Declaration of Interest

A. OBC Board members and OBC Directors must annually declare any personal interest, whether pecuniary or otherwise, that could potentially interfere with their independent judgment.
B. Committee Members with a personal interest in matters under discussion during a committee meeting must promptly disclose their personal interest to the meeting. Depending on the nature of the interest, they may need to abstain from contributing to the debate or voting on the issue.
C. Committee Members are not considered to have a personal or pecuniary interest in matters solely because they are OBC staff or students.

Failure to comply with standing order 11.1A, 11.1B, and/or 11.1C may result in possible disciplinary action.

11.2 | Membership

Committee membership will be as defined in the membership and terms of reference. Committee members fall into the following categories:

- **Ex officio**: Designates a member who holds membership by virtue of their position or role within OBC. Membership automatically transitions with changes in the position. Ex officio members are not appointed for a specific duration.
- **Appointed**: Denotes an individual whose membership status has been determined either by a committee within OBC, such as the BoG or Academic Board, or by the committee itself.
- **Nominated**: Refers to a person whose membership has been proposed or formally sanctioned by another individual or body within OBC, such as a Dean of Campus.
- **Elected**: Signifies an individual whose membership results from a formal election process within OBC, e.g. student representatives.
- **Co-opted**: Designates a person appointed as an additional member based on personal merit or specific expertise, typically on a temporary basis. OBC committees may co-opt members autonomously without referral to other OBC committees or bodies. If a committee regularly co-opts an individual in a long-term capacity, reconsideration of the committee's constitution is advisable.
- **Observer**: Indicates an individual, such as a representative from an organisation closely affiliated with OBC, who, while not possessing full membership status, receives committee documents and is entitled to attend meetings.
- **In attendance**: Though not a formal committee membership category, this term is utilised in committee minutes to denote individuals present at the meeting besides the committee members. Such persons may include the Secretary and OBC officers who, though not members of the committee, attend meetings regularly to provide subject expertise or address queries from committee members. Additionally, individuals 'in attendance' may comprise OBC officers or others invited to a specific committee meeting to contribute to a particular agenda item or engage in pertinent discussions.

11.3 | Appointment of Committee Chairs

The chair of governing body's related committee is appointed by the BoG. For all other committees, the chair is appointed by the SLT. Provisions exist for co-opting up to two members to all committees (excluding the BoG), with

the committee chair making co-options. In the event that the committee chair is unavailable to preside over a committee meeting, they should designate a member of the committee to assume the role of chair, ensuring the timely execution of the meeting.

11.4 | Responsibilities of the Chair

The Chair holds primary responsibility for overseeing the committee's operations. Specifically, the Chair should:

- Possess a thorough understanding of the committee's mandate and delineate the boundaries of its jurisdiction and authorities.
- Proactively advance the committee's agenda and initiatives, ensuring progress by finalising decisions/ actions and momentum. Committee meetings can be adjourned for valid reasons by the Chair. The Chair and Secretary decide the date, time, and location of reconvened meetings, with notices sent to all members.
- Efficiently manage the committee's affairs to ensure smooth and effective operations during meetings and between them. This includes optimising the committee's size to the minimum necessary for effective functioning and streamlining paperwork and meeting durations to essential levels.
- Continuously evaluate the efficacy and suitability of the committee, seeking input from other committee officers as needed to ensure its relevance and effectiveness over time. This may involve periodic reviews and adjustments to ensure alignment with OBC's priorities.

11.5 | Responsibilities of the Committee Members

Members of the committee are expected to:

- Grasp the committee's scope of operation and comprehend the boundaries of its authority and functions within the context of OBC's governance structure.
- Demonstrate commitment by attending committee meetings regularly. It is incumbent upon members to prioritise attendance, and in instances where attendance is not feasible, timely notification of apologies to the committee Secretary is required. Ex officio membership is considered non-transferable.
- Adequately prepare for meetings by thoroughly reviewing committee papers beforehand, contemplating their contents, and consulting with relevant stakeholders as necessary to contribute effectively to discussions.
- Adhere to confidentiality markings on committee documents and refrain from disclosing any confidential business or information discussed within the committee to external parties.
- Maintain impartiality and act in the best interests of OBC, ensuring decisions are not influenced by personal relationships or business interests.

11.6 | Responsibilities of the Committee Secretary

The Committee Secretary, although not typically a committee member, plays a crucial role in its functioning. The Secretary's responsibilities include scheduling, managing the committee's business, familiarising themselves with its terms of reference, briefing the Chair, attending meetings, drafting minutes, distributing minutes, and following up on actions. Additionally, they are responsible for maintaining records, ensuring compliance with reporting relationships, and organising committee documents.

11.7 | Ordinary Meetings

Ordinary Meetings follow the schedule outlined in the OBC Governance Calendar. Meeting dates are communicated to the Committee at the start of the academic year. If necessary, the Committee Secretary consults with Members to propose alternate dates for Ordinary Meetings. Members will receive reasonable notice before rescheduled meetings, unless exceptional circumstances arise.

11.8 | Extraordinary/ Emergency Meetings

Extraordinary/ Emergency meetings may be held as determined by the Committee Chair, convened by the Committee Secretary, and members are typically notified at least seven calendar days in advance, unless exceptional circumstances arise. At Extraordinary/ Emergency meetings, discussions are limited to the agenda items with prior notice, and any additional matters raised by the Committee Chair during the meeting are included in the minutes. Minutes of Extraordinary/ Emergency Meetings are presented at the subsequent Ordinary Meeting.

11.9 | Categories of Committee Business

The committee structure delineates the following three categories of committee business:

- **Unrestricted (or 'open') business**: To the extent possible, be open and unrestricted, with confidential business minimised. However, certain items within committee documents may necessitate restriction solely to committee members or to a subset thereof, such as non-student members, due to confidentiality considerations.

- **Confidential and Confidential (Reserved) business**: Items designated as confidential should be clearly indicated as such on the agenda. In specific circumstances, it may be advantageous to list confidential items separately on a confidential agenda sheet. Regardless of format, confidential items should be documented separately in a confidential section following the open minutes.

    - Confidential Business typically encompasses matters pertaining to sensitive information held by the College or concerning its interests. This includes, but is not limited to:

        - The personal safety of OBC staff and students.
        - The security of OBC's property.
        - The commercial interests of OBC and its partners.
        - Confidential relationships, whether personal or commercial.

    - Confidential (Reserved) Business involves confidential matters from which any student members of the committee are excluded during deliberations. This may encompass business referring to individual staff members by name (pertaining to appointments, promotions, etc.), as well as items referencing individual students by name (relating to admissions, academic assessment, etc.).

Certain committees may have their entire business designated as confidential. In such instances, both the agenda papers and subsequent minutes should be labelled as Confidential.

Members should acknowledge that categorising a committee document as confidential does not automatically guarantee exemption from disclosure if challenged. Concerns regarding the confidentiality of business items should be addressed with the Committee Secretary.

All Committee business remains confidential to OBC. Reports circulated among Committee Members should not be disclosed outside OBC without the Committee Chair's permission, in consultation with the Committee Secretary.

Unless explicitly marked as 'Restricted,' 'Commercial in Confidence,' or 'Confidential' upon circulation, Members may share information with OBC staff within their teams, with the understanding that this information remains within OBC. Proceedings of the Committee, including discussions, voting, and opinions expressed by members, are confidential both during and after meetings.

Only the Committee Chair or an authorised individual may issue statements on behalf of the Committee regarding its business or proceedings.

Committee Chairs can address individuals not respecting confidentiality, requesting clarification and cessation of such actions where necessary.

11.10 | Attendance, Quoracy and Participation

Committee members can attend meetings in person or remotely through virtual means. Remote participants are considered present for quorum purposes. All Committees require a quorum of 50% of the total membership.

11.11 | Presentation of agenda and committee paperwork

- Agendas and meeting papers are typically circulated electronically to members concurrently with the meeting notice.

- In exceptional cases, papers are provided no later than two working days before the meeting.
- Only papers circulated by the Committee Secretary are considered during the meeting.
- Papers introduced during a meeting are at the discretion of the Committee Chair.
- The order of business is outlined in the agenda by the Committee Secretary and may be revised by the Committee Chair during the meeting.
- Papers for agenda circulation must reach the Secretary at least seven working days in advance.
- Papers submitted after the deadline require the Chair's approval for inclusion on the agenda.
- The agenda provides information about each agenda item's nature and purpose.
- Agendas and related documents are circulated at least seven days before the meeting date.

11.12 | Record of Committee Business

Formal minutes are prepared for Ordinary and Extraordinary Meetings and are considered accurate at the next Committee meeting. Attendance records are maintained, and attendance is reported in the minutes. Apologies for absence must be submitted in advance to the Committee Secretary.

11.13 | Dealing with Matters of Urgency/ Chair's Action

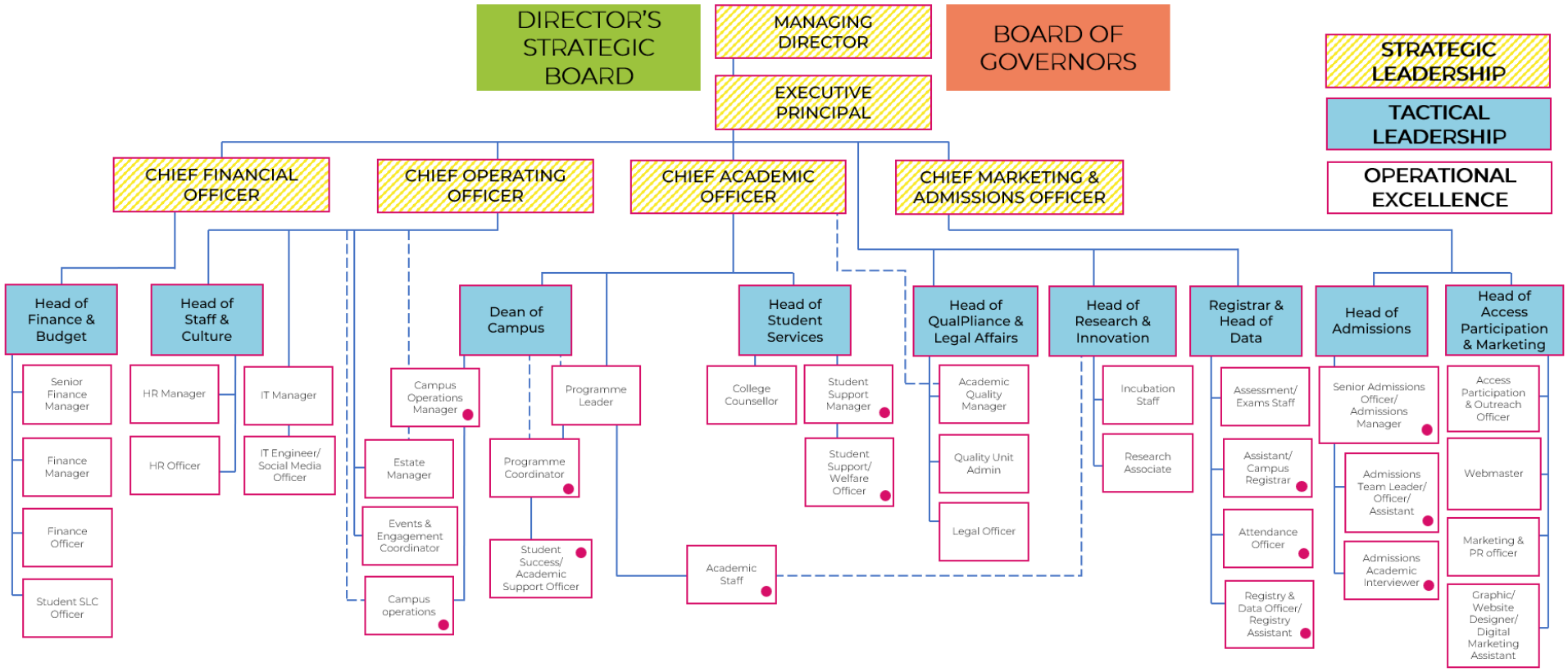
Chair's Action on Minor and Routine Matters: Chair's action may be exercised as a delegated authority granted by the committee or within the inherent role of the Chair itself. It is imperative for committees to establish clear guidelines regarding the circumstances under which Chair's action could be initiated, including the necessary documentation and procedures for delegating authority to the Chair to act on behalf of the committee between meetings. Such actions typically involve addressing minor or routine matters that do not warrant discussion during committee sessions and may have limited impact on the organisation. In instances where Chair's action is necessary following discussions or the requirement of additional documents, committee members should collectively agree if the Chair can proceed upon receipt of all relevant documentation and information. This approach ensures timely decision-making without the need to reconvene the committee for approval of minor matters.

Chair's Action on Urgent Matters: In cases where urgent matters arise, and there is insufficient time to wait until the next scheduled committee meeting, the Chair may opt to call a special meeting, consult committee members via correspondence, or address the issue through chair's action. However, it is crucial for the Chair to exercise caution and refrain from making decisions via chair's action where it may be inappropriate to do so or if it exceeds the scope of the delegated authority granted by the role. If the Chair is unable to convene an Extraordinary or Emergency meeting, correspondence with committee members on urgent matters becomes essential. In such cases, the Chair must provide comprehensive information and documentation to facilitate informed decision-making among members. The Chair should specify a deadline for feedback from members, allowing for thorough consideration of the circulated information. Based on the agreed-upon delegated responsibility, the Chair may then proceed to take necessary action without the need for further committee deliberation.

11.14 | Changes to Standing Orders

The Executive Principal periodically review Committee Standing Orders. Proposed changes are considered by the SLT. The SLT recommends revisions to the BoG for approval of Committee Standing Order amendments.

12 | APPENDIX C: College Organogram



A direct reporting relationship. It signifies the formal chain of command within the organisation, where a clear line of authority and accountability exists. Employees connected by a solid line have a hierarchical relationship, indicating a supervisor-subordinate connection. The supervisor / line manager is responsible for annual appraisals as well.

A dotted line signifies a strategic and empowered functional or advisory connection between positions or departments. It denotes a collaborative or consultative association, where the higher position holds enhanced authority and decision-making power, ensuring vertical flow of expertise. This structure enables the higher position to wield significant influence and contribute to overarching campus goals.

● *Campus appointments*

13 | APPENDIX D: Director's Strategic Board

The Director's Strategic Board, also known as Strategic Advisory Board, functions as an Executive advisory board, providing expert advisory services and reporting directly to the Managing Director. It includes specialist professionals in finance, investment, and legal; as well as those in academia, research, marketing, and partnerships; along with experts in quality and compliance, shareholders, and investors. Its responsibilities encompass advising on the scope, adequacy, effectiveness, and efficiency of the College's governance, risk management, and internal and external controls, ensuring their independence, credibility, efficiency, and value addition to internal and external oversight functions. Additionally, it provides guidance on regulatory requirements to uphold staff and student values, compliance with regulations, and standards of integrity and ethical conduct to prevent conflicts of interest and unlawful conduct. Furthermore, the Board advises improvements in College policies, procedures, evaluation, audit, and risk management, while also offering strategic insights on business development and expansions to achieve sustainable growth aligned with the College's strategic priorities. The Managing Director oversees and consults with the board as needed.

14 | APPENDIX E: Terms of Reference for other recognised panels of the Corporate and Planning Board

14.1 | Scholarship and Bursary Panel

14.1a | Purpose

The Scholarship and Bursary Panel develops and oversees a comprehensive scholarships strategy aligned with the College's mission and strategic priorities. This panel aims to ensure equitable access to educational opportunities by prioritising scholarship provision based on various factors, including academic merit, financial need, and targeted support. Additionally, the panel monitors the effectiveness of scholarships activities, promotes best practices, and evaluates resource allocation to optimise the impact of scholarship programs. Through strategic guidance and collaboration with relevant stakeholders, the panel strives to enhance student support, foster inclusivity, and contribute to the College's mission of academic excellence and social responsibility.

14.1b | Membership

Chairperson Head of Admissions

Members
Programme Leader(s)
Senior Finance Manager
Registry and Data Officer

14.1c | Frequency

The Scholarship and Bursary Panel shall convene as and when required.

14.1d | Responsibilities

The Scholarship and Bursary Panel with delegated authority from the Admissions Committee, is tasked with the following responsibilities:

1. Review the level of resources available for scholarships-related activity at the College.
2. Develop a Scholarship Strategy aligned with the College's academic mission and strategic priorities.
3. Consider relative priorities in the College's scholarships provision, including level of study, financial need, and targeted scholarships.
4. Monitor the effectiveness of scholarships activity at the College and promote best practice across the College.
5. Monitor the provision of scholarships for refugees and asylum seekers through benchmarking against peer institutions.
6. Develop and enhance systems for the management of scholarships.
7. Provide strategic guidance regarding fundraising priorities for scholarships and studentships.
8. Receive and consider reports from College wide stakeholders, to inform the Scholarships Strategy.

14.2 | Publications Panel

14.2a | Purpose

The Publications Panel ensures the accuracy, clarity, and consistency of all public-facing information produced by the College. The Panel's primary purpose is to review and approve various publications to uphold the College's reputation for providing reliable and trustworthy information. It plays a crucial role in maintaining transparency, disseminating accurate information, and safeguarding the College's integrity in all external communications.

14.2b | Membership

Chairperson Chief Marketing and Admissions Officer

Members
Chief Academic Officer
Head of Access Participation and Marketing
Head of QualPliance and Legal Affairs
Social Media Officer
Graphic/ Website Designer/ Digital Marketing Assistant
Marketing and PR Officer
Access Participation and Outreach Officer

14.2c | Frequency

The Publications Panel shall convene no fewer than no fewer than three times per academic year.

14.2d | Responsibilities

The Publications Panel with delegated authority from the Access Participation and Marketing Committee, is tasked with the following responsibilities:

1. Review and approve all public-facing publications, including brochures, prospectuses, websites, and promotional materials.
2. Ensure that all published information aligns with the College's mission, values, and strategic plan.
3. Verify the accuracy, completeness, and currency of content in publications to provide prospective stakeholders with reliable information.
4. Maintain consistency in branding, tone, and messaging across all published materials.
5. Confirm compliance with legal and regulatory requirements in publications, including consumer protection laws and marketing regulations.
6. Collaborate with relevant departments and committees to gather accurate and up-to-date information for publications.
7. Assess the accessibility of published materials to ensure they are easily comprehensible by a diverse audience.
8. Review and approve the inclusion of key College information, such as accreditations, approvals, course details, and legal licenses, in publications.
9. Monitor the representation of campus locations, facilities, and student expectations in published materials to provide clear guidance to prospective students.
10. Ensure that publications offer prospective students a good level of transparency, fairness, and consistency in the application and admission processes.
11. Facilitate the provision of information related to academic and pastoral support available to students in publications.
12. Verify that student handbooks and website content accurately reflect courses, services, and policies, and recommend updates as needed.
13. Review and approve publications that describe the College's engagement with students at various levels.
14. Advise on the publication of student records, achievements, and outcomes, ensuring accuracy and compliance with data protection regulations.
15. Collaborate with the College's access participation and marketing team to ensure that publications align with marketing strategies and goals.
16. Recommend improvements to the content, design, and distribution of public-facing materials to enhance their effectiveness in conveying the College's messages.
17. Ensure that the College's publications maintain a high standard of professionalism and integrity, reflecting positively on the institution.
18. Uphold the College's reputation by safeguarding the accuracy and quality of all public-facing information disseminated to external stakeholders.
19. Ensure compliance with partner institutions' policies for the publication of information.
20. Ensure that all public-facing information has approval from partner institutions where relevant.

14.3 | Staff Feedback Panel

14.3a | Purpose

The Staff Feedback Panel promotes a culture of open communication, feedback, and continuous improvement within the College. This panel serves as a vital link between the staff and the College's SLT, facilitating constructive feedback, addressing concerns, and fostering a positive working environment.

14.3b | Membership

Chairperson HR Manager

Members
Executive Principal
Head of Research and Innovation
Dean(s) of Campus
Chief Operating Officer
College Counsellor

14.3c | Frequency

The Staff Feedback Panel shall convene no fewer than once per academic year.

14.3d | Responsibilities

The Staff Feedback Panel with delegated authority from the Staff and Culture Committee, is tasked with the following responsibilities:

1. Gather feedback from staff members on various aspects of their work experience, including workplace conditions, policies, procedures, and overall job satisfaction.
2. Establish and maintain an anonymous feedback mechanism to ensure staff can provide candid feedback without fear of reprisal.
3. Analyse the feedback received to identify common themes, concerns, and areas for improvement.
4. Develop actionable recommendations based on staff feedback to enhance work conditions, policies, and practices.
5. Serve as a communication channel between staff and the College's leadership, conveying staff concerns and recommendations.
6. Collaborate with staff to track the progress of College wide initiatives.
7. Provide regular feedback to the Strategic Leadership Team on the status of staff feedback, actions taken, and outcomes achieved.
8. Ensure staff have training and support on how to provide constructive feedback to the College.
9. Assist in resolving conflicts and disputes within the staff, promoting a harmonious working environment.
10. Advocate for the well-being and job satisfaction of staff members, ensuring that their voices are heard and considered.
11. Contribute to the evaluation of staff performance by providing feedback related to working conditions and support.
12. Promote a positive organisational culture where staff feel valued, engaged, and empowered to contribute to the College's success.

14.4 | Continuous Professional Development Panel

14.4a | Purpose

The CPD Panel serves as a strategic driver for learning initiatives, ensuring that employees have access to opportunities that enhance their skills, knowledge, and career prospects. This Panel has a delegated authority to approve annualised learning needs of the College.

14.4b | Membership

Chairperson Head of Staff and Culture

Members

Chief Operating Officer
Chief Academic Officer
Head of Student Services
Head of Research and Innovation
Head of Qualpliance and Legal Affairs
Registrar and Head of Data
Head of Admissions
Head of Finance and Budget
Head of Access Participation and Marketing

14.4c | Frequency

The CPD Panel shall convene no fewer than once per academic year.

14.4d | Responsibilities

The Continuous Professional Development Panel with delegated authority from the Staff and Culture Committee, is tasked with the following responsibilities:

1. Develop, approve, and implement a comprehensive CPD strategy aligned with the College's mission and strategic plan.
2. Ensure the availability of diverse learning resources, including digital platforms, materials, and external training opportunities.
3. Ensure the delivery of training programs, workshops, and seminars, both in-house and through external providers meet required standards.
4. Promote continuous professional development for staff, encouraging participation in relevant courses and certifications.
5. Establish mechanisms for evaluating the effectiveness of learning initiatives and gather feedback from participants are in place.
6. Stay updated on learning technologies and recommend their incorporation into training methods.
7. Ensure that learning opportunities are accessible and inclusive for all staff members, accommodating various learning styles and needs.
8. Ensure managers design and implement performance improvement plans that include targeted training and development.
9. Facilitate mentorship and coaching programs to foster skill transfer and knowledge sharing among staff.
10. Support staff in mapping out career progression paths within the College and provide guidance on skill development.
11. Ensure that staff receive mandatory compliance training and maintain records of completion.
12. Provide reports to relevant committees on the status of CPD activities and their impact.
13. Establish a system to recognise and celebrate staff achievements in learning and development.

14.5 | Equality, Diversity and Inclusivity Panel

14.5a | Purpose

The Equality, Diversity and Inclusivity Panel advanced equality, diversity, and inclusion throughout the College community. The panel's overarching purpose is to promote an environment where every individual, regardless of their background, experiences a sense of belonging and equal opportunity. The panel actively engages in monitoring, compliance, and strategic planning to ensure that the College remains committed to its values and legal obligations in matters related to equality, diversity, and human rights.

14.5b | Membership

Chairperson Head of Staff and Culture

Members
Executive Principal
College Counsellor

Student representative

14.5c | Frequency

The Equality, Diversity and Inclusivity Panel shall convene no fewer than once per academic year.

14.5d | Responsibilities

The Equality, Diversity and Inclusivity Panel with delegated authority from the Staff and Culture Committee, is tasked with the following responsibilities:

1. Formulate and recommend policies and procedures pertaining to EDI at the College to relevant decision-making bodies.
2. Challenge institutional practices, approaches, and development in EDI, particularly in supporting under-represented or disadvantaged individuals and groups.
3. Oversee the creation and implementation of institutional action plans to effectively address EDI goals.
4. Advise on strategic policy developments and integration into the College's strategic plans, considering resource implications.
5. Assist departments in integrating and implementing related EDI policies and procedures effectively.
6. Establish project groups to investigate, report, and implement initiatives addressing specific EDI issues.
7. Review and propose revisions to related EDI policies, procedures, and plans as necessary.
8. Monitor and evaluate the implementation and effectiveness of related EDI policies, procedures, and plans.
9. Conduct regular reviews of all areas of College practice concerning EDI.
10. Ensure effective dissemination and promotion of related EDI policies and procedures.
11. Maintain consultation and communication with relevant internal and external stakeholders to fulfil the committee's objectives.
12. Review student and employee data to monitor progress towards EDI goals in recruitment and student achievement.
13. Establish connections with internal and external stakeholders to address EDI issues and encourage participation in action plans.
14. Provide assurance to the Corporate and Planning Board regarding compliance with legislative and regulatory requirements related to EDI and human rights.
15. Identify, manage, and mitigate risks associated with EDI and human rights to ensure appropriate measures are in place.

14.6 | Estates Management Panel

14.6a | Purpose

The Estates Management Panel oversees and optimises the physical infrastructure, facilities, and resources of the College. This panel aims to ensure a safe, efficient, and conducive environment for teaching, learning, and College operations.

14.6b | Membership

Chairperson Estate Manager

Members
Chief Operating Officer
Head of QualPliance and Legal Affairs
Dean of Campus
Student representative

14.6c | Frequency

The Estates Management Panel shall convene no fewer than two times per academic year.

14.6d | Responsibilities

The Estates Management Panel with delegated authority from the Operations Committee, is tasked with the following responsibilities:

1. Align estate management strategies with the overall College strategy to support academic and operational goals.
2. Plan, prioritise, and oversee capital improvement projects, renovations, and expansions to meet the evolving needs of the College.
3. Develop and implement sustainability initiatives to reduce the College's environmental impact, including energy efficiency, waste reduction, and sustainable practices.
4. Monitor and optimise space utilisation to accommodate growth and changing academic requirements.
5. Collaborate with the Finance and Budget Panel to allocate resources for facility maintenance and improvement projects.
6. Identify and assess risks related to estate management, develop risk mitigation strategies, and ensure compliance with risk management protocols.
7. Provide regular reports to the Operations Committee on estate management activities, projects, and expenditures.
8. Ensure maintenance and upkeep of all College buildings, classrooms, laboratories, offices, and common areas to ensure they are in excellent condition.
9. Ensure compliance with relevant regulations, codes, and standards governing College facilities, including accessibility and building codes.
10. Ensure the implementation of College procurement processes for necessary equipment, services, and supplies for College facilities while ensuring cost-effectiveness.
11. Collaborate with security personnel to maintain a secure environment, including access control, surveillance, and emergency response planning.
12. Manage the allocation of space within College facilities, including classrooms, offices, and common areas, to maximise efficiency and utility.
13. Promote accessibility within College facilities to accommodate students and staff with disabilities and special needs.
14. Develop and maintain disaster and critical incident preparedness and recovery plans to address potential emergencies and minimise disruptions.
15. Engage with students, staff, and faculty to gather feedback and input on facilities-related matters and improvement opportunities.
16. Continuously evaluate and enhance estate management processes and practices for efficiency and effectiveness.
17. Risk Assessment: Identify and assess risks related to estate management, develop risk mitigation strategies, and ensure compliance with risk management protocols.
18. Continuously evaluate and enhance estate management processes and practices for efficiency and effectiveness.

14.7 | IT Management Panel

14.7a | Purpose

The IT Management Panel oversees and optimises the IT infrastructure and services at the College. This panel aims to ensure that the College's IT resources align with its strategic goals, support academic excellence, and facilitate efficient College operations.

14.7b | Membership

Chairperson IT Manager

Members
Programme Leader(s)
Library Staff representative(s)
Dean(s) of Campus
Campus Operations Manager

14.7c | Frequency

The IT Management Panel shall convene no fewer than two times per academic year.

14.7d | Responsibilities

The IT Management Panel with delegated authority from the Operations Committee, is tasked with the following responsibilities:

1. Develop and recommend IT strategies that align with the College's overall strategic priorities, ensuring that IT initiatives contribute to the College's mission. Oversee the maintenance, scalability, and reliability of the College's IT infrastructure, including networks, servers, and data centres.
2. Evaluate and recommend technologies and systems that enhance teaching, learning, and administrative functions, ensuring they meet academic and operational requirements.
3. Oversee robust cybersecurity measures, data protection policies, and compliance with relevant regulations, including GDPR, to safeguard College data and privacy.
4. Collaborate with the Finance and Budget Panel to allocate resources for IT projects, equipment, and software licenses, ensuring cost-effectiveness.
5. Ensure that IT services, including helpdesk support, software applications, and hardware, are reliable, responsive, and meet the needs of students and staff.
6. Oversee the integration of technology into teaching and learning activities, including e-learning platforms (including VLE), virtual classrooms, and digital resources.
7. Oversee data storage, backup, and management practices, ensuring data integrity, availability, and security. Establish and enforce IT governance policies, procedures, and standards to maintain IT best practices and compliance.
8. Review relationships with IT vendors, service contracts, and assess vendor performance to optimise service delivery.
9. Develop and maintain disaster recovery and business continuity plans to minimise IT disruptions during emergencies. Ensure suitable training opportunities and support for students and staff to effectively utilise IT resources and tools.
10. Encourage innovation and research in IT solutions and practices to keep the College technologically competitive. Ensure that IT resources and services are accessible to all members of the College community, including those with disabilities.
11. Develop, review, and update IT policies related to acceptable use, cybersecurity, data management, and IT procurement.
12. Collaborate with academic departments, administrative units, and other committees to gather feedback and align IT services with College needs.
13. Identify and assess risks related to IT, including cybersecurity threats, and develop strategies for risk mitigation.
14. Provide regular reports to the Operations Committee on IT activities, projects, and expenditures.
15. Evaluate and enhance IT processes, services, and infrastructure to adapt to technological advancements and evolving College needs.
16. Oversee the implementation of IT projects across OBC campuses.

15 | APPENDIX F: Terms of Reference for other recognised panels of the Academic Board

15.1 | Academic Planning, Review and Enhancement Panel

13.1a | Purpose

The Academic Planning, Review and Enhancement Panel reviews, monitors and enhances the standards of academic quality, teaching excellence, and student experience on the College's programmes. The panel has additional responsibility for the review and recommendation of new academic programmes to the portfolio. Members of the committee overseeing this process will have the collective responsibility to engage in a thorough evaluation, collaborative review, and strategic enhancement of all programmes. The goal is to cultivate an academic environment that is continuously improving, reflecting best practices, and adhering to the highest standards of educational provision.

15.1b | Membership

Chairperson Academic Quality Manager

Members
Chief Operating Officer
Dean(s) of Campus
Programme Leader(s)
Registrar and Head of Data
Head of QualPliance and Legal Affairs
Student representative

15.1c | Frequency

The Academic Planning, Review and Enhancement Panel shall convene no fewer than three times per academic year.

15.1d | Responsibilities

The Academic Planning, Review and Enhancement Panel with delegated authority from the Academic Quality and Standards Committee, is tasked with the following responsibilities:

1. Collaborate with academic departments to enhance academic planning, curricula, and programme development.
2. Ensure alignment between academic planning and the College's strategic goals, enhancing the overall educational experience.
3. Use data to inform academic planning decisions, identifying areas for improvement and innovation.
4. Support the integration of academic research initiatives into programme development and enhancement efforts.
5. Explore collaborative opportunities with external organisations to enrich academic programmes and research opportunities.
6. Ensure compliance with accreditation requirements and facilitate the accreditation process for academic programmes (where applicable).
7. Integrate student and faculty feedback into academic planning processes, enhancing programme quality.
8. Ensure efficient use of resources in academic planning, optimising the educational experience for students.
9. Promote quality enhancement initiatives, fostering a culture of continuous improvement in teaching and learning.
10. Maintain a student-centred approach in academic planning, focusing on student success and engagement.
11. Review progress on programme level development plans.
12. Engage in a continuous, cyclical process of review and enhancement of programme performance.
13. Integrate in-year data into enhance risk monitoring on OBC programmes.
14. Analyse internal metrics and NSS scores, evaluate achievements, and summarise responses to External

Examiners' comments.

15. Provide updates on action plans, review enrolment data, attendance, retention, and Semester 1 module performance.
16. Assess the Teaching, Learning, and Assessment Strategy, review facilities and resources, and address support needs.
17. Present continuation, achievement data, Semester 2 module performance, and feedback.
18. Reassess enrolment data and approve programme specifications for the next recruitment cycle.
19. Discuss relevant documentation and action plans at the subsequent Programme Committee meeting.
20. Ensure suitable academic planning is in place for the upcoming term/semester.
21. Provide relevant reports to the panel's parent committee.
22. Review new programmes and report to the Academic Board for approval.

15.2 | Campus Student Engagement Panel

15.2a | Purpose

The Campus Student Engagement Panel utilises multiple data sources, including attendance, Student Loan Company (SLC) approval, Virtual Learning Environment (VLE) engagement, and submission rates, to build a robust risk management profile of student academic engagement. The panel is committed to aiding regulatory performance monitoring, meeting the OFS quality conditions for Continuation, Completion and Progression, and aligning with sector benchmark thresholds. Its focus is to provide data that supports student status panels' decisions while ensuring programme performance aligns with internal KPIs.

15.2b | Membership

Chairperson Campus Registrar/ Registry and Data Officer

Members
Head of Student Services
Dean(s) of Campus
Programme Leader(s)
Library staff representative
Student representative

15.2c | Frequency

The Campus Student Engagement Panel shall convene no fewer than three times per academic year.

15.2d | Responsibilities

The Campus Student Engagement Panel with delegated authority from the Registry Committee, is tasked with the following responsibilities:

1. Scrutinise various data sources, including Attendance, SLC approval, VLE engagement, and submission rates, to assess and monitor student engagement.
2. Develop a risk management profile that identifies students at risk of disengagement and academic challenges.
3. Aid in regulatory performance monitoring, specifically addressing the OFS' B3 conditions related to continuation, completion and progression.
4. Align student engagement data with sector benchmark thresholds to ensure compliance and continuous improvement.
5. Provide timely and accurate data to support student status panels and decision-making regarding student interventions.
6. Monitor programme performance against internal KPIs to identify areas for improvement.
7. Collaborate with relevant stakeholders to implement interventions aimed at improving student engagement.
8. Regularly review and update data-driven processes to enhance the effectiveness of the panel's activities.
9. Ensure data privacy and security in handling student information in compliance with relevant regulations.
10. Report findings and recommendations to the Registry Committee and other appropriate committees and decision-makers within the College.

11. Continuously improve the panel's ability to leverage data for enhancing student engagement and academic success.
12. Maintain transparency and communication with College stakeholders regarding the panel's activities and outcomes.
13. Contribute to a culture of data-driven decision-making within the College community.
14. Provide relevant reports to the panel's parent committee or relevant Boards.

15.3 | Campus Student Status Panel

15.3a | Purpose

The Campus Student Status Panel recommend changes in student status, including withdrawals, transfers, deferrals, and suspensions. Its primary mission is to ensure fair and consistent recommendations that align with the best interests of students while adhering to HE partner's rules and processes. The panel is committed to upholding the integrity of academic pathways and supporting students in their educational journey.

15.3b | Membership

Chairperson Campus Registrar/ Registry and Data Officer

Members
Dean of Campus
Programme Leader(s)
Student Support Manager

15.3c | Frequency

The Campus Student Status Panel shall convene no fewer than three times per academic year.

15.3d | Responsibilities

The Campus Student Status Panel with delegated authority from the Registry Committee, is tasked with the following responsibilities:

1. Collaborate with relevant HE partners to align decision-making with their specific requirements and expectations.
2. Ensure that all recommendations regarding changes in student status are made in accordance with HE partner's rules, regulations, and processes.
3. Review, assess, and make recommendations for requests to changes in student status.
4. Evaluate individual cases based on merit, considering factors such as student circumstances, academic progress, and the impact of the requested change.
5. Maintain a fair and consistent approach to recommendations to uphold the College's commitment to equity and transparency.
6. Communicate recommendations promptly and clearly to students, academic staff, and other relevant parties, providing reasons for the outcome.
7. Keep accurate records of all recommendations and supporting documentation, ensuring data privacy and compliance with relevant regulations.
8. Provide guidance and support to students throughout the process of requesting changes in student status.
9. Collaborate with academic and administrative departments to implement student record changes effectively.
10. Monitor the impact of status changes on students' academic progression and overall experience.
11. Review and update panel procedures and guidelines as needed to improve the efficiency and effectiveness of recommendations and decision-making processes.
12. Ensure that all recommendations prioritise the well-being and academic success of students while adhering to HE partner's rules and processes.
13. Regularly communicate and coordinate with Registrar and HE partners (where necessary) to stay informed

about any updates or changes in their rules and processes that may affect recommendations to relevant Board/Committee in decision-making.

14. Provide relevant reports to the panel's parent committee or Boards.

15.4 | Mitigating Circumstances Panel

15.4a | Purpose

The Mitigating Circumstances Panel addresses, make recommendations, evaluates mitigating circumstances affecting students' ability to meet academic affairs. Its purpose is to provide a fair and compassionate review process that takes into account the individual circumstances of students while respecting the unique processes of the partner universities. The panel aims to ensure that students facing genuine challenges receive the support and consideration they need to navigate their academic journey successfully.

15.4b | Membership

Chairperson Campus Registrar/ Registry and Data Officer

Members
Programme Leader(s)
Student Support Manager
College Counsellor
Assessment/ exams staff representative

15.4c | Frequency

The Mitigating Circumstances Panel shall convene no fewer than three times per academic year.

15.4d | Responsibilities

The Mitigating Circumstances Panel with delegated authority from the Registry Committee, is tasked with the following responsibilities:

1. Collaborate with stakeholders to gather relevant information and documentation related to each case.
2. Review, assess, and make informed recommendations to CAO for mitigating circumstances submitted by students before the specified deadlines.
3. Determine the validity of the reasons provided by students for their inability to meet academic deadlines, ensuring alignment with the established criteria.
4. Request additional evidence when necessary, such as medical certificates or other supporting documentation, to verify the authenticity of the circumstances.
5. Maintain the confidentiality and sensitivity of students' personal information and circumstances throughout the review process.
6. Evaluate each case on its individual merits, taking into account the impact of mitigating circumstances on the student's ability to complete academic requirements.
7. Determine appropriate actions or accommodations based on the severity and validity of the circumstances, which may include deadline extensions, reasonable adjustments, or other support measures.
8. Ensure that decisions are communicated promptly and clearly to students and stakeholders, providing reasons for the outcome.
9. Keep accurate records of all mitigating circumstances cases, including the evidence provided and the recommendations made.
10. Ensure that recommendations align with the specific processes and requirements of partner universities, seeking guidance or approval from HE partners when necessary.
11. Ensure effective guidance and support to students throughout the mitigating circumstances process, offering information on available resources and support services.
12. Scrutinise submitted documents to ensure compliance with published partner policies.
13. Review and update panel procedures and guidelines as needed to enhance the efficiency and fairness of the mitigating circumstances review process.
14. Foster a compassionate and understanding approach that prioritises students' well-being and academic

success while respecting the distinct processes of partner universities.
15. Provide relevant reports to the panel's parent committee or Boards.

15.5 | Academic Integrity Panel

15.5a | Purpose

The Academic Integrity Panel upholds academic standards and integrity while addressing cases of academic misconduct. Its purpose is to ensure a fair and rigorous review process that maintains the highest level of academic ethics and aligns with the unique processes of the partner universities where required. The panel aims to promote a culture of academic honesty and integrity while providing due process to students involved in academic misconduct cases.

15.5b | Membership

Chairperson Academic Quality Manager

Members
Programme Leader(s)
Programme Coordinator(s)
Registry and Data Officer
Academic Staff (on invitation)
Assessment/ exams staff representative

15.5c | Frequency

The Academic Integrity Panel shall convene no fewer than three times per academic year.

15.5d | Responsibilities

The Academic Integrity Panel with delegated authority from the Registry Committee, is tasked with the following responsibilities:

1. Ensure the confidentiality and sensitivity of academic misconduct cases, safeguarding the identities of individuals involved.
2. Review allegations of academic misconduct, including plagiarism, cheating, and other breaches of academic integrity, following established procedures and timelines.
3. Assess the validity and severity of academic misconduct allegations, considering the evidence and the specific circumstances of each case.
4. Request additional information or clarification when necessary to determine the veracity of academic misconduct claims.
5. Maintain accurate records of all academic misconduct cases, including evidence, investigations, and outcomes.
6. Conduct fair and impartial hearings or reviews for students accused of academic misconduct, providing them with the opportunity to present their side of the story.
7. Determine appropriate sanctions or consequences for academic misconduct, taking into account the severity and recurrence of the violation, while respecting the processes of partner universities.
8. Communicate decisions promptly and clearly to students and stakeholders, outlining the reasons for the outcomes.
9. Ensure effective guidance and support to students throughout the academic misconduct process, ensuring they are aware of their rights and responsibilities.
10. Educate students about the principles of academic integrity and the consequences of academic misconduct.
11. Collaborate with partner universities when necessary to ensure that decisions align with their specific policies and requirements.
12. Review and update panel procedures and guidelines as needed to enhance the fairness and effectiveness of the academic misconduct review process.
13. Promote a culture of academic honesty and integrity within the College community, emphasising the importance of ethical academic practices.
14. Provide relevant reports to the panel's parent committee or Boards.

15. Consider academic appeals.

15.6 | Complaints Panel

15.6a | Purpose

The Complaints Panel oversees and analyses the volume, trends, and patterns of complaints received within the College. The Panel provides valuable insights into the College's complaint management processes, identify areas for improvement, and ensure transparency and accountability in handling complaints. It functions in alignment with HE partner's guidelines to enhance the overall student experience and address systemic issues related to complaints.

15.6b | Membership

Chairperson Registrar and Head of Data

Members
Head of Student Services
Programme Leader(s)
Academic Quality Manager

15.6c | Frequency

The Complaints Panel shall convene no fewer than once per year.

15.6d | Responsibilities

The Complaints Panel with delegated authority from the Registry Committee, is tasked with the following responsibilities:

1. Monitor and record all complaints received by the College, categorising them based on nature, source, and severity.
2. Collaborate with relevant College departments and staff members to gather comprehensive information about complaints, including their resolution status.
3. Maintain confidentiality and data security when handling complaint information, ensuring compliance with relevant data protection regulations.
4. Analyse complaint data to identify recurring trends, patterns, and common issues, aiming to address root causes.
5. Prepare regular reports summarising complaint volumes, types, and trends for the College's SLT and relevant committees.
6. Identify potential systemic issues or areas where improvements can be made in complaint resolution processes.
7. Recommend strategies and actions to address common complaints and enhance the College's responsiveness to student concerns.
8. Assist in the development and implementation of initiatives to prevent recurring complaints and improve the student experience.
9. Ensure that partner universities' guidelines and requirements related to complaint monitoring are followed.
10. Liaise with partner universities to share relevant complaint data and collaborate on addressing common issues.
11. Provide insights and recommendations to College leadership on improving policies, procedures, and services based on complaint data analysis.
12. Promote transparency and accountability in complaint handling by making summary reports accessible to students and staff, while maintaining confidentiality of individuals involved.
13. Encourage a proactive approach to addressing complaints by raising awareness among students and staff about the importance of reporting concerns.
14. Review and update panel procedures and guidelines as necessary to enhance the effectiveness of complaint monitoring efforts.
15. Foster a culture of continuous improvement in complaint management processes, aligning with partner universities' expectations and best practices.

15.7 | Students Support and Welfare Panel

15.7a | Purpose

The Student Support and Welfare Panel ensures the well-being and support of the College's diverse student body. The purpose of this panel is to oversee and enhance pastoral support services for students, focusing on their non-academic needs. The panel implements relevant policies, collaborates to share best practices, and provides vital insights to the Student Services Committee to continuously improve student support and welfare across the College.

15.7b | Membership

Chairperson Head of Student Services

Members
Dean(s) of Campus
Campus Registrar
Academic Quality Manager
Assessment/ Exams Staff representative
Events and Engagement Coordinator
Student Support Manager
Student representative

15.7c | Frequency

The Student Support and Welfare Panel shall convene no fewer than three times per academic year.

15.7d | Responsibilities

The Student Support and Welfare Panel with delegated authority from the Student Services Committee, is tasked with the following responsibilities:

1. Monitor and assess the uptake and effectiveness of student support and welfare services at the College.
2. Review and analyse data related to student support and welfare, identifying any issues that could hinder the College's mission.
3. Submit quarterly and annual reports to the Student Services Committee summarising the status and performance of student support and welfare initiatives.
4. Identify opportunities to improve the support and welfare services provided to students, making recommendations for enhancements.
5. Ensure compliance with the relevant policies related to student support and welfare.
6. Collaborate with relevant College committees and departments to address issues related to student support and welfare.
7. Enhance student engagement by facilitating activities that promote social integration and personal development.
8. Act as advocates for students, ensuring their voices are heard in matters related to support and welfare services.
9. Continuously evaluate and improve the quality and accessibility of support services offered to students.
10. Collaborate with external partners and organisations to enhance the range and effectiveness of student support initiatives.
11. Align with the College's mission and values to create a supportive and nurturing environment for all students.
12. Facilitate collaboration among College departments and staff to share best practices and optimise the delivery of student support and welfare.
13. Stay updated on developments in the field of enhancing student support and welfare, disseminating relevant information within the College.
14. Promote a culture of inclusivity and diversity within the College to meet the varied needs of the student population.
15. Review and update committee procedures and guidelines as needed to align with best practices and College's mission.
16. Encourage open communication channels for students to express their support and welfare concerns.
17. Foster an environment that prioritises the well-being and holistic development of students.

18. Review the services available to all students on the basis of changing needs and growth in the student population.

15.8 | Prevent and Safeguarding Panel

15.8a | Purpose

The Prevent and Safeguarding Panel ensures the College's compliance with its regulatory obligations in Prevent and Safeguarding matters. Its purpose is to diligently monitor and oversee the College's processes, procedures, and activities related to the Prevent agenda and safeguarding, with a focus on promoting a safe and inclusive environment for all members of the community.

15.8b | Membership

Chairperson Head of Qualpliance and Legal Affairs

Members
Chief Operating Officer
Head of Student Services
College Counsellor
Designated Prevent and Safeguarding Lead

15.8c | Frequency

The Prevent and Safeguarding Panel shall convene no fewer than three times per academic year.

15.8d | Responsibilities

The Prevent and Safeguarding Panel with delegated authority from the Student Services Committee, is tasked with the following responsibilities:

1. Monitor and ensure compliance with regulatory requirements in Prevent and Safeguarding.
2. Identify, document, and mitigate potential risks and threats related to Prevent and Safeguarding.
3. Analyse data on Prevent and safeguarding incidents and trends for early intervention.
4. Report regularly to College authorities on Prevent and Safeguarding status.
5. Promote awareness and training on Prevent and Safeguarding principles.
6. Manage and resolve Prevent and Safeguarding incidents promptly.
7. Monitor and review the resource requirements involved in delivering compliance with the Prevent duty and freedom of speech obligations at the College.
8. Ensure that the College meets its regular and incidental Prevent duty reporting requirements to the OfS and any other bodies.

15.9 | Ethics Panel

15.9a | Purpose

The College Ethics Panel ensures the ethical conduct of primary research conducted within the College. Its primary purpose is to review, approve, and sign off on research proposals, ensuring that they adhere to ethical principles and guidelines. The panel aims to protect the rights, dignity, and well-being of research participants and uphold the integrity and reputation of the College.

15.9b | Membership

Chairperson Head of Research and Innovation

Members
Head of Qualpliance and Legal Affairs
Incubation Staff
Research Associate

15.9c | Frequency

The Ethics Panel shall convene no fewer than once per academic year.

15.9d | Responsibilities

The Ethics Panel with delegated authority from the Research and Innovation Committee, is tasked with the following responsibilities:

1. Review research proposals submitted by academic staff, researchers, or students, assessing their ethical considerations, research design, and methodology.
2. Ensure that research proposals comply with ethical standards.
3. Ensure proposals identify potential ethical, legal, or moral risks associated with the research, and recommend mitigating measures.
4. Verify that informed consent procedures are adequate, transparent, and provide participants with clear information about their involvement in the research.
5. Ensure that data protection and confidentiality measures are in place to safeguard the privacy and anonymity of research participants.
6. Promote research integrity and ethical behaviour among researchers, emphasising honesty, transparency, and responsible conduct.
7. Ensure guidance and training are provided to researchers and students on ethical considerations in research, including the responsible conduct of research.
8. Maintain records of all reviewed research proposals, including the panel's recommendations and decisions, to ensure transparency and accountability.
9. Ensure effective support for researchers and principal investigators to address ethical concerns and provide guidance on resolving ethical dilemmas.
10. Continuously monitor ongoing research projects to ensure that ethical standards are upheld throughout the research process.
11. Establish procedures for reporting and addressing research misconduct or ethical violations, ensuring appropriate investigations and actions are taken.
12. Provide feedback and recommendations to researchers for improving the ethical aspects of their research proposals.
13. Grant ethical approval and sign off on research proposals that meet the required ethical standards and guidelines.
14. Periodically review and update ethical guidelines, policies, and procedures to align with evolving ethical standards and best practices.
15. Provide relevant reports to the panel's parent committee.