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COLLEGE

MRC Boards and Committees Terms of References 2025 - 2027

Approved by: Board of Governors

Date of approval: 12/03/2025

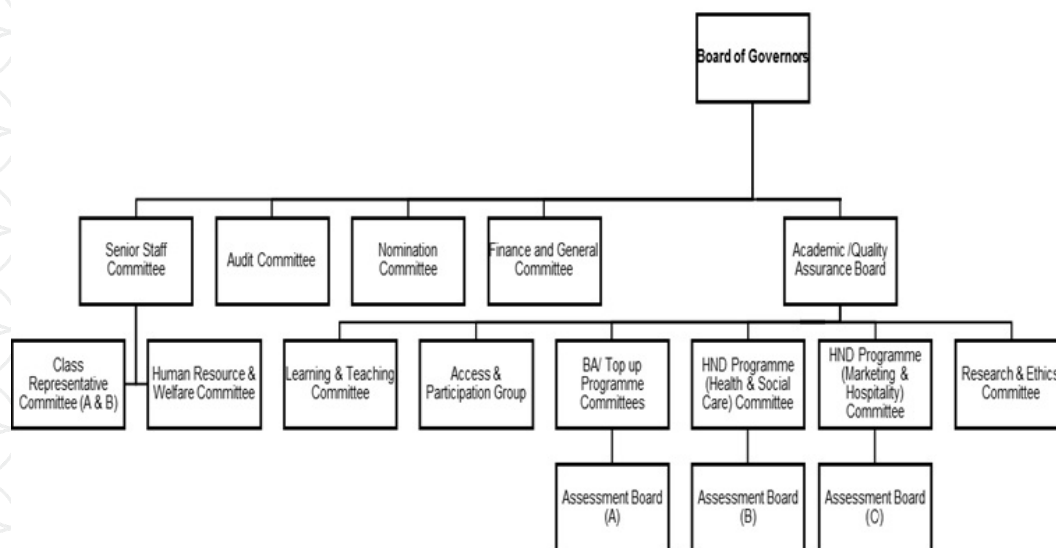
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Mont Rose College Committees Terms of Reference

This document sets out the terms of reference for the College's Committee structure.

Governance Framework



Role of the Board of Governors

The role of the Board of Governors is to develop and approve the mission, vision, and strategic plans of the College and to review key performance indicators to monitor the overall performance of the Institution.

Meetings

The meetings will be held no less than quarterly.

Membership

The membership of the Board includes staff with specific cross-College roles relating to the delivery of the curriculum and related services together with elected members. In order to provide independent oversight, the Chair and the majority of the members are external, i.e., they are not the College's staff members.

The following are the Board of Governors, members:

- Mr. Asim Aslam – Local Businessman / Chairperson
- Mr. Nauman Iqbal – Local Businessman
- Mr. Rana Shahbaz - Entrepreneur
- Mr. Bilal Sheikh – Chief Executive Officer
- Mrs. Sayeda Zain – Principal/ Dean of Studies
- Ms. Renata Kairiene – Vice Principal Finance & Resources
- Prof .David Baker- Director –David Baker Consultancy
- Dr .Alex Bols- Chief of Staff – University of East Anglia
- Mr .Adam Lucas Pettit – Director of Partnerships - AECC Global
- Student
- Student

Powers and Responsibilities of the Board of Governors

The followings are the terms and references of the Board of Governors, which are developed on the basis of the 'Nolan Principles' of public life, which provide an ethical framework for governance.

- To approve the strategic Plan, policies, and procedures, long-term academic and Business Plan, and key performance indicators of the College
- To approve the strategy for the allocation of resources
- To ensure student welfare provisions are adequately made available
- To receive reports from the relevant committees and boards
- To ensure that there are processes to monitor and evaluate the performance of the College against key performance indicators which are benchmarked against other comparable institutions
- To ensure that the management of the College is working effectively
- To oversee arrangements for internal and external audits of the awarding bodies and other agencies, such as financial audits
- To ensure that proper financial management practices are followed. The Board will ensure that funds provided by the Student Loan Company are used in accordance with the purpose for which they were provided
- To approve the audited financial statements and financial controls
- To seek assurance from the Audit Committee that decisions that have significant reputational and financial risk undergo a due diligence process
- To seek assurance from the Audit Committee that whistle-blowing is effectively managed, with an annual report on the numbers and outcomes of any whistle-blowing incidents being provided
- To appoint the Principal of the College and put in place suitable arrangements for his/her performance evaluation
- To establish and monitor the performance of the Board of Governors with a formal review at least once in every three years
- To oversee the implementation of the College's Teaching and Learning Strategy and to receive reports from the Academic / Quality Assurance Board as a means of examining the effectiveness of academic governance

- To ensure that the Student Union operates in a fair and democratic way
- To receive regular reports from the Student Union and the Class Representative Committee to make sure that accurate and timely information is provided to students, other stakeholders, and the public about the academic provision.
- To review reports received from the Student Services Department regarding student complaints and appeals in order to check that the requirements of the OIA have been followed
- To approve the Risk Register developed by the Finance and General Committee to ensure effective risk management
- To ensure systems are in place for meeting all the College's legal obligations and other legal commitments made in the name of the College
- To ensure that the Human Resources Management Strategy takes equality and diversity into account and is monitored to avoid unlawful discrimination and victimization
- To ensure that staff and students have freedom of speech and can give their opinion on any topic or subject
- To ensure that the College has considered a refreshed Prevent risk assessment and that there is an action plan for any issues identified
- To inform funding bodies of any material change or service incident which could have an impact on the interest of the Institution
- To evaluate, review, and monitor any bullying and harassment cases by receiving quarterly reports from HR and Welfare Committee
- To oversee the MRC commitments to access, success, and progression
- To monitor the effectiveness of the APP Evaluation Framework
- To monitor progress in the delivery of widening participation measures
- To assess the overall impact of measures on targets mentioned in the APP for each course
- To ensure that VFM is embedded across the organisation.
- To review incidents of any VFM weaknesses identified during the year and evaluate the financial loss due to the weaknesses or failings.
- To review on an annual basis the effectiveness of processes and procedures in place to create the VFM.

Academic / Quality Assurance Board

The responsibility of the Academic / Quality Assurance Board is to be the final academic authority of the College and to advise the Board of Governors on academic matters. The Academic / Quality Assurance Board has the right to be consulted by the Board of Governors before decisions are made affecting the academic well-being of the College.

Six sub-committees, Learning and Teaching Committee, Research and Ethics Committee, HND Programme Committee (Health Care Practice), HND Programme Committee (DET), HND Programme Committee (Business Marketing and Hospitality Management), and Programme Committee (BA, BSc /Top-up).

Membership

The membership of the Board includes a number of people with specific cross-College roles relating to the delivery of the curriculum and related services, together with some elected members (for instance, members of the Student Body). The members are elected for a time period of four years.

Members

The following are the members of the Academic / Quality Assurance Board

- Principal/ Dean of Studies / Chairperson
- Vice Principal Finance & Resources
- HND Hospitality Programme Manager
- HND Marketing programme Manager / Secretary
- HND Health Care practice programme Manager
- Member of the Board of Governor
- Manager Quality Assurance
- Student
- Student

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

The Academic / Quality Assurance Board is the final academic authority of the College.

The Board is responsible for:

- Internal approval of new programmes
- Annual monitoring of all programmes
- Periodic review of programmes every five years
- Student admission and induction
- Other aspects of standards and quality assurance of college programmes
- Informing programmes of external reference points
- Programme enhancement
- Student assessment policy, procedure, and implementation
- Programme discontinuation and the maintenance of the quality of the student experience during any running-out of programme
- Oversight of liaison with awarding bodies and academic regulators
- To keep under review the effectiveness of arrangements for managing academic standards and assuring the quality of students' 'learning opportunities'
- To ensure that effective institutional approaches are developed and implemented to enhance the quality of provision
- To oversee arrangements for assuring the quality and standards of collaborative provision
- To oversee the setting of policy in relation to the academic aspects of admission to taught programmes
- Set and monitor institutional benchmarks for academic quality and outcome
- To set up reward systems
- To enhance teaching efficiency by refining the appraisal system
- Developing, monitoring, and reviewing academic policies and their effectiveness
- Employability and skills development, and the career destination of students
- The Academic Board will meet as required as an Assessment Board or may set up and operate an Assessment Board sub-committee.
- The Academic Board will meet as required to manage programmes, or may set up and operate a programme board sub-committee(s)

- To evaluate, review, and monitor any bullying and harassment cases by receiving quarterly reports from HR and Welfare Committee
- To oversee the MRC commitments to access, success, and progression
- To monitor the effectiveness of the APP Evaluation Framework
- To oversee compliance and monitoring progress against identified targets and report to the Board of Governors
- To assess the overall impact of measures on targets for each course

Learning and Teaching Committee

The responsibility of the Learning and Teaching Committee is to provide a forum to facilitate and encourage the development of the Teaching and Learning Strategy and also to discuss and promote academic development. The Learning and Teaching Committee advises the Academic/ Quality Assurance Board on academic matters.

Membership

The membership of the Board includes a number of people from the academic department together with some elected members (for instance, members of the Student Body). The members are elected for a time period of four years.

Members

The following are the members of the Learning and Teaching Committee

- Principal/ Dean of Studies / Chairperson
- HND Hospitality Management Programme Manager / Secretary
- HND Business Marketing programme Manager
- HND Health Care Practice programme Manager
- Registrar
- Manager Quality Assurance
- Student

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

The Learning and Teaching Committee is responsible for:

- Oversee the development and implementation of the College's Learning and Teaching Strategy, ensuring alignment with the College's Strategic Plan.
- Proactively identify, support, and promote innovation in learning, teaching, and assessment
- Consider the evaluation of various approaches to curriculum design, delivery, and assessment, ensuring that the impact on different student groups is understood and that the results are used to inform future practice
- Communicate and promote the profile of learning and teaching and the student experience at Mont Rose College
- Engage with the recommended action as appropriate to address key themes emerging from internal and external surveys of students
- To advise on the College's Teaching Excellence Framework (TEF) submission and to support work to address issues arising from the TEF
- Consider responses to external consultations on matters relating to learning and teaching
- Identify best practices from across the sector that can inform enhancement within College.

BA / Top-up Programme Committees

This Committee engages in general planning and scrutiny in academic matters for the BA, BSc / Top-up programmes and makes recommendations accordingly. It reports to the Academic / Quality Assurance Board.

There will be three Programme Committees for each subject area: Business Management, International Hospitality Management, and Health Integrated & Social Care. All these committees will have the same membership, Roles & Responsibilities.

Membership

The Committee members are the Partnership Tutor for Mont Rose, the Dean of Studies/ Partnership Link Coordinator, Team Leaders, and concerned lecturers.

Members

The following are the members of the Committee:

- Partnership Tutor for Mont Rose / Chairperson
- Principal/ Dean of Studies / Partnership Link Coordinator
- Team Leader
- Concerned Lecturers
- Class Representative

Meetings

The meetings will be held twice a year.

Roles and Responsibilities

- To discuss assessment issues and to assess best practices
- To discuss operational issues like the use of VLE, teaching staff coordination, etc.
- To discuss learners' progress
- To make recommendations regarding resources and staffing
- To evaluate and formulate appeals and complaints procedures
- To discuss continuous professional development plans
- To review, advise on and develop policies on programme curriculum development, the medium of instruction, assessment for learning, teaching, and learning quality
- To review and formulate policies to enhance students' learning, motivation, and experience
- To review and formulate policies to cater to student diversity
- To enhance the communication and collaboration between the MRC and partner university
- To introduce and promote different teaching methods
- To promote academic activities and create an atmosphere of learning
- To ensure students' personal data and other learning experience records are kept systematically to help students pursue further studies or develop their career

- To enhance teachers' development through holding different professional development activities and making recommendations for courses to be pursued by staff for meeting future industry requirements.
 - Review all relevant material before committee meetings
- To review knowledge management systems within the Institution and make recommendations for its improvement.

HND Programme Committee (Health & Social Care)

This Committee engages in general planning and scrutiny in academic matters for the HNDs of the College and makes recommendations accordingly. It reports to the Academic / Quality Assurance Board.

Membership

The members of the Committee are the Internal Verifiers, the Dean of Studies, Programme Manager, and lecturers.

Members

The following are the members of the Committee:

- Principal/ Dean of Studies / Chairperson
- HND Health Care Practice Programme Manager
- Internal Verifiers/ Secretary
- Lecturers in Health & Social Care
- Class Representative

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

- To plan and monitor teaching and learning
- To plan and monitor the student experience

- To discuss assessment issues and moderation
- To discuss EV reports and develop an action plan to be approved by the Academic / Quality Assurance Board
- To make recommendations regarding resources and staffing
- To evaluate student appeals and complaints, if required
- To discuss a continuous professional plan of teaching staff
- To discuss learners' progress and to facilitate this
- To discuss continuous professional development plans
- To discuss new course allocation to relevant staff
- To conduct annual monitoring of each cohort and develop a report for the Academic / Quality Assurance Board
- To maintain and manage the databank of Health & Social Care
- To review student placements and their progress.

HND Programme Committee (Marketing & Hospitality)

This Committee engages in general planning and scrutiny in academic matters for the HNDs of the College and makes recommendations accordingly. It reports to the Academic / Quality Assurance Board.

Membership

The members of the Committee are the Internal Verifier, the Dean of Studies, the Programme Manager, and the Lecturers.

Members

The following are the members of the Committee:

- Dean of Studies / Chairperson

- HND Marketing Programme Manager / Secretary
- HND Hospitality Management Programme Manager / Lecturer
- 4 Internal Verifiers
- Lecturers of HND Hospitality
- Lecturers of HND Marketing
- Student
- Student

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

- To plan and monitor teaching and learning
- To plan and monitor the student experience
- To discuss assessment issues and to assess best practices
- To discuss the EV reports and develop an action plan for the Academic / Quality Assurance Board
- To discuss learners' progress and to facilitate this
- To make recommendations regarding resources and staffing
- To evaluate and formulate appeals and complaints procedures
- To discuss continuous professional development plans
- To consider the ongoing development, content, and delivery of the programme to ensure robust academic quality, standards, and student learning experience
- To ensure that programmes are operating in accordance with College Teaching and Learning Strategy
- Programme Annual Monitoring:
 - a. To endorse the Programme Annual Monitoring for submission to the Board of Studies
 - b. To ensure the effective implementation of program-related actions
 - c. To update the action plan and track progress on all actions as a standing agenda item

- To consider all student feedback arising through Class Representative Committees and ensure that appropriate actions are in place and recorded, escalating where necessary
- To keep under review the student profile, recruitment, and market for the programme

Research Governance Ethics Committee

Role & Responsibilities:

It is a standing committee established by the Board of Governors to oversee the governance arrangements of Mont Rose Research Centre and to review and provide an interpretation of policies and guidelines on good research conduct and the principles of research integrity.

Meeting:

The Committee shall meet three times a year.

Members:

Principal/ Dean of Studies / Chairperson

Senior Associate Researcher

Research Centre Coordinators:

- Business Marketing
- Hospitality Management
- Health Care Practice

Responsibilities:

- To receive and make recommendations regarding MRC Research Ethics Policy which includes providing guidance on good research conduct and the principles of research integrity
- To make decisions on applications for ethical approval that have been submitted by members of staff and by students across the College.
- To advise university bodies, staff, and students, as appropriate, on all matters pertaining to the ethics of research
- To issue guidelines, where appropriate, on any matters pertaining to research ethics.

- To approve the terms of references, memberships, policies, and procedures of delegated committees.
- To monitor the activities of delegated committees
- To work and liaise with Buckinghamshire New University Ethics Committee in order to acquire more knowledge on how they are operating
- To promote awareness and understanding of research integrity amongst staff and students across the college.

Assessment Board (Health & Social Care)

The Assessment Board oversees all assessment issues, for general purposes and for individual students, on behalf of the Programme Board, which is in itself a sub-committee of the Academic/ Quality Assurance Board.

The Assessment Board ensures that Assessment Policy and Procedures are implemented, including the internal and external moderation of the setting of assessment tasks and marking student work.

The responsibility of the Assessment Board is to receive, discuss and validate marks/ grades and determine progression, make decisions on requests of extenuating circumstances, and make recommendations on exit awards.

The Board reports to the Academic / Quality Assurance Board through the Programme Board.

Membership

The members of the Academic /Quality Assurance Board will also be part of the Assessment board, except for the Principal, who will be replaced by a lecturer elected by the Academic /Quality Assurance Board. The members are elected for a time period of four years.

Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- Lead Internal Verifier
- Internal Verifiers
- Programme Manager – Health & Care Practice
- Registrar / Secretary

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

- To confirm grades for modules
- To make decisions on the extenuating circumstances forms of students
- To monitor the submission by students of assessment work
- To ensure that the rules & regulations relating to progression are applied consistently and that standards are maintained
- To receive and act on the advice of the external examiner(s)/ moderator(s)
- To operate the policy and procedure on the recognition of prior learning
- To operate the academic appeals policy and procedure
- To liaise with the awarding body on matters of assessment
- To authorise the notification of results to students
- To manage programmes in line with the expectations and indicators of the UK
- To uphold the Quality Code for Higher Education
- To propose External Examiner nominations to the Academic /Quality Assurance Board
- To consider External Examiners' reports and to provide draft responses to the Academic / Quality Assurance Board.

Assessment Board (Marketing & Hospitality)

The Assessment Board oversees all assessment issues, for general purposes and for individual students, on behalf of the Programme Board, which is in itself a sub-committee of the Academic/ Quality Assurance Board.

The Assessment Board ensures that Assessment Policy and Procedures are implemented, including the internal and external moderation of the setting of assessment tasks and the marking of student work.

The responsibility of the Assessment Board is to receive, discuss and validate marks/grades and determine progression, make decisions on requests of extenuating circumstances, and make recommendations on exit awards.

The Board reports to the Academic / Quality Assurance Board through the Programme Board.

Membership

The members of the Academic /Quality Assurance Board will also be part of the Assessment board except for the Principal, who will be replaced by a lecturer elected by the Academic /Quality Assurance Board. The members are elected for a time period of four years.

Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- Lead Internal Verifier
- Internal Verifiers
- Programme Manager – Business Marketing & Hospitality Management
- Registrar / Secretary

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

- To confirm grades for modules
- To make decisions on the extenuating circumstances forms of students
- To monitor the submission by students of assessment work

- To ensure that the rules & regulations relating to progression are applied consistently and that standards are maintained
- To receive and act on the advice of the external examiner(s)/ moderator(s)
- To operate the policy and procedure on the recognition of prior learning
- To operate the academic appeals policy and procedure
- To liaise with the awarding body on matters of assessment
- To authorise the notification of results to students
- To manage programmes in line with the expectations and indicators of the UK
- To uphold the Quality Code for Higher Education
- To propose External Examiner nominations to the Academic /Quality Assurance Board
- To consider External Examiners' reports and to provide draft responses to the Academic / Quality Assurance Board

Assessment Board (BA, BSc/ Top-up)

The Assessment Board oversees all assessment issues, for general purposes and for individual students, on behalf of the Programme Board, which is in itself a sub-committee of the Academic/ Quality Assurance Board.

The Assessment Board ensures that Assessment Policy and Procedures are implemented, including the internal and external moderation of the setting of assessment tasks and the marking of student work.

The responsibility of the Assessment Board is to receive, discuss and validate marks/ grades and determine progression, make decisions on requests of extenuating circumstances, and make recommendations on exit awards.

The Board reports to the Academic / Quality Assurance Board through the Programme Board.

Membership

The members of the Academic /Quality Assurance Board will also be part of the Assessment board, except for the Principal, who will be replaced by a lecturer elected

by the Academic /Quality Assurance Board. The members are elected for a time period of four years.

Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- Partnership Tutor (Buckinghamshire New University)
- 3 Team Leaders (H&SC, Hospitality, and Business)
- Registrar / Secretary
- 1 Lecturer

Meetings

The meetings will be held at least quarterly.

Roles and Responsibilities

- To confirm grades for modules
- To monitor the submission by students of assessment work
- To ensure that the rules & regulations relating to progression are applied consistently and that standards are maintained
- To receive and act on the advice of the external examiner(s)/ moderator(s)
- To liaise with the awarding body on matters of assessment
- To authorise the notification of results to students
- To manage programmes in line with the expectations and indicators of the UK
- To uphold the Quality Code for Higher Education
- To consider External Examiners' reports and to provide draft responses to the Academic / Quality Assurance Board

Senior Staff Committee

The responsibility of the Senior Staff Committee is to manage, implement and carry out work that helps the College in achieving its overall objectives. It reports to the Board of Governors.

Meetings

The meetings will be held at least quarterly.

Membership

The membership of the Committee is the Principal and all managers.

Members

The following are the members of the Committee:

- Principal/ Dean of Studies – Chairperson
- Vice Principal Finance & Resources
- Admissions Manager
- Student Services Manager
- Programme Manager Business Marketing
- Programme Manager Hospitality Management
- Quality Assurance Manager
- Programme Manager Health Care Practice

Roles and Responsibilities

- To ensure a shared vision, informed planning, and effective delivery of the Organisation's objectives.
- Manage, implement and deliver strategic plans, policies, and procedures
- Carry out an agreed work plan, which helps achieve the Organization's long term plans
- Form sub-committees, if required, to consider specific themes
- Make decisions regarding the day to day operations of the College
- Ensure that there are efficient structures and systems to manage staff

- Discuss student feedback and take corrective actions where required
- Review academic support and guidance facilities.

Human Resource & Welfare Committee

Role & Responsibilities

The role of this Committee is to formulate College policy and procedure in respect of the employment of all staff, including staff benefits, welfare, and goals. The Committee reports to the Senior Staff Committee.

Meetings

The meetings will be held at least quarterly.

Members

The membership of the Committee includes a number of people with specific cross-college roles relating to operations, administration, finance, and academic matters and a class representative.

The following are the members of the Committee:

- Principal/ Dean of Studies – Chairperson
- Vice-Principal Finance and Resources
- Member of the Board of Governors
- Student Services Manager
- HR Officer

Responsibilities

- To form the Human Resource policy and procedure
- To oversee and approve an annual revision of the staff handbook
- To monitor and review the College's Equality & Diversity policies
- To monitor and review the College's Health, Safety, and Welfare policy
- To consider all aspects of the conditions of service of such staff, including scales of payment, grading and pensions, staff relations, health and welfare; and to conduct an annual review of staff salaries

- To advise the Board of Governors on any other human resource issues as required.
- To consider complaints or grievances made by members of staff
- To monitor the number, nature, and outcome of staff complaints or grievances
- The Committee may conduct reserved business in the absence of the staff representative
- To review reports and to monitor, debate, and advise on the College response to key employment issues, both local and national
- To monitor and evaluate effectiveness, financial impact, and value for money of the College's activities which support the people strategy and enhance the HR service
- Receiving and considering health and safety inspection
- Evaluating the effectiveness of health and safety training
- To provide quarterly reports to the Board of Governors concerning any bullying and harassment cases

Class Representatives Committee

There are two committees of class representatives; one is for the morning session students, and the other one is for the afternoon session students. The responsibility of this Committee is to represent students within the College, to receive their opinions, and to transmit suggestions and solutions to the stakeholders of the College, including the students themselves. This Committee reports to the Academic / Quality assurance Board.

Meetings

The meetings will be held once during the session.

Membership

- Class representatives – are elected for the period of one year and are elected from each cohort.

- Student Services Manager - Chairperson
- Assistant Student Services Manager
- Admin Assistant – Secretary

Roles and Responsibilities

- To ensure an enjoyable learning experience
- To voice students' opinions
- Give and take feedback
- Generate new ideas
- Act as the messenger for students and staff
- Establish connections between different courses and sessions
- Improve a link between the students and the management of the College
- Raise quality issues

Audit Committee

Role & Responsibilities

The role of this Committee is to establish and maintain an effective and efficient internal control system, conduct internal control audits, providing for the management, analysis, recommendations, and information covering internal control systems.

The Committee reports to the Board of Governors.

Meetings:

The meetings will be held at least quarterly.

Members

The following are the members of the Committee:

- Principal/ Dean of Studies
- Chief Executive Officer
- Member of Board of Governors – Chairperson
- Vice Principal Finance and Resources

Responsibilities

The responsibilities of the Internal Audit committee are

- To oversee all departmental internal control systems and their effectiveness as a whole
- To review all departmental control systems and provide recommendations to the BOG
- To conduct internal control audits annually and develop reports for the Board of Governors
- To monitor the internal & external reporting
- To identify any significant risks and weaknesses in the current internal control systems, the impact they may have on the organisation, and to identify corrective actions to rectify them
- To establish and monitor systems of control and accountability, including financial and operational controls and risk assessment
- To oversee the Institution's policy on fraud and irregularity, including being notified of any action taken under that policy
- To ensure that satisfactory arrangements are in place to promote efficiency and effectiveness and for the management and quality assurance of data submitted to HESA, OFS, and Student Loan Company
- To receive any relevant reports from the National Audit Office
- To monitor the performance and effectiveness of external and internal auditors annually
- In the event of a merger or dissolution of the Institution, ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed
- To ensure that the Student Protection Plan is clearly understood and ready to be actioned in case any material change is triggered

Nominations Committee

Role and Responsibilities

The Committee shall

- develop and maintain a formal, rigorous, and transparent procedure for making recommendations concerning appointments and re-appointment to the Board of Governors;
- keep under review the leadership needs of the College, with a view to ensuring the continued ability to compete effectively in the marketplace;
- keep under review the College's policy on diversity and equality, including gender, and the measure of objectives that it has set in implementing this policy, and progress on achieving the objectives;
- regularly review the structure, size, and composition of the Board of Governors to ensure it has an appropriate balance of skills, diversity, experience, knowledge, and independence, and make recommendations to the Board with regards to any changes;
- ensure that no individual or group of individuals dominate decision-making within the Board of Governors or its committees to the extent that it is detrimental to the College;
- be responsible for identifying and recommending committee Board and committee members for the approval of the Board of Governors;
- be responsible for identifying and recommending candidates to fill the role of College Secretary for the approval of the Board of Governors,.
- give full consideration at regular intervals to succession planning, taking into account the challenges and opportunities facing the College and the skills and experience needed in the future.

Reporting

1. The Committee shall report directly to the Board of Governors
2. In making its recommendations to the Board of Governors, the Committee shall ensure that:
3. ensure that:
 - the Board of Governors is able to discharge its duties effectively, and that it has an appropriate mix of skills, knowledge, experience, and diversity;
 - robust and appropriate procedures are in place around appointments;
 - there is an appropriate allocation of workload amongst members; due consideration is given to succession planning.

Membership

4. The Committee shall comprise at least five members. More than half of the members of the Committee (excluding the Chair) shall be independent representatives.
5. The Committee shall always include an independent Chair, a College Staff, and a Student Representative.
6. Appointment to the Committee will be made by the Board of Governors.
7. The Deputy Chair of the Board of Governors will be the Chair of the Committee. Members will be appointed for three-year periods, with a maximum period in office of six years, without further renewal for a period of three years.
8. The following are members of the Committee for the academic year 2023-24:

Chair (Independent)	[Insert name]
College Staff	[Insert name]
Student/ Alumni Representative (Independent)	[Insert name]
Member	[Insert name]
Member (Independent)	[Insert name]

Frequency of Meetings

1. The Committee shall meet at least once per academic year and at such other times as the Committee Chair deems necessary.

Quorum

1. The quorum necessary for the transaction of business at Committee meetings shall be at least two-thirds of the membership.
2. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all the authorities, power, and discretion vested in the Committee.

Conflicts of interest

3. When the business under consideration presents a conflict of interest for the Chair, an alternative Chair will be appointed, as required, and the original Chair leaves the meeting.
4. No member of the Committee shall take part in the discussions or decision-making related to a post for which they have been nominated or concerning the nomination of his/her successor.

Finance & General Committee

Role & Responsibilities

The role of this Committee is to review financial reporting issues and judgments of the College's financial statements and reports and to review the scope and effectiveness of the College's internal controls, including financial, operational, and compliance controls (including systems to identify, assess, manage and monitor key risks, both financial and operational).

The Committee reports to the Board of Governors.

Meetings

The meetings will be held at least quarterly.

Members

The membership of the Committee includes people from departments related to finance and operations. The members are elected for a time period of four years.

The following are the members of the Committee:

- Chairperson Board of Governors / Chairperson
- Chief Executive Officer
- Principal
- Vice Principal Finance and Resources
- Admissions Manager / Secretary

Responsibilities

The responsibilities of the Audit, Finance, and Operations committee are:

- To review and approve the Strategic Financial Plan and Sustainability Plan
- To approve financial forecasts, sensitivity, what-if analyses
- To monitor variances between actual and forecasted data and discuss. Report any material deficiencies with the recommendations for improvement to the BOG.
- To approve the methods and practices for the allocation of financial resources and ensure that the funds are used for a purpose.
- To ensure that appropriate policies and procedures are in place for the effective management of college resources.
- To oversee and ensure the timely and accurate preparations of financial statements, financial reporting, and compliance with the Company's House and HMRC regulations
- To oversee compliance with the OFS Accounts Direction for the financial year ending 2020 onwards
- To review and approve the Annual Return before publishing.
- To action a financial and regulatory risk assessment, action plans, review, and monitoring.
- To ensure effectiveness, monitoring, and review of internal controls in the finance department
- To review the investment appraisals
- To oversee that the OFS grants are allocated for the purpose intended
- To oversee that the College demonstrates Value For Money
- To oversee RTI-PAYE/ HMRC compliance
- To oversee Pension Regulator compliance
- To oversee the preparation of financial reports to the regulatory body (OFS) (Financial Return, financial sustainability, and viability reports, management and governance, and internal control statement)
- To oversee compliance with the SFE regulations
- To assure compliance with CMS (SLC)
- To assure compliance with Regulatory (OFS, HESA) returns, including the Prevent Duty, APP, HESA AP, Graduate Outcomes, NSS, HESES, Unistats, Provider Profile Return, Staff Return, HE-BCI
- To monitor compliance with the OFS registration conditions.

- To oversee the OFS APP, investment plan, evaluation, and monitoring
- To oversee compliance with the OFS regulations

Access and Participation Group (APG)

The Access and Participation Plan (APP) 2020-25 provides a background for the Access and Participation Group (APG) work. APP aims to enhance the College's commitment to improving student outcomes by identifying the areas where we can build on success and by addressing the Identified gaps in access, success, and progression data to ensure equal opportunities for all our students.

The College's overarching theory of change for widening participation stresses that for change to be significant, it must take place at the group level and be a participative and collaborative process involving all of those concerned. To ensure continuous improvement, the College has put the APG in place.

Meetings

The meetings will be held at least quarterly.

Membership

APG members

Role	Person
Chair of the Group	Sayed Zain
Deputy Chair of Equality and Diversity	Renata Kairiene
Data and APP Evaluation Compliance Officer	Umair Ahmad
Head of Student Recruitment, Marketing and Admissions	Jodat Sheikh
Head of Student Services	Imran Bilal
Welfare Officer	Rezime Orife

Employability Coordinator	Nicole Ai
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Student Hardship Assessor/Administrator	Michael Semuguruka
Compliance Manager	Muttaqi Malik
Team Leader-Marketing	Desh Sharma
Team Leader-Hospitality	Pratika Teyssedou
Team Leader-Health and Social Care	Jahanzaib Irfan
Team Leader-DET	Kwaku Adjepong
Student representative (nominated by SU President)	Reg. Reg.-

The College established the Access and Participation Group in August 2020 for a five-year term (until August 2025). At the end of this term, some members will be retained to preserve their knowledge and skills.

Responsibilities

1. To draft Access and Participation Plans (APP) the following Office for Students (OFS) requirements for recommendation to the Academic/Quality Assurance Board and BOG
2. To develop and implement the College strategy around widening participation for undergraduate provision
3. To monitor progress towards the specific targets contained within the APP and support the preparation of the annual reports to OFS, which will be recommended to the Academic/Quality Assurance Board and BOG for approval.
4. To make recommendations to the Finance and General Committee on the investment required to deliver the targets in the APP.

5. To monitor and evaluate the success of initiatives intended to deliver the targets in the APP.
6. To review the financial support package available to students and make recommendations to the Finance and General Committee where changes are required.
7. To receive reports from all concerned departments as necessary and ensure that best practice is shared between the departments.
8. To review and make recommendations on policy documents connected to access and participation.
9. To request and receive reports on APP programmes with a focus on monitoring, evaluation, and impact outcomes.
10. To consider new innovative approaches to access and student success which reflect the College's strategic priorities
11. To regularly report the progress and issues to the Academic/Quality Assurance Board on the strategic and operational responsibilities of the group.
12. Promote the theory of change through **research, action, and evaluation** of interventions and measures to feed into the next cycle of self-assessment and APP.
13. Monitor, evaluate and provide recommendations on improving outreach to schools, fair access and admissions, academic planning, inclusivity, and equality.
14. Assure that the College's whole lifecycle approach to access, success, and progression is effective, where our students can benefit irrespective of gender, ethnicity, religion, age, or disability.
15. Monitor the implementation of an operational theory of change for widening participation interventions throughout the student lifecycle, which will feed into the College Strategic Plan.

16. Create quarterly progress reports against targets which will be presented to the Academic and Quality Assurance Board (AQAB), which can take urgent actions if necessary.
17. Participate in statistical analyses and recommend relevant KPIs

