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of educational  
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**MONT ROSE COLLEGE®**  
OF MANAGEMENT & SCIENCES

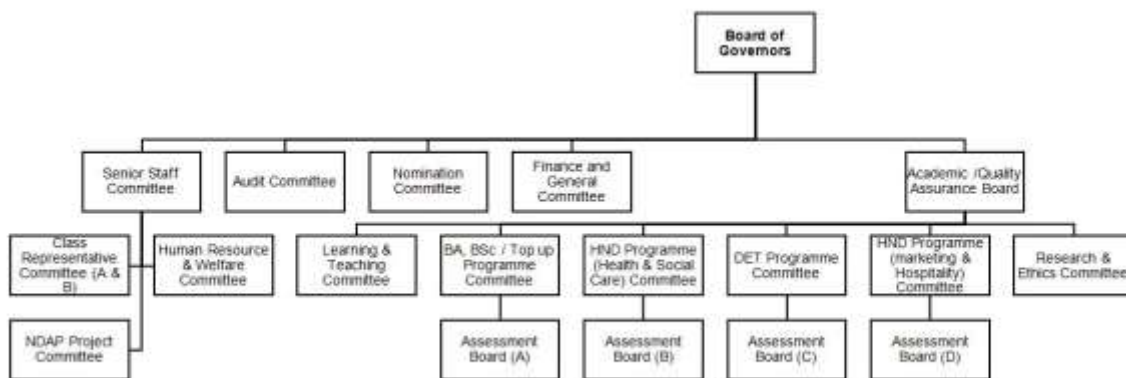
# Committees Terms of Reference 2019 - 2020

**Approved by:** Academic/Quality Assurance Board



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

### Committee Structure Chart



### Role of the Board of Governors

The role of the governing body 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 Governing Body members:

- Mr.Asim Aslam – Local Businessman / Chairperson
- Mr. Thomas Chan - Deputy Lieutenant of Greater London since 2014
- Mr.Nauman Iqbal – Local Businessman

- Mrs.Amna Imran – Ex-Teacher
- Mr. Bilal Sheikh – Principal
- Mrs. Sayeda Zain – Dean of Studies
- Ms.Adebisi Aduke Abdul-Razaq - Student – 23445

### Powers and Responsibilities of the Board of Governors

The following 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 which 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 Governing Body 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 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

### **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 Governing Body on academic matters. The Academic / Quality Assurance Board has the right to be consulted by the Governing Body 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 the time period of four years.

### Members

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

- Dean of Studies / Chairperson
- HND Hospitality Programme Manager
- HND Marketing programme Manager /Secretary
- HND Health & Social Care programme Manager
- DET Programme Manager
- Member of Board of Governor
- Lecturer HND Marketing
- Lecturer HND Hospitality
- Student Representative HND – Marketing
- Student Representative HND – Hospitality

### 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 the 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 through 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).

### **Learning and Teaching Committee**

The responsibility of the Learning and Teaching Committee is to provide a forum to facilitate and encourage the development of Teaching and Learning Strategy and also to discuss and promote academic development. 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 the time period of four years.

#### Members

The following are the members of the Learning and Teaching Committee

- Dean of Studies / Chairperson
- HND Hospitality Programme Manager / Secretary
- HND Marketing programme Manager
- HND Health & Social Care programme Manager
- DET Programme Manager
- Class Representative

#### 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 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 recommend 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 practice from across the sector that can inform enhancement within College

### **BA, BSc / Top-up Programme Committee**

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.

#### Membership

The membership of the Committee is the Partnership Tutor for Mont Rose, Dean of Studies/ Partnership Link Coordinator, concerned lecturers.

#### Members

The following are the members of the Committee:

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

#### Meetings

The meetings will be held each semester.

### 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 for 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 creating 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 make 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 on 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 membership of the Committee is the Internal Verifier, the Dean of Studies Programme Leaders, and Tutors.



## Members

The following are the members of the Committee:

- Dean of Studies / Chairperson
- HND Health & Social Care Programme Manager / Internal Verifier/ Secretary
- 2 Lecturers in Health & Social Care
- 1 Student 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 developing 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

### **Diploma in Education and Training Programme Committee**

This Committee engages in general planning and scrutiny in academic matters for DET of the College and makes recommendations accordingly.

It reports to the Academic / Quality Assurance Board.

## Membership

The membership of the Committee is the Dean of Studies, Programme Manager, Lecturers, and a student.

### Members

The following are the members of the Committee:

- Dean of Studies / Chairperson
- DET Programme Manager / Secretary
- Internal Verifier
- Lecturers of DET
- Student Member

### 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 sharing best practices
- To discuss the External Verifier 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 monitor student placements for teaching practices
- To decide about course allocations and module review
- To conduct annual monitoring for each cohort
- To discuss EV reports and develop an action plan to be approved by the Academic / Quality Assurance Board

### **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 membership of the Committee is the Internal Verifier, the Dean of Studies, Programme Leaders, and Tutors.

### 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

### 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 on-going 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 programme-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:**
- Dean of Studies / Chairperson
- Research Centre Co-ordinators
- Lecturer – Business Marketing / Secretary
- Lecturer – Hospitality Management
- Lecturer – DET
- Lecturer – Health & Social Care
- **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 (Diploma in Education and Training)**

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 the 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 the time period of four years.

#### Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- 2 Internal Verifiers
- DET Programme Manager
- Examination Officer / Secretary
- Lecturer

#### 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 (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 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 the part of the

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

### Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- Internal Verifier & Quality Assurance Manager/ Chairperson
- H & SC Programme Manager
- Examination Officer / Secretary
- Lecturer

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

### Members

The following are the members of the Assessment Board

- Dean of Studies / Chairperson
- 4 Internal Verifiers
- Marketing & Hospitality Programme Managers
- Examination Officer / Secretary
- Lecturer

### 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 the part of the Assessment board except the Principal who will be replaced by a lecturer elected by the

Academic /Quality Assurance Board. The members are elected for the 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 Programme Managers (H&SC, Hospitality and Business)
- Examination Officer / Secretary
- 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 Governing Body.

### **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 – Chairperson
- Admissions Manager
- Dean of Studies
- Member of Board of Governors
- Finance Manager
- Student Services Manager
- VLE Manager – Secretary

## 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 – Chairperson
- Member of Board of Governors
- Admissions Manager
- Finance Manager / Secretary
- Dean of Studies
- Class Representative

### 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 Governing Body 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

### **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 – elected for the period of one year and are elected from each cohort.
- Dean of Studies– Chairperson
- Student Services Manager
- Admissions 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

### **NDAP Project Committee**

### **Role and Responsibilities**

1. The Committee was set up in May 2019, with the objective of supporting the College through its application for New Degree Awarding Powers, including the NDAP's Probationary Period and the Full DAPs (time-limited) authorisation period
2. The Committee shall

- advise the College on how each criteria of the New Degree Awarding Powers can be met;
- review the College's governance, processes and policies, and advise on improvements for the objectives of meeting the criteria for New Degree Awarding Powers;
- ensure that the College establishes, maintains, monitors and reviews the academic standards of its awards;
- review the effectiveness of assurance and enhancement arrangements and make recommendations for improvement;
- propose mechanisms to ensure that academic standards will continue to be set and maintained effectively and there is a focus on continuous improvement of learning, teaching and the overall student academic experience;
- ensure that the College enables and encourages students to actively contribute to quality processes, resulting in the continual improvement of the student academic experience;
- ensure that the College has appropriate representation, consultation and feedback mechanisms to engage with students and employers;
- ensure that the College continues to use appropriate external and internal reference points, including the Quality Code for Higher Education and the requirements and expectations of Professional, Statutory and Regulatory Bodies (PSRBs).

### Reporting

3. The Committee shall report directly to the Senior Staff Committee
4. In making its recommendations to the Senior Staff Committee, the Committee shall ensure that:
  - it takes the College strategic objectives into consideration;
  - recommendations include an impact assessment on the College's existing operations;
  - recommendations enable the College to move towards meeting the criteria set in QAA'S NDAP Guidance.

### Membership

5. The Committee is made up of the following members at December 2019.

Chair (NDAPs Adviser)	<b>Professor David Baker</b>
Deputy-Chair	<b>Mrs Sayeda Zain</b>
Reviewer	<b>Mr Bilal Sheikh</b>

Reviewer	<b>Mr Desh Sharma</b>
Reviewer	<b>Mrs Pratika Teyssedou</b>
Reviewer	<b>Mr Kwaku Adjepong</b>
Reviewer	<b>Mr Jahanzaib Irfan</b>
Executive Project Officer	<b>Mr Yannick Fansi</b>

6. Appointment to the Committee will be made by the Senior Staff Committee.

### **Frequency of Meetings**

7. The Committee shall meet as frequently as required for it to discharge its responsibilities.



### Role & Responsibilities

The role of this Committee is to establish and maintain an effective and efficient internal control system, conducting 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 – Chairperson
- Member of Board of Governors
- Dean of Studies
- Finance Manager
- IT Manager
- Student Services & Admin Manager / Secretary

### 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 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 annually the performance and effectiveness of external and internal auditors
- In the event of merger or dissolution of the Institution, to 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

8. The Committee shall report directly to the Board of Governors
9. In making its recommendations to the Board of Governors, the Committee shall 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

10. The Committee shall comprise at least five members. More than half of the members of the Committee (excluding the Chair) shall be independent representatives.
11. The Committee shall always include an independent Chair, a College Staff and a Student Representative.
12. Appointment to the Committee will be made by the Board of Governors.
13. 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.
14. The following are members of the Committee for the academic year 2019-20:

Chair (Independent)	<b>[Insert name]</b>
College Staff	<b>[Insert name]</b>
Student/ Alumni Representative (Independent)	<b>[Insert name]</b>

Member	[Insert name]
Member (Independent)	[Insert name]

**Frequency of Meetings**

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

**Quorum**

16. The quorum necessary for the transaction of business at Committee meetings shall be at least two thirds of the membership.

17. 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**

18. 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.

19. 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 judgements 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 Senior Staff Committee.

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 the time period of four years.

The following are the members of the Committee:

- Chairperson Board of Governors / Chairperson
- Principal
- Finance Manager
- 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 assure the timely and accurate preparations of financial statements, financial reporting, 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 assure 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, internal control statement)

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



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