CITY OF LONDON COLLEGE

A University Sector Premier College

Code of Practice on Governance, Administration and Academic Procedures

Contents

Introduction and Background

City of London College (CLC) was established in 1979, making it one of London's most long established and respected private providers of higher education and training. Since inception, many thousands of students have graduated from the College, and are now following worthwhile careers worldwide.

The institution is a private limited company whose legal status derives from UK Company Law. The College's objects, powers and framework of corporate governance are set out in the Memorandum and Articles of Association.

Within its governance framework the College has two separate bodies, the Board of Directors and the Board of Governors, each with clearly defined functions, as detailed within the Articles of Governance. The Directors and Governors of the College oversee the governance arrangements and ensure that all agreements are fit for purpose.

Useful documents which safeguard effective strategic leadership and management of the College include the Annual Report and Financial Statements, the Annual College Review, the City of London College Vision and Strategy 2015-2019 and the Delegation Schedule which identifies the responsibilities and delegated authorities for making key decisions in the name of, or on behalf of, City of London College.

The mission of City of London College is:

- to facilitate students' access to excellent-quality, yet reasonably priced, higher education;
- to create a learning environment which will support students' personal development and enable them to acquire the necessary knowledge and the appropriate skills, including interpersonal skills, which will lead to qualifications relevant to their future employment and career development;
- through the success of College completing students and graduates, to help contribute to the wellbeing of the enterprises they work for and the economies of their countries of origin.

The College aims to achieve its mission by:

- valuing and developing to the full, the contribution of its staff;
- working closely with students;
- providing training and learning opportunities for students and staff;
- providing high quality and relevant programmes of study at both undergraduate and postgraduate levels.

In association with selected partners, the College has been offering business related programmes at both undergraduate and postgraduate level for more than fifteen years.

The College sources the very best tutors and the best possible physical resources. The College has developed education and training programmes that are world-class. It offers high quality education working with partners and affiliates who in turn are geared to satisfy global educational needs and aspirations. In this way the College is able to deliver a unique blend of quality, flexibility and value for-money, which meets the needs and expectations of today's students and employers.

City of London College is fully aware of its responsibilities towards the wellbeing of its staff and students and has developed its Diversity and Equality Policy accordingly (Appendix 1).

The goal of City of London College is to meet varying student aspirations in terms of their career and life enrichment. It will provide facilities that will enable students to achieve the targets that they have set for themselves. The chief objectives of the City of London College are to:

- strengthen the curricular and extra-curricular programme elements that distinguish its model of education, enhancing student interaction with faculty and staff and active student engagement with the learning environment;

- further enhance the excellence of its academic programmes as well as the external perception of that excellence;

- serve the wider community by providing more mission-related programmes to address community educational needs and making better use of campus facilities and resources;

- optimise the enrolment size and mix of students;

- recruit, support and retain high quality faculty and administrative staff;

- increase diversity amongst students, faculty and staff, through widening participation and, in particular, encouraging mature students to develop their skills by returning to higher education;

- engage all members of the campus community as stewards of its resources and in developing and increasing resources.

Principles of Governance and Management

The College recognises that there are clear distinctions between governance and management. However, an overriding aim of both governance and management in the City of London College is the preservation of academic freedom within the law, combined with academic responsibility.

Governance has to do with defining policies, setting strategic objectives and monitoring of progress towards those objectives. Members of the Governing body need to be satisfied that processes and procedures are in place that are sufficient, necessary and effective in running the business of the College. They do this by asking questions and ensuring responses are sound and consistent, rather than by doing direct checking themselves. Neither the Chair nor individual members should become involved in the day-to-day executive management of the College.

To ensure good governance, and facilitate effective management, the Governors are guided by the public interest governance principles, which the Office for Students (OfS) requires all registered Higher Education providers to abide by:

a) 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.

b) Accountability: The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English Higher Education provider.

c) 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.

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

e) 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.

f) 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.

g) 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.

h) Governing body: The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider.

i) 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, that is they meet the 'Fit and Proper' criteria outlined in OfS Regulatory Guidance 2, paragraph 99 and none of the contrary indicators given in paragraph 100. This is determined by the Board on appointment and reviewed annually

From time to time the Governing body will review its own effectiveness and the institution's performance.

The Higher Education Code of Governance

In addition, the Governing Body follows the guidance set out in The Higher Education (HE) Code of Governance, published by the CUC (2018). This Code adopts and builds on the 'Nolan Principles of Public Life,' which provide an ethical framework for the personal behaviour of governors. The HE Code of Governance identifies seven primary elements of governance:

a) The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit;

b) The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed;

c) The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate

steps are being taken to deliver them and that there are effective systems of control and risk management;

d) The governing body receives assurance that academic governance is effective by working with the Senior Management Team/Academic Board or equivalent as specified in its governing instruments;

e) The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external events;

f) The governing body must promote equality and diversity throughout the institution, including in relation to its own operation;

g) The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

Appointment and Terms of Office of Governors

The total membership of the Board is six, the majority of whom are independent members, including the Chair of the Board. The Governing Body believes that its committees provide a suitable basis for involving Governors in detailed consideration of strategic and operational matters affecting the College prior to the submission of recommendations to the Governors.

The maximum term of office for independent membership of the Board of Governors is three years (on a pattern of three plus three years, with the potential thereafter for reappointment on an annual basis for up to three further years, at the Board's discretion, and with no presumption of an extension of appointment beyond six years).

The Nominations Committee considers the re-appointment of an independent member after the first three year period, with an expectation that reappointment would normally be made for a further three years, noting that the appointment during each term of office is subject to the caveat that "in the event that the member was unable to perform their duties or that there was a need to rebalance the skills or diversity of the Board during the term of appointment, the Board could require the member to stand down."

Nominations Committee of the Board of Governors

The Board has established a Nominations Committee with the following membership and terms of reference:

Membership
Chair of Board (Chair),
Principal
Director
Staff Representative

Terms of Reference

(a) To keep under review the periods of membership of persons co-opted to membership of the Board.

(b) To keep under review the extent to which the membership of the Council is broadly representative of the public and appropriate to the interests of the College.

(c) To receive suggestions from any member of the College as to the names of persons who might be considered for appointment to independent membership of the Board.

(d) To take pro-active steps to attract nominations and suggestions for appointment to independent membership of the Board from within and without the College.

(e) To make such nominations as the Committee considers appropriate for appointment to independent membership of the Board.

(f) To keep under review and to recommend to the Board the appointment of independent members of the Board and individuals external to the College to membership of Board Committees.

(g) To receive suggestions from non-academic members of College staff as to the names of non-academic members of staff who might be considered for appointment to membership of the Board.

(h) To make such nominations as the Committee considers appropriate for appointment of a non-academic member of College staff to membership of the Board for consideration by the Senior Management Team.

(i) To ensure that appointed members are 'Fit and Proper' persons, as per the criteria outlined on Page 3) and to review this annually. To ensure that all members are aware of, and abide by, the Nolan Principles of Public Life and the CUC Higher Education Code of Governance.

<u>Other Committees of the Board</u>

The terms of reference, constitution and membership of the following committees of the Board are set out below in Appendix 1.

Written reports, with decisions or recommendations, will be made by these committees to the Board. In a small number of cases these reports will only comprise an annual report or will only be brought forward when a matter is raised that requires the attention of the Board.

- Task & Completion Committee
- Quality Enhancement & Standards Committee
- Internal Exam Board
- Progression Withdrawals & Awards Committee
- Programme Management Committee
- Information, Recruitment, Admissions, Welfare Committee
- Marketing & Recruitment Committee
- Staff / Student Laision Committee
- Corporate Services Committee
- Finance Committee
- Audit Committee
- Remuneration Committee

In addition, Committees may establish a sub-committee that oversee the conduct of specific areas of business according to need.

Conflicts of Interest for Members of the Board

It is important that all members of the Board of the College are cognisant of any conflict of interest, which might arise from their membership of the Board (or other College body) on the one hand and membership or connection with other bodies outside the College on the other. The following is a set of simple steps which members of the Board and members of Board Committees are asked to follow.

The Secretary to Board maintains a Register of Members' Interests in which any third party pecuniary or non-pecuniary interests may be registered if the member considers that a conflict of interest could arise, or be perceived to arise. Annually, the Secretary to Board will seek from all members of the Council confirmation of their current interests. All members must respond, whether or not they have any interest to record. The Secretary to Board shall make the Register of Members' Interests available for inspection to any bona fide enquirer on demonstration of good cause and at the discretion of the Chair of the Board and the Secretary to Board and subject to the provisions of the Freedom of Information Act.

If a member has any pecuniary or non-pecuniary interest, direct or indirect, in any contract, proposed contract or other matter and is present at a meeting of the Board or other College body at which the relevant matter is the subject of consideration, the member shall, at the meeting and as soon as practicable after its commencement, disclose the fact (notwithstanding any entry in the Register of Members' Interests). The member should then judge whether it is appropriate to take part in the consideration or discussion of the matter or vote on any question with respect to it, and whether it is appropriate to leave the meeting during the consideration of the relevant matter. At the start of every meeting of the Board, the Chair will give members an opportunity to declare any interests.

Members of the Board should also bear in mind the requirements under the UK Bribery Act 2010 and the College's Anti-Bribery Policy, including the need for members to act with care in relation to hospitality or gifts which could be perceived as inducements by persons or bodies seeking to supply goods or services to the College. Similarly, members should take care not to solicit or recommend any person for employment by the College or admission to it other than through the proper procedures, and should disclose if a candidate is related to them by family when providing testimonials of a candidate's ability, experience or character.

The above guidance applies equally to a committee, sub-committee, joint committee, board of directors belonging to the College or appointed in whole or part by it, and to the members of such bodies. Matters concerning conflicts of interest in relation to members of staff of the College generally are covered in the relevant terms and conditions of employment.

Role of the Chair of Board

The key role of the Chair of the Council is to ensure that the necessary business of the Board is carried out effectively and in a manner appropriate for the proper conduct of College business.

The Chair of the Board is also responsible for ensuring that the Board conducts itself in accordance with accepted standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership. The Secretary to Board provides advice and guidance to the Chair of the Council on all matters relating to the proper conduct of Board business.

The development of a strong, constructive and challenging working relationship between the Chair of the Board and Senior Management Team is of key importance to the effective operation of the College. While the Chair plays a key role in the business of the College the Chair has no role in the day-to-day executive management of the College which rests with the Principal and their key officers forming the Senior Management Team.

The Board of Governors meets up to three times in each year and the Chair of the Board is expected to attend all meetings and to be readily available to attend the College to discuss Board business outside meetings of the Board. The Chair of the Board should ensure that the Board exercises collective responsibility and that decisions are taken corporately by all members acting together as a body whether they be independent, academic or non-academic members.

The Chair of the Board is directly involved in the process for the recruitment and selection of new Board members and encourages all members, independent, academic and non-academic to participate in induction and updating events organised by the College.

A number of the responsibilities of the Board have been delegated to Board Committees or Officers of the College.

The Chair of the Council also serves ex-officio on the Finance Committee which meets up to three times each year. The Chair of the Board may also serve on specific working groups established by the Board and other College bodies to consider major developments or investments by the College. These are by nature occasional.

In order to meet the requirements of the position the Chair of the Board must have significant senior experience of Chairing organisations of a size and complexity similar to those of the College. The Chair must be of a robust and independent frame of mind and at the same time possess diplomatic skills, which will allow them to facilitate and participate in free debate on key issues. It is also important that the Chair of the Board has understanding of and empathy with the objectives of the College, its teaching and research activities and the broader and strategic issues facing the HE sector.

a) The Board shall appoint from among its members or otherwise a Chair, not being a member of the academic staff or salaried officer in the College.

b) If the Chair is appointed from outside the Board they shall enjoy the privileges of a member of the Board while they are Chair. If the Chair is appointed from among the members of the Board the Board may require the individual to vacate office if they cease to be a member of the Board. Subject thereto the Chair shall hold office for three years or for such shorter period as the Council may determine at the time of appointment.

c) The Board may appoint from among its own members a Vice-Chair not being a member of the academic staff or salaried officer in the College. The Vice-Chair shall preside at the meetings of the Board in the absence of the Chair. The Board may require the office of Vice-Chair to be vacated at the point where the incumbent ceases to be a member of the Board. The Vice-Chair shall hold office for three years.

The Board is the governing body of the College and the Chair of the Board has particular responsibilities for ensuring that the Board operates efficiently and effectively.

Term of Appointment

Chair of Board shall hold office for three years, or for such shorter period as the Council may determine at the time of appointment.

It shall be custom for the incoming Chair of the Board to be determined one year in advance of the conclusion of the term of appointment of the current Chair of the Board, in order to effect a smooth transition from the outgoing to the incoming Chair. The office of the Chair of Board is not remunerated but may reclaim all travel and similar expenses incurred in the course of College business, at agreed College rates, through the Secretary to Board.

The Role of the Secretary to the Governing Body, Nolan Working Group

The Secretary has a key role to play in the operation and conduct of the governing body, and in ensuring that appropriate procedures are followed:

1. The secretary to the governing body should be appointed to that post by the governing body.

2. It is normally the case that the secretary will combine this function with a senior administrative or managerial role within the College. The College and the secretary must exercise great care in maintaining a separation of the two functions. Irrespective of any other duties that the secretary may have within the College, when dealing with governing body business the secretary will act on the instructions of the governing body itself.

3. In their role as secretary, the secretary should be solely responsible to the governing body and should therefore have a direct reporting link to the Chair of the governing body for the conduct of governing body business (i.e. agendas, papers, minutes etc.).

4. The Chair and members of the governing body should look to the secretary for guidance about their responsibilities under the charter, articles, and regulations to which they are subject including legislation and the requirements of the OfS, and on how these responsibilities should be discharged. It is the responsibility of the secretary to alert the governing body if they believe that any proposed action would exceed the governing body's powers or be contrary to legislation or to the OfS' terms and conditions of funding. (Note: the Chief Executive Officer is the 'accountable officer' is formally responsible for alerting the governing body if any actions or policy is incompatible with the OfS terms and conditions of funding but this cannot absolve the secretary from having this responsibility as well).

5. The provision of legal advice or for obtaining legal advice for the governing body is the responsibility of the secretary of the governing body. The secretary is also responsible for advising the governing body on all matters of procedure.

6. The secretary should advise the Chair in respect to any matters where conflict, potential or real, may occur between the governing body and the Senior Management team.

7. It is incumbent on the governing body to safeguard the secretary's ability to carry out these responsibilities. It is important that the secretary also both consults and keeps the Senior Management Team fully informed on any matter of governing body business (other than in relation to the Remuneration Committee's consideration).

If there is a conflict of interest actual or potential, on any particular matter, between the secretary's administrative or managerial responsibilities within the institution and their responsibilities as secretary to the governing body it is the responsibility of the secretary to draw it to the attention of the governing body. If the governing body believes that it has identified such a conflict of interest itself the Chair should seek advice from the Chief Executive Officer, but must offer the secretary an opportunity to respond to any such question.

The Role and Responsibilities of the Board of Governors

City of London College works under the supervision of its Board of Governors. Membership of the Board comprises experienced academics, professionals, industrialists, and politicians. This ensures that City of London College has access to a wide spectrum of advice and guidance thus enabling decisions on strategic direction that are carefully evaluated and implemented. The selection of appropriate governors is based upon carefully defined levels of experience and skill sets.

The Board of Governors has overall responsibility for determining the educational character, the mission and strategic direction, and overall functioning of City of London College. It has a duty of ensuring that the College delivers, or arranges for the delivery of, suitable and efficient further and higher education to its students.

In identifying suitable appointees to the Board of Governors, City of London College aims to select individuals with the following attributes:

- financial management experience in corporate and public sector financing as applied to Further and Higher Education;

- experience in the field of Human Resource management, in particular statutory employment requirements, the development of salary structures, terms and conditions of employment, staff appraisal and development, and the development of grievance and disciplinary procedures;

- knowledge and understanding of educational policy, in particular Higher Education strategies, development of the curriculum, teaching and learning, research and academic staff development, marketing and new course development, and other matters pertinent to the operation of the Academic Board;

- understanding and experience of student welfare needs and the development of the student educational experience, including student pastoral and disciplinary matters;

- an understanding of overall risk management and control for the institution, including performance management and financial risk, as well as health and safety;

- experience and understanding of the field of estates and facilities management;

- established linkages with commerce, businesses, the professions and professional bodies, as well as local civic organisations and governmental agencies.

Membership of the Board of Governors

The membership of the Board of Governors is as follows:

- Six governors who are independent of the College;
- the three members of the Board of Directors;
- the College Academic Dean;
- an elected member of the College academic staff;
- an elected student representative.

The elected member of academic staff and the elected student representative have limited participation and will not be involved in confidential business (reserved business).

The College will invite its University partner to nominate its own representative to attend meetings of the Board of Governors as an observer who may contribute to the business of the meeting in an advisory capacity.

It is responsible for the quality of the total service, both academic and pastoral, that City of London College provides to its staff and students and their welfare.

The Board of Governors is entrusted with overseeing the financial health of the College and securing its effective management, that is, the effective and efficient use of resources, the solvency of the College, and the safeguarding of its assets. The governing body also has responsibility for agreeing and monitoring the progress of the College's strategy, and providing leadership through the use of effective governance processes.

The role of the governing body is not to manage City of London College, but it is there to ensure that appropriate standards of good management are adhered to, that the College operates within the confines of the law, that any decisions taken conform to the educational character, aims and mission of the College, and that all appropriate factors, such as government policy and the needs of local business and the local community, are taken into account as part of its decision-making process.

The Role and Responsibilities of the Board of Directors

The Board of Directors is appointed to act on behalf of the shareholder to run the day to day affairs of the business.

City of London College is established with the objective of providing a service in the form of a high quality educational experience to its learners (the students). In pursuing this objective the Board of Directors is guided by the Board of Governors in implementing appropriate policies that meet with its mission, and the requirements of its university partners.

The Companies Act sets out seven general duties of Directors, which are:

- to act within powers in accordance with the company's constitution and to use those powers only for the purposes for which they were conferred;
- to promote the success of the company for the benefit of its members;
- to exercise independent judgement;
- to exercise reasonable care, skill and diligence;
- to avoid conflicts of interest;
- not to accept benefits from third parties;
- to declare an interest in a proposed transaction or arrangement.

The Board is directly accountable to the shareholder and each year the company will hold an annual general meeting (AGM) at which the Directors must provide a report to shareholder on the performance of the company, and what its future plans and strategies are, copies of which are also submitted to the Board of Governors for consideration and comment.

The Board of Directors' key purpose is to ensure the company's prosperity by collectively directing the company's affairs, whilst meeting the appropriate interests of its shareholders and stakeholders, including the Board of Governors, its students, staff and its partners such as academic, corporate, and community partners. In addition to business and financial issues, the Board of Directors must deal with challenges and issues relating to corporate governance, corporate social responsibility and corporate and educational ethics.

It is important that Board meetings are held periodically so that Directors can discharge their responsibility to control the company's overall situation, strategy and policy, and to monitor the exercise of any delegated authority, and so that individual Directors can report on their particular areas of responsibility.

Individual Directors have only those powers which have been given to them by the Board. Such authority need not be specific or in writing and may be inferred from past practice. However, the Board as a whole remains responsible for actions carried out by its authority and it should therefore ensure that executive authority is only granted to appropriate persons and that adequate reporting systems enable it to maintain overall control.

In collaboration with the Board of Governors the role of the Board of Directors includes:

- establishing and reviewing the company's vision, mission and values in order to guide and set the pace for its current operations and future development;

- determining strategic options, selecting those to be pursued, and deciding the means to implement and support them;

- determining the business strategies and plans that underpin the corporate strategy.

- ensuring that the company's organisational structure and capability are appropriate for implementing the chosen strategies;

- delegating authority to management, and monitoring and evaluating the implementation of policies, strategies and business plans;

- exercising accountability to shareholder and all relevant stakeholders;

- ensuring that communications both to and from shareholder and relevant stakeholders are effective;

- understanding and taking into account the interests of shareholder and relevant stakeholders;

- monitoring relations with shareholders and relevant stakeholders by the gathering and evaluation of appropriate information;

- promoting the goodwill and support of shareholder and relevant stakeholders.

The Directors are in a fiduciary capacity, which obliges them to look after the affairs of the company, and are in a position of trust. They must act in good faith in what they honestly believe to be in the best interests of the company, and not for any collateral purpose. In particular, this means that if a conflict of interest arises between the company's interests and their own, the Directors must always favour the company.

The Directors must act with due skill and care and they must consider the interests of employees of the company, the interests of its students, and the reputation of its university partners. In the event of a conflict of interest arising between the financial and educational aims of the company, the educational aims will prevail and the Board of Directors will always defer to the Board of Governors for guidance in determining the appropriate cause of action.

Any Director may call a Directors' meeting. Each Director must be given reasonable notice of the meeting, stating its date, time and place. Commonly, seven days is given but what is 'reasonable' depends in the last resort on the circumstances.

The Articles of Association empower the Directors to appoint one of their own number as Chairman and to determine the period for which they hold office. If no Chairman is elected, or the elected Chairman is not present within five minutes of the time fixed for the meeting or is unwilling to preside, those Directors in attendance may usually elect one of their number as Chairman of the meeting.

The Chairman's role includes managing the business and acting as its facilitator and guide. This includes:

- determining Board composition and organisation;

- clarifying Board and management responsibilities;

- planning and managing Board and Board committee meetings;
- developing the effectiveness of the Board.

As noted above the Board of Directors works closely with the Board of Governors. The Board of Directors is responsible for implementing the academic strategies and operating policies that have been approved by the Board of Governors.

The Board of Governors and the Board of Directors delegate authority to the CEO of the College and the Academic Dean. These work closely with Students Services and the Operations Director. They report to the Academic Board.

Students Services department is responsible for the administrative aspects of the institution including admissions, student records, examining, and student welfare.

The Operations Director oversees the business aspects of the College, such as finance, human resources, estate, and IT infrastructure.

Academic Structure

The Academic Board is responsible for development of the academic strategy of the College, which must be approved by the Board of Governors. It oversees the academic governance, academic standards and quality Enhancements, and the student experience.

The Academic Board meets at least three times in each academic year. Membership of the Board is:

- the Academic Dean (Chair)
- the Programme Director(s);
- the nominated representatives from academic partners;
- two student representatives (one postgraduate, one undergraduate);
- one nominated member of staff;
- such other numbers of staff and students as may from time to time be approved by the Board of Governors.

The Chairman may nominate a Deputy Chairman from among the members of the Academic Board to take the chair in his or her place. The period of appointment of members and the selection or election procedures shall be subject to the approval of the Board of Governors. The Board of Governors shall be responsible for approving schemes regulating the appointment, election, and co-option of various categories of staff and students to the Academic Board.

Academic Board delegates responsibility for programme management and quality assurance to the Programme Management Committees and the Quality Enhancement and Standards Committee, a sub-committees of Academic Board.

Overall responsibility for the management of each academic programme lies with the Programme Director, who reports to the Academic Dean.

The Programme Director is supported by cohort tutors for each cohort of the programme, and by a programme administrator.

Module leaders are appointed to ensure that each module is delivered at an appropriate level and that the module content remains relevant to the validated or franchised programme and student requirements.

The Programme Management Committee is responsible for strategic planning and decision-making at programme level. Membership of this committee consists of:

- Programme Director;
- Programme Administrators;
- The librarian;
- The ICT manager;
- All module leaders.

Each separate programme of study will have a Staff/Student Liaison Committee, which is responsible for the day-to-day operation of the programme. Membership is:

- The Programme Director;
- All module leaders;
- All staff teaching on the programme;
- Student representatives.

The Programmes Management Committee meets twice in each semester, normally before the beginning and the end of the semester.

Those academic programmes which are conducted as a franchise by the College shall have Assessment Boards undertaken by the host University, the venue of which will be determined in accordance with the terms of the franchise agreement or by the University.

The Staff/Student Liaison Committees meet at least once in each semester, normally at least a week before the meeting of the Programmes Management Committee. Minutes of the Staff/Student Liaison Committee meetings are presented to the Programmes Management Committee for action where appropriate. Minutes are also made available to the students representatives.

If a student wishes to present a claim for extenuating circumstances relating to any assessment, the claim must be submitted to the Extenuating Circumstances and Assessment Irregularities Committee prior to submission of the affected assessment, whether coursework or examination. The Extenuating Circumstances and Assessment Irregularities Committee will meet to consider all such claims prior to any meeting of the Examining Board and will advise the Examining Board of appropriate action to be taken.

Membership of the Extenuating Circumstances and Assessment Irregularities Committee is:

- the Programme Director;

- a representative from appropriate awarding body or partner university:

- a nominated staff member.

For each academic programme, City of London College will establish an internal Examining Board, membership of which is:

- the Academic Dean (Chair);

- the Programme Director;

- all staff teaching on the programme.

The Internal Examining Boards meet at the end of each semester. The main tasks of the Examining Boards are to:

- ensure that the diet of assessment established in the course scheme has been duly administered by scrutinising examination scripts, projects, course work, and any other evidence of assessment;

- ensure that marking has been fair, internally consistent, and consistent with marking in international higher education institutions;

- adjust marks, if necessary, to comply with the above objectives;

- ensure that students have satisfied the course regulations in order to either progress or qualify for an award;

- determine appropriate action, such as re-sits, for students who have not satisfied the conditions for progression or qualification;

- take into account any special circumstances that may have affected student performance in any element of assessment and apply appropriate measures if necessary, in accordance with advice from the Extenuating Circumstances Committee;

- take decisions on any borderline cases;

- decide final results with recommendations for appropriate degree classification or other interim exit award;

- discuss any cases of unfair practice or other breaches of the regulations;

- make recommendations for future assessment exercises.

The Quality Enhancement and Standards Committee normally meets at least three times in each year, once in each term. Membership of the Quality Enhancement and Standards Committee consists of:

- the Academic Dean
- Director of Quality
- the librarian;
- the ICT manager;
- programme director;

- academic staff representative
- one student representative.

Academic and Administrative Staff

The College employs a mix of both full-time and part-time staff. All posts have clear job specifications and job descriptions.

The College has established a formal recruitment policy, which complies with non-discrimination legislation, and involves consistently advertising for full-time posts. Each applicant must submit a formal application and attend an interview, at which he/she may be required to make a formal presentation to the interview panel. The College will require verification of qualifications and references and does not rely primarily on word-of-mouth.

The College aims to enhance the quality of its provision through the development of the qualifications of its academic staff. In this respect the College actively encourages its staff to make use of available information technologies. This occurs on the following levels:

- **the strategic level**, which presupposes availability of an appropriate development; budget for qualification development;
- **the methodological level** where CLC provides a series of staff seminars;
- **the technological level** which requires work in project groups. This level implements academic innovations;
- **the didactic level** is achieved directly in the academic process, during lectures and seminars, and during all communication with the students;
- **the problem level** where the majority of the teachers feel the necessity to develop their own skills in information technologies.

The City of London College implements a formal Staff Appraisal and Development Scheme (SAD). This covers all teaching staff, with a parallel scheme for administrative staff.

The College has determined that its academic staff members should pursue accreditation and recognition by the Higher Education Academy (HEA), and is fully committed to providing all necessary support in achieving this aim.

Where it is apparent that staff members will benefit from attending a Continuing Professional Development (CPD) course, the College will contribute in time or fees to support the attendance of the course provided that it is relevant to the development and Enhancement of the staff's skills set.

Staff development sessions are held on a regular basis. This may involve in-house workshops or email correspondence designed to facilitate and inform best practice and the professional development of all those involved in teaching and supporting student learning.

The SAD scheme operates throughout the academic year, with formal class and peer observation, and culminates with an annual interview by the line manager.

A staff appraisal and development form is used during the SAD interview. This provides a critical self-evaluation of the staff member and is used in conjunction with student evaluation questionnaires, statistical attainment of the modules/programmes for which the individual is responsible, and external examiner or Awarding Body reports.

The interview will identify areas of strength and weakness and will provide the basis for an agreed development programme for the next academic year for the individual. This may include registration for further qualifications, publications, attendance at CPD events, and other intended staff development activities.

The SAD interview also provides an opportunity for the member of staff to discuss their career aspirations.

All processes are mapped and aligned to the expectations in chapter B3 of the UK Quality Code.

The College maintains strong links with the private sector in finance, commerce and industry. Through these links, the College aims to ensure that its curricula and associated activities meet the demands of employers. In addition, the private sector helps to develop Employability and implement training programmes for its students.

Academic staff members share their expertise with the private sector and actively engage upon applied research projects.

All module leaders are full-time members of staff. They are supported by part-time staff members who provide tutorial support and additional subject expertise.

Both full-time and part-time staff members carry out dissertation supervision. All supervisors ensure availability to provide suitable support to students. This is through personal meetings, email, and telephone contact.

Quality Assurance

The College has adopted the UK Quality Code for Higher Education to inform its quality assurance framework. Individual Policies are related to specific areas of the Quality Code and are aligned with the relevant Expectation. These are detailed on the front of each individual Policy. Specific Indicators are referred to when appropriate. A mapping document ensures full coverage of the Code. It is in the process of revising this documentation in light of the recommended expectations and practices of the 2018 revised Code.

In generic terms the quality assurance policies are based upon the following aims:

- recognition as an educational establishment, giving high-quality training to students in the field of business and related areas;

- the supply, in all professional education programmes, of high quality training in management, and building leadership abilities;

- the implementation of international standards of education and establishment of partnerships with foreign educational organisations;

- development of a new generation of teaching staff, including those from the alumni of CLC, by attracting students and young teachers to participate in the institute's programmes;

- introduction of a continuum of education philosophy;

- recruitment of students capable of mastering high quality programmes, meeting the demands of the modern education process;

- development and implementation of new assessment strategies appropriate to higher education.

The College aims to be an innovative educational establishment, which strives to achieve high-quality modern education and professional training according to international educational standards.

All students enrolling onto the College's programmes are required to commit to the 'Student Charter'. This sets out the commitment of the college in terms of delivering high quality services that will meet expectation of the students. The Charter also outlines the responsibilities and obligations as well as the rights of the students during their engagement at the College.

City of London College is fully aware of its responsibility to its students in maintaining quality in its programmes, and has established procedures that are compatible with those found in any UK university. These procedures are fully compliant with the UK Quality Code. The ultimate responsibility for quality assurance lies with Academic Board through the Quality Enhancement and Standards Committee.

The College works closely with its partner institutions to ensure maintenance of quality and adequacy of resources. This is achieved through the Academic Board and the Quality Enhancement and Standards Committee.

The College ensures that annual programme quality assurance reviews take place and reports are submitted to the Academic Board for consideration.

The College recognises the importance of feedback both in terms of the quality of programme delivery and assessment:

- Students are required to complete a feedback form for each module. These forms are completed towards the end of each semester and the results reported to the Programme Management Committee. Teaching staff are given the opportunity to comment on the student feedback. Where necessary appropriate action is taken and students will be informed accordingly;

- All members of teaching staff are expected to provide detailed and timely feedback to students following the submission of assignments for assessment. This should normally be within four weeks;

- in the event of action taken following recommendations from the Programme Management Committee or the Staff/Student Liaison Committee feedback is provide to students as appropriate.

Unfair Practice

The College takes a serious view on unfair practice. During the induction programme, students are fully briefed of the policy relating to unfair practice and possible circumstances that may lead to allegations of unfair practice are as follow:

- plagiarism: passing off the work of another as one's own without acknowledgment, in order to gain an unfair advantage;
- collaboration: undertaking to do work for another student, so that he or she may pass it off as his or her own;
- commissioning; paying someone else to do the work and he or she may then pass it off as his or her own work;
- using unauthorised material/copying material during an examination;
- communicating with anyone in an examination except as authorised by the invigilator;
- impersonating another in an examination;
- allowing another to impersonate oneself in an examination;
- unfairly impeding or preventing another student from following a course or undertaking Examining.

The College makes use of plagiarism software in identifying cases of unfair practice. All assignments must be presented for scrutiny prior to being submitted for assessment.

Unfair Practice is discussed in detail in a separate Policy Area.

Communication

All partner university students are provided with an email address. The College also keeps records of students' current personal email addresses and uses this as a primary means of contact. An increasing amount of official information is only sent by e-mail.

Complaints and Appeals

If a student wishes to make a complaint then they must first see their tutor. If this does not lead to a satisfactory outcome then the student should submit an appeal under the Stage 1 – Local Appeal procedure. The student services will then process the appeal and an investigator is appointed in line with the "Academic Appeals and Student Complaints Procedure" of the College. Action will be taken and reported back to the student.

There is a detailed Policy dealing with all aspects of 'Chapter B9: Academic appeals and student complaints' of the Quality Code.

Student Records

The College maintains confidential central records on each student. These contain name and addresses, entry qualifications, and details about the degree scheme the student is following, the modules taken and any marks for assessed work.

Information is collected from students during the enrolment week. The accuracy of this is important, and the student will be asked from time to time, to confirm these details. There is a precise procedure for updating this information.

The student database has very restricted read and write access within the College, and is backed up regularly. This information is accessible to staff only.

Student Engagement and Enhancement of Learning

The College recognises that student engagement is an essential element of the learning and teaching environment, irrespective of location, mode of study, teaching delivery, or discipline. The College aims to provide an inclusive environment for student engagement that anticipates the varied needs of learners and ensures that all students have equal access to educational opportunities.

The College strives to encourage and improve the motivation of students to engage in learning and to learn independently; and to participate in quality Enhancement and quality assurance processes, resulting in the improvement of their educational experience. The College requires students to enter into a contract (Student Charter) whereby the College and the students set out what is to be expected from each other.

The views of students, individually and collectively, are important and should inform quality systems with the purpose of improving the student educational experience both for current and future cohorts. Student involvement in quality can have a positive influence on the delivery and development of any aspect of the student educational experience, and City of London College involves students in its various committees and quality assurance procedures at all levels.

Once students have started their programme of study the College supports them in the development of higher level skills and insights related to academic learning. This includes:

- understanding the importance of academic integrity (plagiarism);
- developing strong writing, mathematical and statistical skills;
- improving their academic and professional communication skills;
- developing their use of English language - both native and non-native speakers;
- developing their research skills;
- personal development planning.

The College is committed to providing its students with a high quality learning experience. The Academic Board through its Quality Enhancement and Standards Committee has strategic responsibility for enhancing the student learning experience through its integrated provision, bringing together the support for academic practice, technology-enhanced learning, and quality assurance and Enhancement with the library, and support for student learning.

Personal tutors have an important role to play in the Enhancement of student learning. They should be able to recognise areas of weakness and thus recommend actions to provide appropriate support, which may be in conjunction with the Student Services.

Learning and Teaching Strategy

The Learning and Teaching Strategy aims to enable every student to achieve the programme learning outcomes. The learning opportunities assist students in making the transition into higher education and facilitate their progress academically and intellectually through their programme of study. The strategy has been developed to ensure that students will:

- have the ability to become progressively independent learners using a variety of learning media;
- be able to work independently with patience and persistence, pursuing the solution of problems to their conclusion;
- have good general skills of time-management and organisation;
- be adaptable, in particular displaying readiness to address new problems from new areas;
- be able to transfer knowledge from one context to another;
- be able to assess problems logically and to approach them analytically;
- have technical skills, such as word processing, ability to use appropriate research tools, including the use of the internet to obtain information;
- have general communication skills, such as the ability to contribute to discussions, to write coherently and to communicate results clearly.

All aspects of Learning and Teaching are addressed in a discrete Policy Area reflecting the Expectation and Indicators of Section B3 (Learning and Teaching) and Section B4 (Enabling Student Development and Achievement) of the UK Quality Code.

Moderation/Internal Verification of student work Policy

The College aims to ensure transparency and fairness in assessing student work and requires work to be internally verified by at a qualified member of academic staff.

For Pearson validated programmes, students' assessed work is verified across the whole grades range in accordance with the College's guidelines based on assessors risk assessments. The risk assessments are categorised into a RAG rating system, which is either a RED (HIGH risk) or a GREEN (LOW risk) category.

The sampling size is based on the following sampling strategy:

- Up to 5 - 100% of assignments assessed;
- 6 to 50 - 20%   of assignments assessed;
- 51 to 100 – 15% of assignments assessed.

The above sampling strategy varies in accordance with the risk profile of the assessors.

For all other partnership programmes, moderation process is government the relevant partner's procedures and guidelines. The College normally follow these procedures and guidelines in line with the partnership agreement.

Personal Development Planning (PDP)

The College is committed to the implementation of the "Personal Development Planning: Guidance for institutional policy and practice in Higher Education (QAA, 2009)" of the QAA.

The QAA Guidelines provide clear indicators in respect of Personal Development Planning (PDP) as follows:

- all programmes shall provide students with the opportunity to engage in a process of PDP and a means, by which students can monitor, build and reflect upon their personal development;

- opportunities for PDP shall exist at every level of a programme and these opportunities shall be clearly outlined within programme specifications;

- students shall be introduced to the opportunities for PDP at the start of their programme;

- the opportunities for PDP and rationale for engaging with PDP must be clearly articulated within course material e.g. course handbooks, module outlines;

- the College shall evidence how PDP is linked to the learning outcomes of programmes and how the core skills of PDP e.g. action planning, reflection, self-evaluation are reinforced throughout the curriculum for the benefit of students;

- all students shall be offered support in undertaking PDP;

- all students shall be provided with a recording facility to structure the PDP process and to encourage students to plan, record and reflect upon their academic, career and personal development.

Recruitment and Admissions strategy

The College recruitment, selection, and admissions strategy is determined by Academic Board and is reviewed annually. The strategy reflects the requirements of the awarding bodies and the Expectation and Indicators of 'Section B2: Recruitment, selection and admission to higher education' of the UK Quality Code.

In addition, the recruitment, selection and admission strategy is underpinned by the 'principles of fair admissions', or 'Schwartz principles', first set out in *Fair Admissions to Higher Education: Recommendations for Good Practice* (2004) (the *Schwartz Report*).

The College applies the Schwartz principles to recruitment, selection and admission at all levels in UK higher education and for all modes of study, regardless of context or legal or market conditions.

The five 'Schwartz principles' state that a fair admissions system should:

- be transparent;
- enable higher education providers to select students who are able to complete the programme as judged by their achievements and their potential;
- strive to use assessment methods that are reliable and valid;
- seek to minimise barriers for prospective students;
- be professional in every respect and underpinned by appropriate organisational structures and processes.

This area is discussed in detail in a separate Policy Area focused on '**Section B2: Recruitment, selection and admission to higher education'** of the UK Quality Code.

Admissions through UCAS

Since September 2015, the College commenced processing all admissions through UCAS.

Recognition of Prior Learning Policy

There may be instances of students entering the programme with recognition of other learning, previously referred to as accreditation of prior learning. However, the maximum credit permitted is normally restricted according to the nature of the other leaning, and subject to confirmation by the awarding body:

- Recognition of Certified Other Learning (ROCL) is normally restricted to a maximum of two-thirds of the total credits for the programme;
- Recognition of Experiential Other Learning (ROEL) is normally restricted to a maximum of one-half of the total credits for the programme.

As this area relates to the assessment of students it is considered in detail in a separate Policy on assessment and related areas. The Policy Area is focused on the UK Quality Code **Chapter B6: Assessment of students and the recognition of prior learning** – with particular emphasis on Indicators 3 and 4.

Appendix 1: The Articles of Governance

1.   Interpretation of terms used

1.1   In these Articles of Governance the words and expressions below shall have the following meanings:

1.1.1   "Holders of senior posts" means the Chief Executive Officer, the Clerk, and the holders of such senior posts as the Board of Governors may determine and "Holder of a Senior Post" shall be construed accordingly;

1.1.2   "The staff" includes both teaching and other staff of the College who have a contract of and/or for employment with the College;

1.1.3   "Staff Governor" means a member of the Board of Governors appointed on the nomination of the Academic Board or as a co-opted staff nominee;

1.1.4   "Students Representative" means an association of the generality of students formed to further the educational purposes of the College and the interests of students as students of the College;

1.1.5   "Regulations" means regulations or rules or procedures made by the Board of Governors in accordance with the Articles of Governance of the College.

2.   Conduct of the institution

2.1   The College shall be conducted in accordance with the provisions of these Articles, any rules or bye-laws made under these Articles; and by any Education Acts and subsequent Education Acts, relevant regulations, orders or directions made by the Secretary of State that are applicable to the College.

2.2   The College shall adhere to equal opportunities in that no sexual, religious, racial, or political discrimination shall be exercised by the College as regards any person seeking to be admitted as a student or to hold any appointment, or to obtain any academic award or to hold any other advantage or privilege. Women and men shall be equally eligible for any office of appointment in the College and for membership of any of its constituent bodies.

3.   Responsibilities of the Board of Governors, the Chief Executive Officer and the Academic Board

3.1   In conjunction with the Board of Directors, the Board of Governors principal responsibilities are:

3.1.1   to determine the educational character and approve the mission and strategic vision of City of London College, its long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders;

3.1.2   in conjunction with the Board of Directors, to appoint the Chief Executive Officer (CEO) of the College and other senior post holders, including making appropriate arrangements for grading, terms and conditions, appraisal, suspension, and dismissal;

3.1.3   to delegate authority to the CEO, for the academic, corporate, financial, estate and personnel management of the College; and to establish, and keep under regular review, the policies, procedures, and limits within such management functions as shall be undertaken by and under the authority of the CEO;

3.1.4   to establish a framework for the pay and conditions of service of all other staff;

3.1.5   to introduce disciplinary procedures for staff and for students, including procedures for the expulsion of students;

3.1.6   to ensure the establishment and monitoring of systems of control and accountability of the College, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest;

3.1.7   to approve policies that enable student representation on appropriate College committees, and to provide procedures for effective consideration of student evaluation or grievance;

3.1.8   to ensure processes are in place to monitor and evaluate the performance and effectiveness of the College against the plans and approved key performance indicators, which are, where possible and appropriate, benchmarked against other comparable institutions;

3.1.9   to ensure that the College establishes a human resources strategy;

3.1.10 to approve and oversee the implementation of equality and diversity policies and strategies;

3.1.11 to approve and oversee health and safety policies and strategies;

3.1.12 to approve and oversee a policy of corporate ethics;

3.1.13 to establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors itself;

3.1.14 to conduct the business of the Board of Governors in accordance with best practice in higher education corporate governance;

3.1.15 to safeguard the reputation and educational values of City of London College;

3.1.16 to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to oversee the College's assets, property and estate;

3.1.17 to ensure that systems are in place for meeting all of the College's legal obligations, including those arising from contracts and other legal commitments made in the name of City of London College;

3.1.18 to make such provision as it thinks fit for the general welfare of students, in consultation with the College's management team;

3.1.19   to ensure that the Articles of Governance is followed at all times and that appropriate advice is available to enable this to happen;

4.   The Chief Executive Officer's principal responsibilities:

4.1   Subject to the responsibilities of the Board of Governors, the Chief Executive Officer shall be responsible for ensuring that the object of the College is fulfilled and for maintaining and promoting the efficiency, discipline and good order of the College and shall have such powers and duties as may be entrusted to him or her by the Board of Governors. The responsibilities shall include:

4.1.1   making proposals to the Board of Governors about the educational character and mission of the College, and for implementing the decisions of the Board of Governors;

4.1.2   the determination, after consultation with the Academic Board, of the College's academic activities and the determination of its other activities;

4.1.3   the organisation, direction, and management of the College and the leadership of the staff;

4.1.4   the appointment, assignment, grading, appraisal, suspension, discipline, dismissal, and determination, within the framework set by the Board of Governors, of the pay and conditions of service of staff other than the senior post-holders;

4.1.5   preparing annual estimates of income and expenditure for consideration by the Board of Governors and the Board of Directors, and for the management of the College's budget and resources within the estimates approved by the Board of Governors;

4.1.6   maintaining student discipline and, within the rules and procedures provided within these Articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reason.

5.   The Academic Board:

5.1   There shall be an Academic Board of not more than twelve members, comprising the Chief Executive Officer, the Academic Dean (Secretary to the Board), all programme Directors, two student representatives (one for Undergraduate Studies, and one for Postgraduate Studies), 1 nominated staff member, and such other numbers of staff as may from time to time be approved by the Board of Governors.

5.2   The Chief Executive Officer may nominate a deputy Chairman from among the members of the Academic Board to take the chair in his or her place. The period of appointment of members and selection or election procedures shall be subject to the approval of the Board of Governors. Procedures for meetings of the Academic Board and its committees shall be the same as those for the Board of Governors as set out in these Articles.

5.3   Subject to the provisions of the Articles of Governance, the overall responsibility of the Board of Governors, the responsibilities of the Chief Executive Officer, and any requirements of bodies which the City of London College has invited to validate or accredit any part of its work, the Academic Board shall be responsible for:

5.3.1   the development of the academic strategy of the College;

5.3.2   the academic governance of the College's programmes;

5.3.2   the academic standards, validation, and review of courses or programmes, and the preparation of annual Quality Assurance Reports;

5.3.4   the criteria for the admission of students;

5.3.5   the policies and procedures for the assessment & examination of the academic performance of students;

5.3.6   the content of the curriculum;

5.3.7   the overall quality assurance of the College's programmes and courses and the receipt of reports from external examiners or from external bodies;

5.3.8   general academic matters relating to teaching, learning, scholarship, and research underpinning the programmes or courses;

5.3.9   maintenance of the student educational experience;

5.3.10 procedures for the expulsion or disciplining of students for academic reasons;

5.3.11 approval of academic partnership agreements with other institutions;

5.3.12 considering the development of the academic activities of the College and the resources needed to support them, and for advising the Chief Executive Officer and Board of Governors accordingly;

5.3.13 advising on such other academic matters as the Board of Governors or the Chief Executive Officer may refer to the Academic Board;

5.3.14 establishing such sub-committees, as it considers necessary, to undertake duties on its behalf, provided that each committee is first approved by the Chief Executive Officer and the Board of Governors. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic Board;

5.3.15 receiving reports from such sub-committees on committee matters.

6.   The establishment of committees and delegation of functions.

6.1   Subject to the following provisions of this Article, the Board of Governors may establish committees for any purpose or function, other than those assigned elsewhere in these Articles to the Chief Executive Officer or to the Academic Board, and may delegate powers to such committees or to the Chairman of the Board or to the CEO.

6.2   The Board of Governors shall establish a committee or committees to determine or advise on such matters relating to finance or employment policy as the Board of Governors may remit to them. The members of the committees shall be drawn from the Board of Governors other than Student Representative.

6.3   The Board of Governors shall not delegate the following functions:

6.3.1   the determination of the educational character and mission of the institution;

6.3.2   the approval of the annual estimates of income and expenditure and agreement thereof with the Board of Directors;

6.3.3   ensuring the solvency of the College and the safeguarding of its assets;

6.3.4   the appointment or dismissal of the Chief Executive Officer, or senior post-holder;

6.3.5   the appointment or dismissal of the Clerk, including where the Clerk is a member of staff;

6.3.6   the modification or revocation of these Articles;

6.3.7   the consideration of the case for dismissal, and

6.3.8   the power to determine an appeal in connection with the dismissal of the Chief Executive Officer, the Clerk, or a senior post-holder, other than to a committee of members of the Board.

6.4   The Chief Executive Officer may delegate functions to the holder of any other senior post, other than the management of budget and resources and any other functions that have been delegated to the Chief Executive by the Board.

7   Procedures for meetings of the Board of Governors

7.1   All members of the Board of Governors shall have the same status, rights, powers, and duties, and shall share equally the collective responsibility of the Board of Governors of the College for all acts and omissions of the Board, but subject to limitation on the participation of staff and student members in reserved business specified in the Articles.

7.2   Every member shall speak and act in propria persona contributing to the deliberations of the Board whatever special knowledge and advice relevant to the matter in hand is available by reason of the circumstances of his/her membership, but exercising her/his own judgement to the best of his/her ability, in the interests and for the good of the College as a whole, in all matters committed to the Board of Governors.

7.3   Members of the Board shall not be bound in their speaking and voting by mandates given to them by other bodies or persons.

7.4   Any governor having any pecuniary, family, or other personal interest, whether direct or indirect, in any contract or other matter to be discussed at a meeting at which he or she is present, shall as soon as practicable, disclose the fact of his or her interest to the meeting. Such a governor shall not take part in the discussion of or vote on any question with respect to that contract or other matter and shall withdraw from the meeting for that item of business unless invited to remain by a resolution carried by a majority of the other governors present. A governor shall not be treated as having a pecuniary interest in a matter by reason only of his or her being a member of the staff or a student at the College if her or his interest is no greater than that of any other member of staff or student.

7.5   The Board of Governors shall hold at least three Ordinary meetings in each year, the dates of which shall be circulated to members at the beginning of each academic year. Papers for the meeting will normally be circulated at least one week in advance of the meeting.

7.6   The first meeting of the Board of Governors shall be summoned by the Chief Executive Officer of the College, if in post, or if he fails to summon a meeting within three calendar months after the date of these Articles, by any two of the governors.

7.7   The Board of Governors shall at its first meeting, and thereafter at the first ordinary meeting following the expiry of each academic year, elect or confirm in office a Chairman and a Deputy Chairman, each of whom shall normally hold office for a period of three years and shall be eligible for re-election. In the absence of the Chairman and Deputy Chairman within ten minutes after the time appointed for holding the same, the Board of Governors shall elect one of their number to preside as Chairman for the duration of the meeting. The Chairman and Deputy Chairman will normally be appointed from the Board members who are independent of the College.

7.8   If a vacancy shall occur in the office of Chairman or Deputy Chairman, the Board of Governors shall elect a new Chairman or Deputy Chairman, as the case may be, to serve for the unexpired time of the period of office for which the previous holder was appointed. Nothing in this Article shall preclude the Board of Governors from appointing one of their number as acting Chairman for a period pending an appointment of Chairman for the unexpired term of the period of office.

7.9   Any power, duty or other responsibility which is expressed in the Articles to be exercisable by the Chairman may, in the absence or incapacity through illness of the Chairman, be exercised by the Deputy Chairman or by an Acting Chairman if one is appointed.

7.10   The convening of and proceedings of the Board of Governors shall not be invalidated by any vacancy in the number of the governors or by any defect then unknown in the election, appointment or qualification of any governor, or by accidental want of service of a notice of the meeting on or the non-receipt of a notice of a meeting by any governor.

7.11   A Special meeting may at any time be summoned by direction of the Board of Governors or the Chairman or at the request in writing of such governors as would constitute a quorum at that meeting. No business shall be transacted at that meeting other than business specified in the notice summoning the meeting and any business incidental thereto. Any such meeting shall be convened by the Clerk within 15 clear days of receiving the direction or request. But if the matter concerns the appointment of a governor then upon not less than 21 days' notice being given. A Special Meeting may be summoned to take place immediately after an Ordinary Meeting.

7.12   Every meeting, whether Ordinary or Special or adjourned, shall be summoned by notice in writing delivered or addressed and posted to each governor, stating the place, day and hour of the meeting and the business to be transacted. In each case, notice shall be served five clear days before the date of the meeting. In the case of a notice having been posted, notice shall be deemed to have been served at the expiry of two clear days after the posting thereof and in proving such service it shall be sufficient to prove that the letter containing the notice

was properly addressed and was sent by first class post to the address in the UK last advised to the Clerk by each governor.

7.13   Unless invited by resolution of the majority of other governors at the meeting to remain, any governor who is a member of staff or a student of the College shall withdraw from that reserved business part of any meeting of the Board or a Committee of the Governors, at which there is consideration of the conditions of service; the appointment or promotion, suspension or dismissal of any named or identifiable present or prospective member of the staff or a student; and matters which should be dealt with on a confidential basis, including commercial confidentiality. The Chief Executive Officer, staff and student representatives shall withdraw from any meeting or part thereof where matters relating specifically to the CEO's own employment are under discussion, unless specifically invited by a majority of the other governors present to remain.

7.14   The quorum for any meeting of the Board of Governors shall be one third plus one of the number of governors for the time being at the commencement of a meeting. If a meeting is quorate but less than half of the members present are independent members, a majority of the independent members present shall be able to require that a decision be deferred to the next meeting. No decision shall be deferred more than once under this provision. The quorum shall be re-considered if the total membership is re-determined and reduced.

7.15   The number of governors remaining after withdrawals of staff and student representatives for reserved business shall be a quorum.

7.16   Members of the Board of Governors shall not be permitted to appoint proxies if they are unable to attend a meeting of the Board.

7.17   Every matter shall be sought to be determined by consensus, or if the Chairman decides, by the majority of votes of the governors present and voting on the question, or if the majority of those present call for a vote. In the case of equality of votes, the Chairman of the meeting shall have a casting vote, whether or not he or she has voted previously on the same question, but no governor in any other circumstances shall be given more than one vote.

7.18   Any meeting may be adjourned by a resolution of the Board.

7.19   The notice and quorum for meetings and voting procedures at such meetings at which the appointment of new members of the Board of Governors are made shall be the same as those for Ordinary Meetings or Special Meetings.

7.20   Any resolution of the Board of Governors may be rescinded or varied at a subsequent meeting if due notice of the intention to rescind or vary the same has been given to all of the governors.

7.21   Relevant Board papers shall be presented to the Board of Directors and also made available for inspection by staff and students of the College as soon as practicable immediately following the Board meeting, except matters of reserved business where material relates to named or identifiable present or prospective members of staff or students, or to matters which the Board of Governors or any committee thereof, as appropriate, are satisfied should be dealt with on a confidential basis, including matters of commercial confidentiality. Relevant Board papers include the Agenda, draft minutes if approved by the Chairman,

signed minutes, and reports or papers considered by the Board or its committees. Arrangements for such inspections shall be the responsibility of the Clerk.

8.   Appointment and promotion of staff

8.1   Each member of the staff shall serve under a contract of and/or for employment with the College as represented by the Board of Governors, which has the responsibility for setting a framework for the pay and conditions of the staff and contractors.

8.2   A framework shall be established and approved by the Board of Governors for determining procedures relating to the appointment and promotion of various categories of staff.

8.3   Where there is a vacancy or expected vacancy in a senior post, the Board of Governors, in consultation with the Board of Directors, shall put in place an appropriate recruitment process for any successor appointment as determined by the Board, including the formation of an appointment panel consisting of a minimum of three governors.

8.4   Where there is a vacancy in a senior post or where the holder of a senior post is temporarily absent, until that post is filled or the absent post holder returns, a member of staff may be required by the Board to act as Chief Executive or in the place of any other senior post holder. If so required, that person shall have all of the duties and responsibilities of the Chief Executive or such other senior post holder during the period of the vacancy or temporary absence.

8.5   The Chief Executive Officer shall have the responsibility for putting in place appropriate procedures for the appointment of all members of staff other than senior post holders and, where the Clerk is also appointed as a member of staff, the Clerk in the role of a member of staff.

9.   Academic Freedom

In making rules under Article 11, the Board shall have regard to the need to ensure that academic staff, at the institution, have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial opinions, or unpopular opinions, without putting themselves at risk of losing employment or any privileges which they may enjoy at the institution.

10.   Grievance, Suspension and disciplinary procedures

10.1   After consultation with staff, the Board shall ensure that there are appropriate rules specifying

10.2   Grievance procedures according to which all staff may seek redress of any grievances relating to their employment;

10.3   Procedures for the suspension of all staff;

10.4   Disciplinary and dismissal procedures for; Senior post-holders, and staff other than senior post-holders.

11.   Student Conduct

11.1   The Board of Governors shall make regulations relating to the conduct of the Students.

11.2   The Board of Governors, after consultation with Academic Board and representatives of the students, shall establish rules concerning the conduct of students, including procedures for their suspension and expulsion, and establish and operate a Disciplinary Procedure for Students of the College.

11.3   The Board shall establish a Disciplinary Advisory Committee with a membership in accordance with its Student Disciplinary Procedure.

11.4   The Chief Executive Officer shall be responsible for the maintenance of student discipline and, within the regulations provided for contained in the Student Disciplinary Procedure and within these Articles, for the suspension or expulsion of students on disciplinary grounds. The CEO may nominate and delegate duties, arising under this Procedure, to be carried out by a senior member of staff on behalf of the CEO.

11.5   The Student Disciplinary Procedure will allow the Chief Executive Officer, or nominee acting upon his/her behalf, to be empowered to suspend a student for good cause pending consideration of the case by a Disciplinary Advisory Committee, within a period to be stated, and for this action to be reported promptly to the Chairman of Governors.

11.6   The Student Disciplinary Procedure will allow for any decision by the Chief Executive Officer to expel or to suspend, (subject to the preceding power), a student, to be made only after consideration of advice from a Disciplinary Advisory Committee.

11.7   The Procedure shall permit a student to have a right of appeal against the decision by the Chief Executive Officer, to the Board of Governors or a committee of the Board established for this purpose.

11.8   The Procedure shall also allow for any governor, who is a member of a Disciplinary Advisory Committee, to take no part in the appeal except to give evidence in the meeting of the Board of Governors or its committee at which any appeal against a Disciplinary Advisory Committee's decision is considered.

11.9   The Student Disciplinary Procedure shall enable a student to be entitled to a personal hearing at any meeting of a Disciplinary Advisory Committee at which his or her case is being considered, and at any meeting of the Board of Governors or its committee at which his or her appeal is to be heard. The student may be accompanied and represented by a next friend, but not by a legal representative, at any such meeting.

11.10   In the exercise of its responsibilities under Article 3, the Academic Board, after consultation with the Board of Governors and representatives of the students, shall determine regulations

and procedures for the expulsion of a student for an unsatisfactory standard of work or other academic reasons.

11.11 The regulations and procedures for the expulsion of a student on grounds of academic performance or other academic reasons shall include the right of appeal against the decision conducted in accordance with such regulations and procedures.

11.13 A student shall have the right to make representations to the nominated senior management staff and to any meeting of a committee at which his or her case is to be considered, and to appear and be heard at any meeting of the Board of Governors or its committee, at which his or her appeal is to be dealt with. He or she may be represented by a next friend, which shall not include a legal representative, at any such meeting.

11.14 Any governor who is a member of any committee in an earlier part of the regulations and procedures shall take no part, except to give evidence, at any meeting of the Board of Governors, or of a committee of the governors, at which an appeal against a decision under the regulations and procedures is to be heard.

11.15 The Chief Executive Officer shall be notified in writing of decisions made according to the regulations and procedures, as soon as possible for implementing any decision to expel a student for academic reasons.

11.16 The Board of Governors shall make regulations and procedures whereby representation on matters of proper concern to the students at all levels may be made by their representatives to the Board of Governors, the Academic Board, or the Chief Executive Officer as may be appropriate.

12. **Financial matters**

In conjunction with the Board of Directors, the Board of Governors shall set the policy by which the tuition and other fees payable to the College are determined, subject to any terms and conditions attached to grants, loans or other payments paid or made by the Higher Education Funding Council or other relevant funding agencies.

13. **Internal Audit**

13.1 The Board of Governors, with the agreement of the Board of Directors, shall, at such times as it considers appropriate, examine and evaluate its systems of internal financial and other control to ensure that they contribute to the proper, economic, efficient, and effective use of the College's resources.

13.2 The Board may arrange for the examination and evaluation mentioned above, to be carried out on its behalf by internal auditors.

13.3 The Board shall not appoint persons as internal auditors, to carry out those activities referred to, if those persons are already appointed as external auditors under Article 17.

14.   Accounts and audit of accounts

14.1   The Board of Governors, together with the Board of Directors, shall keep proper books of accounts and records in relation to the accounts.

14.2   A statement of annual estimates of income and expenditure shall be prepared by the Chief Executive Officer for consideration and approval of the Board of Governors and the Board of Directors.

14.3   The statement shall give a true and fair view of the state of the College's affairs at the end of the financial year and will comply with any directions or requirements of relevant funding bodies as to the information to be contained in it, the manner in which the information is to be presented, the methods and principles according to which it is prepared, and the time and manner of publication.

14.4   The accounts and the statement of accounts shall be audited by external auditors appointed by the Board of Directors, in respect of each financial year.

14.5   Auditors shall be appointed and audit work conducted in accordance with any requirements of relevant funding bodies.

14.6   The "financial year" means the first financial year and, except as provided for below relating to dissolution, each successive period of twelve months.

14.7   The "first financial year" means the period from the date of the establishment of the College up to the second 31st July following that date, or up to some other date which has been chosen by the Board of Governors with the relevant funding body's approval.

14.8   If the College is dissolved, the last financial year shall end on the date of the dissolution and the Board may decide with the relevant funding body's approval, that what would otherwise be the last two financial years, shall be a single financial year for the purposes of this Article.

15.   Regulations and bye-laws

The Board of Governors shall have power to make rules and bye-laws concerning such matters with regard to the government and conduct of the College. Such rules and bye-laws shall be subject to the provisions of these Articles.

16.   Copies of Articles, Regulations and Bye-laws

A copy of these Articles, and any regulations or bye-laws, shall be given to every governor and shall be available for inspection, during normal office hours, upon request to any member of staff and any student of the College.

17. **Amendment of Articles**

The Board of Governors may amend or replace these Articles of Governance by a resolution of the Board after consultation with persons or bodies who, in the Board's view, are likely to be affected.

18. **Date of Articles**

These Articles came into operation on 1st October 2015.

Appendix 2: Board of Governors Committees

Committee Structure
City of London College Board of Governors have delegated powers to the following committees.

- Task & Completion Committee
- Quality Enhancement and Standards Committee
- Internal Exam Board
- Progression Withdrawals & Awards Committee
- Programme Management Committee
- Information, Recruitment, Admissions, Welfare Committee
- Marketing & Recruitment Committee
- Staff / Student Liaison Committee
- Corporate Services Committee
- Finance Committee
- Audit and Risk Committee
- Remuneration Committee

This document covers the Terms of references for all of the Boards and committees that operate within the College.

Board of Governors

Purpose:
The Board of Governors ensures that City of London College has access to a wide spectrum of advice and guidance that ensures that decisions on strategy and direction are carefully evaluated and implemented.

Terms of Reference:

- To determine the educational character and approve the mission and strategic vision of City of London College, its long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

- In conjunction with the Board of Directors, to appoint the Chief Executive Officer (CEO) of the College and other senior post holders, including making appropriate arrangements for grading, terms and conditions, appraisal, suspension, and dismissal.

- To delegate authority to the Senior Management Team, for the academic, corporate, financial, estate and personnel management of the College; and to establish, and keep under regular review, the policies, procedures, and limits within such management functions as shall be undertaken by and under the authority of the Senior Management Team.

- To establish a framework for the pay and conditions of service of all other staff.

- To introduce disciplinary procedures for staff and for students, including procedures for the expulsion of students.

- To ensure the establishment and monitoring of systems of control and accountability of the College, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

- To approve policies that enable student representation on appropriate College committees, and to provide procedures for effective consideration of student evaluation or grievance.

- To ensure processes are in place to monitor and evaluate the performance and effectiveness of the College against the plans and approved key performance indicators, which are, where possible and appropriate, benchmarked against other comparable institutions.

- To approve and oversee the implementation of all college policies and procedures.

- To establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors itself.

- To conduct the business of the Board of Governors in accordance with best practice in higher education corporate governance.

- To safeguard the reputation and educational values of City of London College.

- To approve the annual budget and financial statements, and to oversee the College's assets, property and estate.

- To ensure that systems are in place for meeting all of the College's legal obligations, including those arising from contracts and other legal commitments made in the name of City of London College.

- To make such provision as it thinks fit for the general welfare of students, in consultation with the senior management team.

- To ensure that the Articles of Governance is followed at all times and that appropriate advice is available to enable this to happen.

- To uphold the 7 Principles of Nolan's public life.

The Board of Governors shall hold at least three Ordinary meetings in each year, the dates of which shall be circulated to members at the beginning of each academic year. Papers for the meeting will normally be circulated at least one week in advance of the meeting.

Membership**:**
Six Independent Members
Elected member of academic staff
Student representative
Observer from the awarding body

Report:

To the shareholders of City of London College

Terms of Reference:

- The Board of Directors is appointed to act on behalf of the shareholders to run the day to day affairs of the business.

- City of London College is established with the objective of providing a service in the form of a high-quality educational experience to its students. In pursuing this objective, the Board of Directors is guided by the Board of Governors in implementing appropriate policies that meet with its mission, and the requirements of its university partners.

- The Companies Act 2006 codified certain common law and equitable duties of directors for the first time. The Act sets out seven general duties of directors which are:

    - To act within powers in accordance with the company's constitution and to use those powers only for the purposes for which they were conferred;

    - To promote the success of the company for the benefit of its members;

    - To exercise independent judgement;

    - To exercise reasonable care, skill and diligence;

    - To avoid conflicts of interest;

    - Not to accept benefits from third parties;

    - To declare an interest in a proposed transaction or arrangement.

- The Board is directly accountable to the shareholders and each year the company will hold an annual general meeting (AGM) at which the directors must provide a report to shareholders on the performance of the company, and what its future plans and strategies are, copies of which are also submitted to the Board of Governors for consideration and comment.

- The Board of Directors' key purpose is to ensure the company's prosperity by collectively directing the company's affairs, whilst meeting the appropriate interests of its shareholders and stakeholders, including the Board of Governors, its students, and its partners such as academic, corporate, and community partners. In addition to business and financial issues, the Board of Directors must deal with challenges and issues relating to corporate governance, corporate social responsibility and corporate and educational ethics.

- It is important that Board meetings are held periodically so that directors can discharge their responsibility to control the company's overall situation, strategy and policy, and to monitor the exercise of any delegated authority, and so that individual directors can report on their particular areas of responsibility.

- Every meeting must have a chair, whose duties are to ensure that the meeting is conducted in such a way that the business for which it was convened is properly attended to, and that all those entitled to may express their views and that the decisions taken by the meeting adequately reflect the views of the meeting as a whole. The chair will also very often decide upon the agenda and might sign off the minutes on his/her own authority.

- Individual directors have only those powers which have been given to them by the

board. Such authority need not be specific or in writing and may be inferred from past practice. However, the Board as a whole remains responsible for actions carried out by its authority and it should therefore ensure that executive authority is only granted to appropriate persons and that adequate reporting systems enable it to maintain overall control.

- In collaboration with the Board of Governors the role of the Board of Directors includes:

  o Establishing and reviewing the company's vision, mission and values in order to guide and set the pace for its current operations and future development.

  o Determining strategic options, selecting those to be pursued, and deciding the means to implement and support them.

  o Determine the business strategies and plans that underpin the corporate strategy.

  o Ensuring that the company's organisational structure and capability are appropriate for implementing the chosen strategies.

  o Delegating authority to management, and monitoring and evaluating the implementation of policies, strategies and business plans.

  o Exercising accountability to shareholders and all relevant stakeholders.

  o Ensuring that communications both to and from shareholders and relevant stakeholders are effective.

  o Understanding and taking into account the interests of shareholders and relevant stakeholders.

  o Monitoring relations with shareholders and relevant stakeholders by the gathering and evaluation of appropriate information.

  o Promoting the goodwill and support of shareholders and relevant stakeholders.

  o The directors take their responsibilities very seriously and are aware of the fact that they are obliged to look after the affairs of the company, and are in a position of trust. They must act in good faith in what they honestly believe to be the best interests of the company, and not for any collateral purpose. This means that, particularly in the event of a conflict of interest between the company's interests and their own, the directors must always favour the company.

- The directors must act with due skill and care and they must consider the interests of employees of the company, the interests of its students, and the reputation of its university partners. In the event of a conflict of interest arising between the financial and educational aims of the company the educational aims will prevail and the Board of Directors will always defer to the Board of Governors for guidance in determining the appropriate action to take.

- Any director may call a directors' meeting. Each director must be given reasonable notice of the meeting, stating its date, time and place. Commonly, seven days is given but what is 'reasonable' depends in the last resort on the circumstances.

- The Articles of Association empower the directors to appoint one of their own number as chairman and to determine the period for which he or she is to hold office. If no chairman is elected, or the elected chairman is not present within five minutes of the time fixed for the meeting or is unwilling to preside, those directors in attendance may usually elect one of their number as chairman of the meeting. The chairman will usually have a second or casting vote in the case of equality of votes. Since the chairman's position is of great importance, it is vital that his/her election is clearly in accordance the procedure laid down by the Articles and that it is unambiguously minuted, this is

especially important to avoid disputes as to his or her period in office. There is no special procedure for resignation. In accordance with the Articles the Board is empowered to remove the chairman from office at any time. Proper and clear minutes are important in order to avoid disputes.

- The chairman's role includes managing the board's business and acting as its facilitator and guide. This includes:
  - o Determining board composition and organisation;
  - o Clarifying board and management responsibilities;
  - o Planning and managing board and board committee meetings;
  - o Developing the effectiveness of the board.
- The Chairman of the Board is often seen as the spokesperson for the Board and the Company.

The Board of Directors shall hold at least two Ordinary meetings in each year, thedates of which shall be circulated to members at the beginning of each academic year. Papers for the meeting will normally be circulated at least one week in advance of the meeting.

Membership:
Three Directors

Tasks and Completions Committee

Purpose:
The purpose of the Tasks and completions Committee is to address the brief set by the Board of Governors.

Reporting:
The Tasks and Completions Committee reports to the Governor nominated by Board of Governors.

Terms of Reference:

- To consider issues briefed by the Board of Governors.

- To act as a channel of communication between Academic Departments and the operations

- To receive and overview all or relevant College policies as necessary;

- To receive and act upon reports from External Examiners;

- To receive and discuss input from external partners and awarding bodies;

- To receive and consider proposals from the relevant sub-committees;

- To prepare outline report/action plan as the basis in response to the task outlined by the Board of Governors;

- To scrutinise, the internal quality management and Enhancement systems;

- To develop and implement strategies for policies to support effective links between policy and operations;

- To submit and seek approval for the scheduled time-table for completing the task nominated by the Board of Governors.

The Tasks and Completions Committee will meet as required by the Board of Governors.

Membership:

- Nominee from the Board of Governors – Chair

- Principal or Vice Principal

- Chair Academic Board (or his/her nominee)

- Director of Quality

- Nominated Programme Director

- Staff/Student Representative

Purpose:

The purpose of the Academic board is to oversee the development of the academic strategy of the college, which must be approved by the Board of Governors, the academic governance academic standard and quality and the student experience.

Terms of Reference:

Subject to the provisions of the Articles of Governance, the overall responsibility of the Board of Governors, the responsibilities of the Board of Directors, and to any requirements of bodies which the City of London College has invited to validate or accredit any part of its work, the Academic Board shall be responsible for:

- the development of the academic strategy of the College;

- the academic governance of the College's programmes;

- the academic standards, validation, and review of courses or programmes, and the preparation of annual Quality Assurance Reports;

- the criteria for the admission of students;

- the policies and procedures for the assessment & examination of the academic performance of students;

- the content of the curriculum;

- the overall quality assurance of the College's programmes and courses, including the appointment and removal of internal and external examiners, and the receipt of reports from external examiners or from external bodies;

- general academic matters relating to teaching, learning, scholarship, and research underpinning the programmes or courses;

- maintenance of the student educational experience;

- procedures for the award of qualifications and honorary academic titles;

- procedures for the expulsion or disciplining of students for academic reasons;

- approval of academic partnership agreements with other institutions;

- considering the development of the academic activities of the College and the resources needed to support them, and for advising the Chief Executive Officer and Board of Governors accordingly;

- advising on such other academic matters as the Board of Governors or the Board of Directors may refer to the Academic Board;

- establishing such sub-committees, as it considers necessary, to undertake duties on its behalf, provided that each committee is first approved by the Board of Directors and the Board of Governors. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic board;

- receiving reports from such sub-committees on committee matters

The Academic Board normally meets 6 times per year – once in every 4 to 6 week governance cycle.

Membership:

- Chair Academic Board
- The Programme Directors
- Nominated representatives from academic partners
- Two student representatives (one postgraduate, one undergraduate)
- One nominated member of staff
- Such other numbers of staff and students as may from time to time be approved by the Board of Governors.

Quality Enhancement and Standards Committee

Purpose:

The purposeofthe Quality Enhancement and Standards Committee istomaintainastrategicoverview of Quality and Enhancement across the College and ensure that all issues relating to quality assurance are managed and enhanced.

Reporting:

The Quality Enhancement and Standards Committee reports to the Academic Board.

Terms of Reference:

- To consider issues on Quality Enhancement and Standards matters;
- To advise on staff development requirements;
- To review the Annual Monitoring Reports and implement action as required;
- To receive and act upon reports from External Examiners;
- To review feedback from students;
- To review the Five-yearly review and implement action as required;
- To review QA and Enhancement procedures in the light of documentation and guidance provided by the QAA and other relevant bodies;
- To review all complaints and responses thereto;
- To oversee and review all learning and teaching matters at the College.

Membership:

- The Academic Dean
- Director of Quality
- Programme Director
- Academic staff representative
- One student representative.

Note:

The Quality Enhancement and Standards Committee is a sub-committee of Academic Board. It will not meet separately if the business of the committee is subsumed into the agenda of meetings of the Academic Board.

Purpose:
The purpose of the Programme Management Committee is to maintain a strategic overview of programmes across the college and ensure that all programmes relating to management and enhancing learning experience are discharged effectively.

Reporting:
The Programmes Management Committee reports to the Quality Enhancement and Standards Committee.

Terms of Reference:
- 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 the programme is operating in accordance with the College's academic policy and regulatory framework, and meets the requirements of the awarding body;
- To ratify the Annual Programme Review for submission to the Academic Board;
- To ensure the effective implementation of programme-related actions;
- To track progress on all actions as a standing agenda item;
- To update the action-plan as issues arise during the year;
- To ensure effective communication on actions with the student body;
- To consider all student feedback arising through the Staff-Student Liaison Committee, surveys and module evaluations 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;
- To respond to any Academic Board requests for input to College consultations on academic policy and regulation;
- Where appropriate, to propose External Examiner nominations to the awarding body and Academic Board;
- To consider External Examiners' reports and to provide draft responses to the Academic Board;
- To consider special schemes of study for individual students for approval by the Academic Board as part of reserved business.

The Programme Management Committee will meet at least once in each semester, normally at the end of the semester.

Membership:
- The Programme Director;
- The Programme Administrator;
- The librarian;
- The ICT manager;
- All module leaders

Note:
The Programme Management Committee will often meet outside of term time and thus does not normally include a student representative. However, a student representative will be invited to attend if available to contribute as appropriate.

Internal Examination Board

Purpose:
The purpose of the Internal Examination Board to oversee and make decisions in accordance with college assessment policy and awarding body assessments regulations on all assessed marks for the HND programmes of the college. In all cases, the internal exam board members must be satisfied that the learning outcomes of the module/unit have been achieved.

Reporting:
The Internal Examination Board reports to the Quality Enhancement and Standards Committee.

Terms of Reference:
- Ensure that the diet of assessment established in the course scheme has been duly administered by scrutinising examination scripts, projects, course work, and any other evidence of assessment;
- Ensure that marking has been fair, internally consistent, and consistent with marking in UK in line with the National Standard as articulated by the Awarding bodies;
- Adjust marks, if necessary, to comply with the above objectives;
- Ensure that students have satisfied the course and awarding body regulations in order to either progress or qualify for an award;
- Determine appropriate action, such as re-sits, for students who have not satisfied the conditions for progression or qualification;
- Take into account any special circumstances that may have affected student performance in any element of assessment and apply appropriate measures if necessary;
- Take decisions on any borderline cases;
- Discuss any cases of unfair practice or other breaches of the regulations;
- Make recommendations for future Enhancements of the assessment process.

The Internal Examinations Board will meet following each assessment cycle.

Membership:
- Chair: A senior member of the academic staff at the College;
- The Examinations Secretary;
- All staff involved in the teaching and assessment of the students.

Staff/Student Liaison Committee

Purpose:
The purpose of the staff/student liaison committee is to manage the student voice and experience directly from the students in regards to their experience and Enhancements.

Reporting:
The staff/student liaison committee report to the Programme Management Committee

Terms of Reference:
- To support the on-going quality of the student learning experience;
- To actively seek views from students on strengths of the programme and areas for change;
- To engage with students in the development of:
- The establishment of actions to enhance their learning experience,
- Communication of actions to the wider student cohort,
- Proposed changes to the programme content and delivery,
- Programme Review or Professional Body visits,
- Changes to academic policy;
- To consider the outcomes of student surveys and evaluations including:
- Module evaluations,
- National surveys;
- To identify and seek timely responses to any wider service provision matters that impact on the student learning experience.

The Staff/Student Liaison Committee will meet at least once in each semester, normally at the end of the semester. Minutes of the Staff/Student Liaison Committee meetings will be presented to the Programme Management Committee for action where appropriate.

Membership:
- The Programme Director;
- The Programme Administrator;
- All module leaders;
- All staff teaching on the programme;
- Student representatives, at least 2 from each cohort.

Purpose:
To provide advice to Academic Board on course information, admissions, student recruitment and welfare related policies and practice.

Terms of Reference:
1. To co-ordinate and oversee the institutions responsibilities on admissions, best practice and admission related policies

2. To develop guidelines for the admission of students consistent with College's regulations and Academic Board policy and guidelines and oversee their implementation and management by the Admissions Office and the Admissions Officer.

3. To advise Academic Board on the development of policies and practice relating to the admission of students to courses and parts of courses in accordance with the Admission guidelines.

4. To advise Academic Board, other staff at the College in the monitoring, review and evaluation of the college's admissions and related policies, guidelines and legislation and to oversee the implementation of awarding body admissions policy.

5. To advise Academic Board in relation to Memoranda of Understanding (and similar partnership agreements) with other institutions or organisations which may involve decisions pertaining to admission standards, articulation and advanced standing.

6. To advise on other matters referred to it by Academic Board.

7. To review and monitor the College's international and domestic marketing operations in enhancing the college brand and positioning, and in promoting courses and teaching.

Membership:
- Vice Principal:
- Admissions Officer:
- Operations Manager:
- Marketing Manager:
- Course Leaders:

Quorum
To be quorate, a meeting must have at least three members of the committee present, in addition to the Chair or his nominee.

Corporate Services Committee

Purpose:
To provide advice to the Senior Management Committee on premises, human resources, IT infrastructure, and finance related policies and practice.

Reporting:
The Corporate Services Committee reports to the Senior Management Committee.

Terms of Reference:
1. To co-ordinate and oversee the institution's responsibilities on premises, physical resources, human resources and finance related policies.

2. To advise the Senior Management Committee on the development of policies and practice relating to use of the premises, health and safety, information technology, data protection, personnel and financial regulations.

3. To advise the Senior Management Committee, other staff at the College in the monitoring, review and evaluation of the college's premises, information technology, human resources and financial guidelines and legislation and to oversee the implementation of policy.

4. To advise the Senior Management Committee in relation to Memoranda of Understanding (and similar partnership agreements) with other institutions or organisations which may have implications for the College's premises, IT infrastructure, finances and/or human resources policies.

5. To advise on other matters referred to it by the Senior Management Committee.

6. To review and monitor the College's international and domestic marketing operations in relation to premises, finance and human resources.

Membership:
- Vice Principal:(**Chair**)
- Operations Manager:
- Finance Manager:
- IT Manager:

Quorum
To be quorate, a meeting must have at least three members of the Committee present.

Purpose:
The role of the Finance Committee is to act as an executive committee with the power to act on all day-to-day matters not within the province of any other committee of the Board.

Terms of Reference:

A. To advise and make recommendations to the Board regarding the financial management of the College within the context of the College's Financial Plan and in particular:

(i)   to monitor the implementation of the College's financial strategy;

(ii) to review and approve, on behalf of Board, the College's financial regulations and procedures;

(iii) to oversee the College's strategic financial planning, and to recommend to the Board the College's annual capital and revenue budget and financial plan;

(iv) to approve the release of resources in line with the College's annual budget and financial plan;

(v)   to monitor on a quarterly basis (or more frequently if required) the financial performance against budget of the College;

(vi) to approve the College's accounting policies, oversee the preparation of the College's annual financial statements, and to recommend these to the Board.

B. To have oversight, on behalf of the Board, of the College's investments and borrowing:

(i)   to review and approve the College's Investment Strategy and Treasury Management Policy;

(ii) to approve loans and borrowings in line with the College's annual budget and financial plan, and to recommend these to Board;

(iii) to approve the allocation of funds for investment and to monitor the performance of the College's investments in line with approved strategy and policy;

(iv) to approve the opening of bank accounts in line with College business;

C. To approve on behalf of the Board the financial plan for the Students' Union, and to consider financial reports from the Students' Union no less than annually.

D. To consider and recommend to the Board plans for major new activities that do not fall within the scope of the approved financial plan, and to monitor the performance of such activities

E. To monitor the strategy and performance of the College's commercial activities.

F. To keep under review and to advise the Board on the College's employee pension arrangements.

G. To have oversight, on behalf of the Board, College's Intellectual Property, and to monitor the performance of the College's technology transfer activities and ventures.

H. To have oversight, on behalf of the Board, of the College's IT strategy and the progress of major IT projects.

I. To have oversight, on behalf of the Council, of any action that may be considered necessary, including the instigation and negotiation of any legal proceedings, in pursuance of the management and protection of College property and reputation and the maintenance of good order.

J. To monitor the economy, efficiency and effectiveness of the deployment of the College's resources, liaising with the Audit and Risk Committee as appropriate.

K. To approve any policy or proposed course of action that will have a significant impact on the financial or budgetary position of the College.

L. To monitor key risks and performance indicators for those areas within the remit of the committee.

M. To deal with other matters referred to it by the Board.

Membership:
- Governor Financial Risk & Management
- College Finance Director
- Chief Executive Officer
- Independent Auditor

Remuneration Committee:

Purpose:
To recommend and monitor the remuneration structure at the College.

Terms of Reference:

a. To propose to the Board the remuneration policy framework within which the Committee shall exercise delegated authority on behalf of the Board;

b. To determine and review the remuneration packages of all staff;

c. To determine the level of severance pay to be awarded to those members of staff whose salary exceeds £100,000 and all those senior members of the College staff whose remuneration packages are determined and reviewed by the Board, in line with the terms of the remuneration policy framework approved by the Board;

d. To refer to the Board any matters in relation to remuneration or severance pay that do not fall within the approved remuneration policy framework or the delegated authority of the Committee;

e. To report annually to the Board on the work of the Committee, including decisions taken under delegated authority, and to propose any amendments to the remuneration policy framework;

f. To approve annually the operating framework within which the Chief Executive Officer shall exercise his/her authority to determine senior remuneration;

g. To receive an annual report from the Chief Executive Officer of the comparable remuneration structure;

Membership
- Chair of Board of Governors
- Chief Executive Officer
- Principal
- Finance Director
- Independent Auditor

Terms of Reference:

    a)   To advise the Board on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of the external auditors and any questions of resignation or dismissal of the external auditors.

    b)   To monitor annually the performance and effectiveness of external and internal auditors, and to make recommendations to the Board concerning their re-appointment, where appropriate.

    c)   To consider and advise the Board on the appointment and terms of engagement of the internal audit, the audit fee, provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.

    d)   To forward to the Board reports of the Committee's consideration of issues relating to risk management and internal controls.

    e)   To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).

    f)   To consider elements of the annual financial statements in the presence of the external auditor, including the auditor's formal opinion, the statement of members' responsibilities and the statement of internal control in accordance with OfS'.

    g)   To review the management letter of the external auditors, the annual report of the internal auditors' annual report and management responses to both documents.

    h)   To oversee the College's policy on fraud and irregularity, including being notified of any action taken under that policy.

    i)   To ensure that all significant losses have been properly investigated and that the internal and external auditors, and where appropriate the OfS Accounting Officer, have been informed.

    j)   To receive regular reports and a series of presentations on the management of the College's significant risks.

    k)   To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness.

    l)   To monitor the implementation of agreed audit-based recommendations.

    m)   To discuss if necessary with the external auditors, before the audit begins, the nature and scope of the audit.

    n)   To review the internal auditors' audit needs assessment and the audit plan; to consider major findings of internal audit investigations and management's response; and promote coordination between the internal and external auditors. The Committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Board as appropriate).

o) To receive any relevant reports from the National Audit Office, OfS and other organisations.

Authority

a. The Committee is authorised by the Board to investigate any activity within its terms of reference and to seek any information it requires from any employee, and all employees are directed to co-operate with any request made by the Committee.

b. The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the designated officer and/or Chair of the Board.

Membership:

- Chair Board of Governors
- Governor Financial Risk & Management
- Chief Executive Officer
- Finance Director
- Independent Auditor

Purpose:
The purpose of the Senior Management Committee is to oversee all matters relating to the delivery and development of all courses and academic work undertaken by the institution. In particular the Committee will be responsible for policies relating to implementing, maintaining and monitoring a high quality student experience, and for the Enhancements of that experience.

Terms of Reference:

1. To consider and monitor policies relating to the recruitment and admission of students and where, appropriate, to set up working parties to report back on such matters.

2. To monitor and maintain the quality of the students' learning experience, and to consider proposals for Enhancements.

3. To review from time to time the systems and procedures for the validation of new courses and collaborations, for the monitoring and for the periodic review of programmes.

4. To receive, and respond to, reports relating to Quality Enhancement and Standards from the Quality Enhancement and Standards Committee (including reports from external bodies such as the QAA, and Statutory Bodies).

5. To receive, and respond to, reports relating to admissions, recruitment, student welfare and corporate services from the Recruitment, Admissions & Welfare Committee and the Corporate Services Committee.

6. To receive annual summary reports on periodic review, validations, annual monitoring and external examiner reports, and to initiate action as required.

7. To consider and periodically evaluate the college's policies concerning the appointment and role of external examiners, and to consider and approve nominations for external examiner appointments.

8. To keep under review the requirements for the academic awards conferred by the college including an overview of the Academic Regulations for all taught courses.

9. To monitor and review the College's policies and procedures in relation to such issues as health and safety, staff recruitment, contracts of employment, data protection, and financial regulations in consultation with the Corporate Services Committee and relevant external bodies.

10. To ensure compliance with the requirements of external validation and accreditation bodies.

11. To review and monitor operation of the College's website, virtual learning environment [VLE], and other forms of internal and external communication.

Membership:

- Directors: **Chair**
- Operations Manager:
- Admissions Officer:

Quorum
To be quorate, a meeting must have all three of the committee present.

Appendix 3: The Board Governors and The Board of Directors

Lord Rupert Redesdale (Governor)

Initially admitted as a Hereditary peer in 1991, and subsequently returning as a Life Peer in 2000 at the age of 33. For eleven years he was heavily involved in International Development as the Liberal Democrat Party's Spokesperson and also travelled widely in his capacity as an election monitor for the United Nations. His numerous committee positions in Parliament include Vice Chair of the All Party Parliamentary Group for Climate Change and Secretary of the APPG for Archaeology.

Professor Alan Lee Williams OBE (Governor & Director)

Professor Alan Lee Williams was previously President of the Atlantic Treaty Association (Paris), and Director of the Atlantic Council of the United Kingdom. He is a former Chair of the European Working Group of the Centre for Strategic and International Studies Washington, and a former member of the Trilateral Commission. As a former Member of Parliament (1966-1970 and 1974-1979) he served in the Ministry of Defence, the Foreign and Commonwealth Office, and the Northern Ireland Office. He has recently been appointed as a visiting Professor of Politics at the Queen Mary University of London.

Professor Dr. Steve Letza (Governor)

Following a successful career in public practice as a chartered accountant, Dr Letza moved into the food manufacturing industry as a chief accountant at Associated British Foods. He completed his PhD from University of Bradford School of Management. He has extensive Executive MBA teaching experience, including Beijing Jiaotong University, Griffith University Australia, Leeds UK, TiasNimbas Business School, The Netherlands, Poznan, Poland and Warwick, UK. He has over 200 published papers. In 2005 he was awarded the Literati medal for a paper he wrote in 1996. He has directed several large research projects on corporate governance, risk management, performance measurement and corporate reporting. Since 2000 he has developed the Centre for Director Education based at the Leeds Business School and the European Centre for Corporate Governance.

Ms Jo Midgley (Governor)

Currently, Pro Vice-Chancellor (Student Experience) at the University of West of England. A UWE Alumni, she has always been passionate about the experience provided to the students. She began her career in what was the Bristol Business School looking after the International Business Studies students who were overseas on placement. She then moved to the professional services to become the first Head of Applicant Services and from there have enjoyed a number of management and leadership roles with a focus on student and future student services. Her areas of expertise include Admissions, International Strategy, Recruitment, Widening Participation, Student and Future Student Services.

Dr Ian Tunbridge (Governor)

Ian Tunbridge has extensive experience of Higher and Further Education, and particularly of HE in FE; Marketing; Enterprise and Widening Participation. He is Principal Consultant at the HE-FE Partnership Brokerage and a Teaching Associate at the University of Exeter.

Until recently he was Deputy Vice-Chancellor (External) at the University of West London and was Acting Principal for Reading College in its transition from the University to free-standing College status.

Before this he was Executive Director of the Combined Universities in Cornwall, where he led the latest expansion of HE in Cornwall through a collaborative venture between the University of Exeter, University of Plymouth, University College Falmouth, Cornwall College and Truro College.

Following the completion of a PhD at the University of Reading he followed an early career as an Exploration Geologist for Shell UK. He then worked for many years at the University of Plymouth, initially as a lecturer and researcher in Geology, and then as Access Co-ordinator, Director of Academic Partnerships and finally as Dean of University of Plymouth Colleges, for which work he gained a Queens Anniversary Prize for the University in 1994, and was made OBE in the 2007 New Year's Honours. He was a founder member of the Association for Collaborative Provision, and is well known nationally as a leading senior manager of HE-FE partnership working. He led the development of Aim Higher in the South West of England and was recently the Chair of West, Central and North London Aim Higher Partnership.

Prof. Alan Bansted (Governor)
Emeritus Pro Vice-Chancellor, Professor of Law, extensive experience of external examining and academic reviewer for a range of journals, teaching, research and publications experience over 30 years.

Mr David Nixon (Director, Secretary to Governors)
David was educated at the Universities of York, Keele and Nottingham in the UK, and is a first-class honours graduate in the Social Sciences. He is a qualified teacher, and a highly experienced manager in education. Before joining CLC he spent 12 years as Vice Principal of a state-sector further education college in Leicester, where he also played the role of Clerk to the College Corporation. Since taking up the Principal post at CLC, David has acquired extensive international experience in countries as varied as Mongolia, Tanzania, India, Sri Lanka and the Philippines. He was instrumental in obtaining the prestigious Queens Award for the College in 2011, and led the College through its successful QAA Review for Educational Oversight in 2012.

Dr Shahzad Yousuf (Director / Governor)
Dr Shahzad Yousuf is Chief Executive Officer of the City of London College. He has a Postgraduate Diploma in Management Studies from the University of East London, MBA from the University of Birmingham Business School, and PhD from the Cranfield School of Management. He has taught Marketing, Entrepreneurship, and Corporate Finance. He has worked in the fashion retailing and petroleum industries, and has been involved in the management of higher education for more than twenty years.
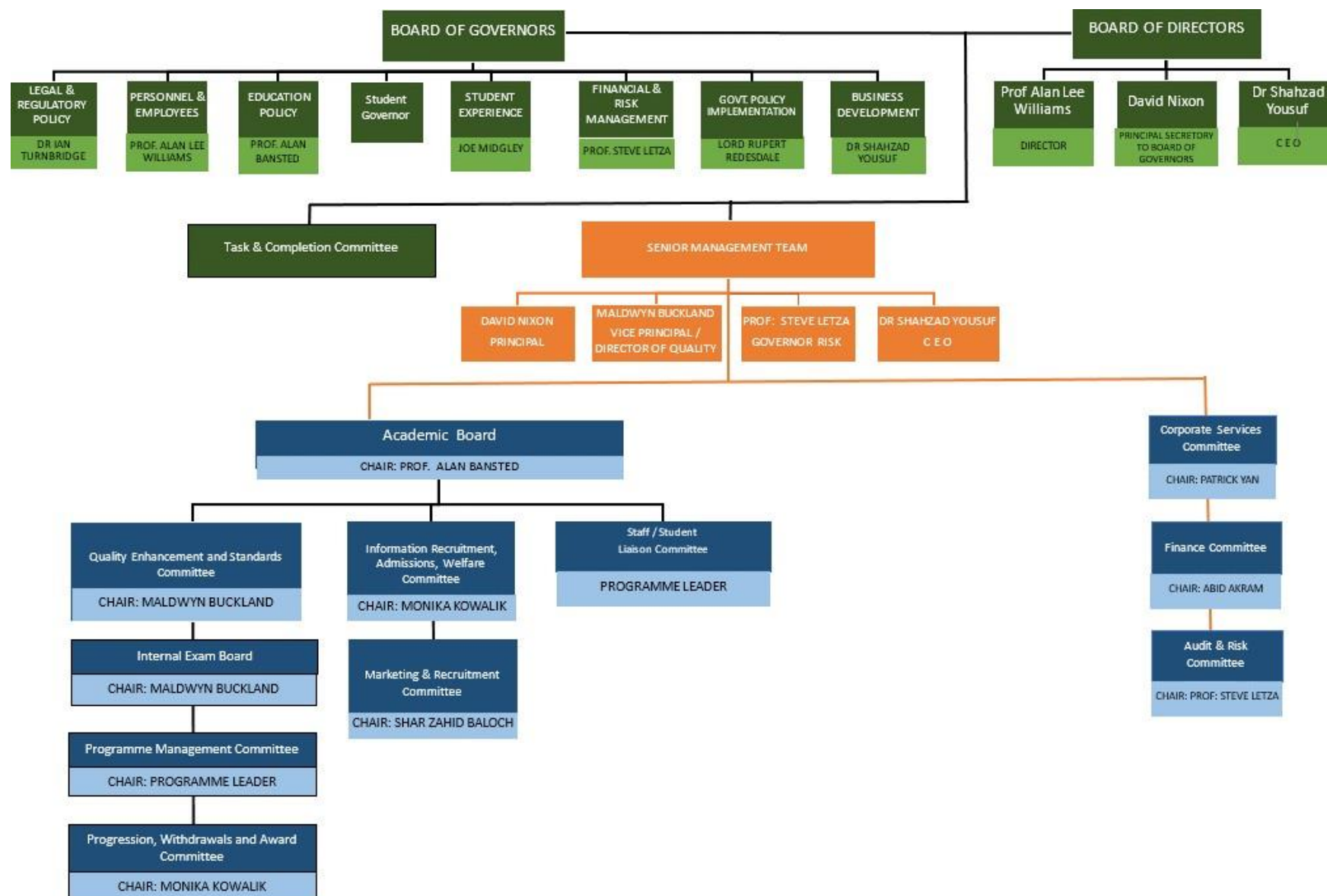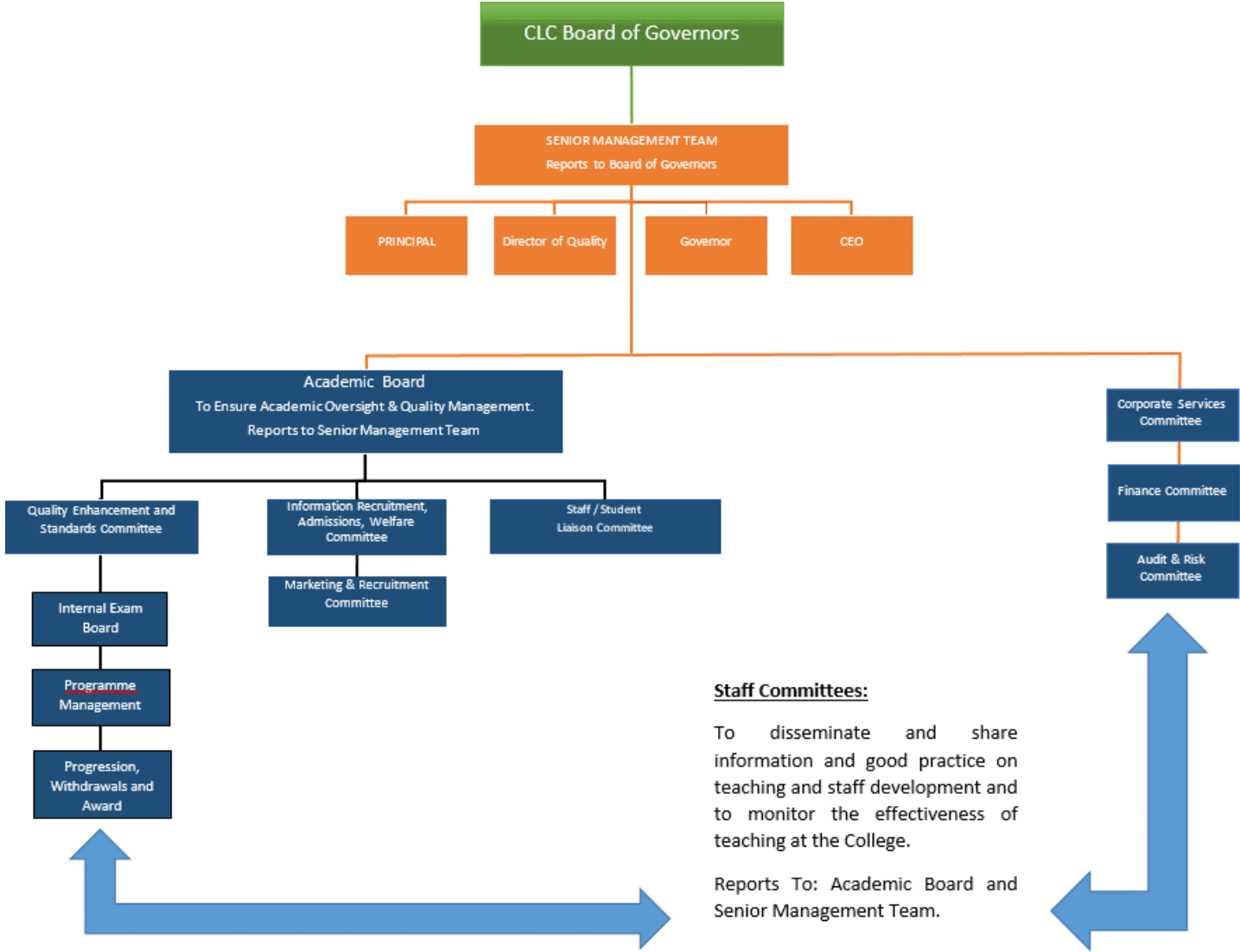
Appendix 5: Academic Board Responsibilities

Subject to the provisions of the Articles of Governance, the overall responsibility of the Board of Governors, the responsibilities of the Chief Executive Officer, and to any requirements of bodies which the City of London College has invited to validate or accredit any part of its work, the Academic Board shall be responsible for:

- the development of the academic strategy of the College;

- the academic governance of the College's programmes;

- the academic standards, validation, and review of courses or programmes, and the preparation of annual Quality Assurance Reports;

- the criteria for the admission of students;

- the policies and procedures for the assessment and examination of the academic performance of students;

- the content of the curriculum;

- the overall quality assurance of the College's programmes and courses, including the appointment and removal of internal and external examiners, and the receipt of reports from external examiners or from external bodies;

- general academic matters relating to teaching, learning, scholarship, and research underpinning the programmes or courses;

- maintenance of the student educational experience;

- procedures for the expulsion or disciplining of students for academic reasons;

- approval of academic partnership agreements with other institutions;

- considering the development of the academic activities of the College and the resources needed to support them, and for advising the Chief Executive Officer and Board of Governors accordingly;

- advising on such other academic matters as the Board of Governors or the Chief Executive Officer may refer to the Academic Board;

- establishing pertinent sub-committees, as it considers necessary, to undertake duties on its behalf, provided that each committee is first approved by the Chief executive Officer and the Board of Governors. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic Board;

- receiving reports from such sub-committees on committee matters.

City of London College
Student Charter

Student Charter

As a student of CLC, your expectations are rightly as high as your ambitions. The purpose of this Charter is to set out CLC's commitment to the delivering of high quality services that will meet your expectations as our student, and maybe more while at the same time enabling you to realise your career ambitions.

The Charter has been drawn up after careful consultations within the College and will be informed by continual feedback from both students and staff alike. It is founded on integrity, respect and clear communications. We intend to undertake annual reviews by listening and responding to the views of our students so that we can honour these commitments that are sure to add real value to CLC's student experience.

In turn, the Charter captures what we expect of you as a student. It outlines your own responsibilities and obligations as well as your rights. We hope it will serve as a valuable reference point at all stages of your College education.

We can all, collectively and individually, play our part in creating a supportive and vibrant learning community. This Charter embodies the principles which will help make your time at CLC even more productive, worthwhile and enjoyable.

The Charter is therefore a summary of mutual key expectations and is not a substitute for detailed information about the College.

Dr Shahzad Yousuf
Chief Executive Officer

Students can expect CLC to:

- treat them and colleagues equally and respectfully by adhering to the spirit of our code of equality and diversity;
- ensure a safe and secure study environment in accordance with the Health and Safety regulations;
- promote the spirit of mutual respect, order and decorum within the College environment and between students and staff;
- safeguard all personal information provided, in compliance with the requirements of the Data Protection Act and the Freedom of Information Act.

The College aims to provide:

- a safe, productive and effective learning community in which students will have the opportunity to develop their career ambitions and fulfil their potential;
- an enhanced student experience through continual investment in our facilities and educational learning environment;
- appropriately high standards of teaching and assessment, support, advice and guidance and regular continuing professional development for its staff;
- a range of activities that will enhance employability and personal development;
- support for your engagement and participation in academic development and programme management, including elections of student representatives;
- access to sources of support such as counselling and advice on health and safety; accommodation; finance and careers;
- information about access to IT facilities, libraries and learning resources such as workshops, access to buildings and other services.

As a student, you can expect:

- programme information which details key contacts, assessment criteria, contact hours and mode of delivery;
- with the exception of dissertations and exams, you will receive individual feedback on your assessed work within four weeks;
- that you will have regular timetabled opportunities to meet with your tutor;
- an induction to help familiarise you with the campus, introduce you to other students, and provide an introduction to your studies, available resources and key College contacts;
- student handbook covering your programme and module details such as assessment criteria, contact hours, mode of delivery of the programme, examination arrangements together with general College guidance on regulations, academic and pastoral support, appeals and complaints procedures
- payment options and deadlines and an estimate of all necessary additional costs such as materials, field trips and textbooks;
- communication channels to help keep you informed and to provide feedback opportunities regarding academic programmes and services;
- notice of changes to timetables in reasonable time through text message and email communication channels;
- clear deadlines for assignments and timeframes for feedback on submitted work in programme information;
- College information which details examination arrangements and regulations, academic guidance and support on appeals and complaints procedures.

In return you are expected to:

- achieve near 100% attendance of your scheduled class and strive hard to achieve progression;
- commit to deadlines and manage your time effectively, ensuring that you submit assignments by agreed dates and that you own your work;

- be of good behaviour and treat staff and your fellow students equally and respectfully in line with the Student Handbook;
- take responsibility for managing your own learning, attend induction and actively engage in your programme;
- give full attention to all timetabled sessions and activities including all group tutorials;
- attend meetings with tutors, scheduled classes, submit assessed work by stated deadlines, actively participate in feedback received and ensure you spend sufficient regular time in private study;
- attend formal assessments at times determined by the College;
- have passion, drive and determination to achieve the best possible;
- inform the College of an absence due to medical reasons or other exceptional circumstances in accordance with the College attendance policy and programme-specific attendance policy;
- have a willingness to undertake independent study and research;
- engage with the information provided by the College taking full advantage of the services provided;
- understand the terms and conditions of being a CLC student and obligations regarding fees and payments;
- keep all your contact details up-to-date and inform the College immediately of any change in your contact details;
- respect the physical environment of the institution, including learning and social accommodation and behave respectfully towards our neighbours and as a responsible member of the local community;
- familiarise yourself with CLC policies and regulations including the regulations relating to the use of College's IS Computer and the Virtual Learning Environment (VLE).

Please note that whilst the College has taken all reasonable steps to ensure the accuracy of the content within this Charter at the time of printing, it reserves the right to remove, vary or amend the content of it at any time. For avoidance of doubt, the information provided within the content of this Charter is for guidance purposes.

The information contained in this Student Charter applies to all students enrolled at CLC and studying at a City of London campus, London, UK.

This Charter is not a legally binding contract and is not intended either to define or limit the legal rights and responsibilities of City of London College and each student.

Policy Review

This policy will be reviewed on an annual basis, or if there is a change in legal or other business or academic related requirement.

Review date	Description	Reviewer
Nov 2023	Governance and Administration	Senior Management Team

Document history:

Version date	Description	Author
Nov 2017	Policy updated and accepted by Board of Governors	Senior Management Team
Nov 2018	Policy approved and accepted by Academic Board	Task and Completion Committee
Nov 2019	Governance and Administration	Senior Management Team
Nov 2020	Governance and Administration	Senior Management Team
Nov 2021	Governance and Administration	Senior Management Team
Nov 2022	Governance and Administration	Senior Management Team