



CITY OF LONDON COLLEGE

CHANGING FUTURES - ASPIRING SUCCESS

CLC Annual Governance and Academic Governance Calendar

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Annual Governance Calendar 2026–2027

Purpose

The Annual Governance Calendar establishes the planned cycle of governance, academic governance and operational oversight activities undertaken by City of London College. It supports effective governance, regulatory compliance, academic quality assurance, risk management and strategic oversight.

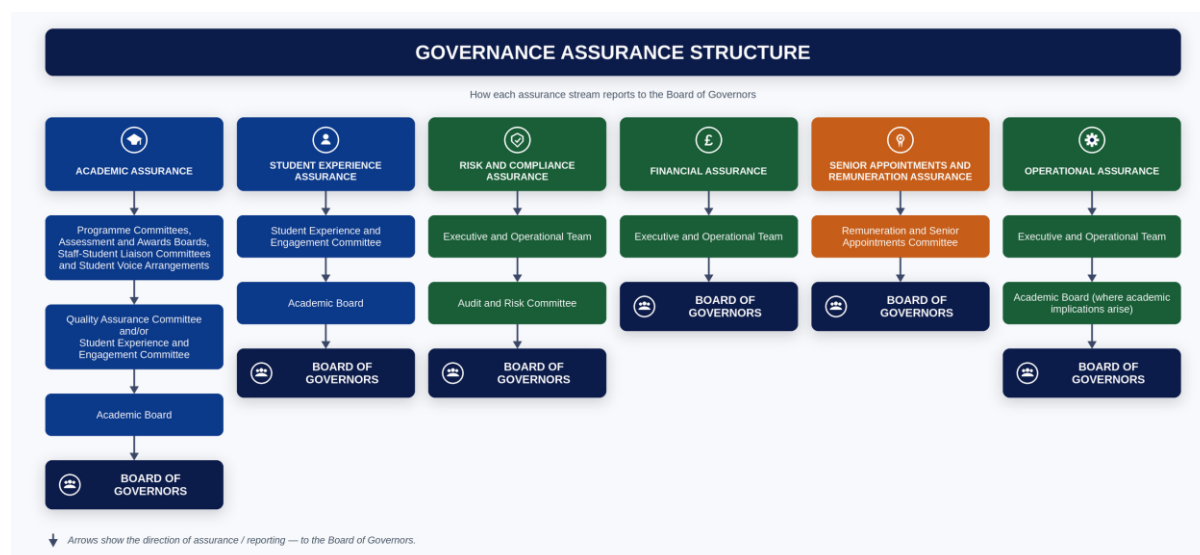
The calendar provides a structured framework through which the Board of Governors, its committees, the Academic Board and the Executive and Operational Team review institutional performance, monitor risks, oversee student outcomes and promote continuous improvement.

This Annual Governance and Academic Governance Calendar should be read in conjunction with the Governance Framework, the Academic Governance Framework, the Scheme of Delegation and the Governance Reporting and Decision-Making Matrix (GRM-01). Together, these documents establish the College's governance structure, decision-making authorities, reporting relationships and annual cycle of assurance, ensuring that governance and academic governance responsibilities are discharged in a planned, systematic and effective manner.

Governance Assurance Framework

The governance structure operates through a system of committee review, academic oversight, executive management and Board assurance.

The principal reporting arrangements are:



These arrangements ensure that academic quality, student outcomes, student experience, institutional performance, financial sustainability, governance effectiveness, risk management and regulatory compliance are subject to regular review, scrutiny and oversight throughout the year.

Governance Establishment and Review Cycle – July 2026

July 2026 marks the commencement of the College's first formal governance and academic governance cycle for the 2026–2027 academic year.

The July cycle serves both as an establishment cycle and as the annual governance and academic governance review cycle. During this period, the College reviews and confirms its governance arrangements, academic governance framework, committee structures, reporting arrangements, strategic priorities and implementation plans in preparation for the commencement of the new academic year.

The review process supports the College's commitment to effective governance, continuous improvement, regulatory compliance and the protection of student interests.

The July 2026 cycle provides an opportunity to:

- confirm governance and academic governance structures;
- review governance and academic governance documentation;
- confirm committee memberships and responsibilities;
- approve governance and academic governance calendars;
- review institutional risks and strategic priorities;
- review student protection and student engagement arrangements;
- confirm reporting and assurance routes;
- identify areas for enhancement;
- approve implementation plans for the 2026–2027 academic year.

Key Meetings

15 July 2026

Academic Board and Academic Governance Review

17 July 2026

Executive and Operational Team Review

24 July 2026

Board of Governors and Governance Review

Principal Outputs

- Governance Framework Approval
- Academic Governance Framework Approval
- Governance Reporting and Decision-Making Matrix Approval
- Committee Structure Confirmation
- Governance Calendar Approval
- Academic Governance Calendar Approval
- Governance Action Plan
- Academic Governance Action Plan
- Governance and Academic Governance Implementation Plan
- Strategic Priorities Review
- Board Resolutions and Approvals

These documents establish the baseline against which governance effectiveness, academic quality, student outcomes, operational performance and regulatory compliance will be monitored throughout the academic year.

Annual Governance Reports

The following reports should normally be produced through the annual governance cycle:

Governance

- Annual Governance Report
- Governance Effectiveness Review
- Board Self-Assessment Report
- Annual Assurance Statement

Academic Governance

- Annual Academic Report
- Academic Quality Report
- Student Outcomes Report
- Student Voice Report

Operations and Management

- Annual Operational Review
- Risk Management Report
- Compliance Monitoring Report

Student Experience

- Student Engagement Report
- Complaints and Appeals Analysis
- Access and Participation Monitoring Report
- Student Protection Monitoring Report

Governance Evidence Generated

Implementation of this calendar should generate a comprehensive evidence base demonstrating the effective operation of governance, academic governance and institutional management arrangements.

Board of Governors

Each Board meeting should normally generate:

- Agenda.
- Board papers.
- Minutes.
- Attendance record.
- Action log.
- Chair's report.
- Committee reports.
- Risk and compliance updates; and
- Decision register.

Academic Board

Each Academic Board meeting should normally generate:

- Agenda.
- Board papers.
- Minutes.
- Attendance record.
- Action log.
- Academic quality reports.
- Student outcomes reports.
- Student voice reports; and
- Academic enhancement actions.

Committees

Each committee meeting should normally generate:

- Agenda.
- Committee papers.
- Minutes.
- Attendance record.
- Action log.
- Recommendations to Academic Board and/or Board of Governors; and
- Monitoring reports relevant to the committee's remit.
- Committee recommendations register.
- Committee annual summary report.

Executive and Operational Team

Each meeting should normally generate:

- Operational performance reports.
- Policy implementation reviews.
- Student support reviews.
- Risk updates.
- Action plans.
- Resource and staffing updates; and
- Progress reports against strategic objectives.

Student Experience and Engagement

Student engagement activities should normally generate:

- Student representative meeting notes.
- Student voice reports.
- Survey analysis.
- Student feedback summaries.
- Complaints and appeals analysis; and
- "You Said – We Did" action reports.

Annual Reports

The annual cycle should normally generate:

- Annual Governance Report.
- Governance Effectiveness Review.
- Board Self-Assessment Report.
- Annual Academic Report.
- Academic Quality Report.
- Student Outcomes Report.
- Student Voice Report.
- Annual Operational Review.
- Risk Management Report.
- Compliance Monitoring Report.
- Student Protection Monitoring Report; and
- Access and Participation Monitoring Report.

These records provide evidence that governance, academic governance and operational management arrangements are functioning effectively and support the College's commitment to continuous improvement, accountability and regulatory compliance.

Governance Cycle and Meeting Sequencing Principles

The Annual Governance and Academic Governance Calendar is designed to ensure that information is considered at the appropriate level before recommendations are escalated for approval or assurance.

Committee meetings are scheduled in a sequence that supports effective scrutiny, decision-making and oversight. Matters should normally be considered by operational, academic or

specialist committees before being referred to the Academic Board, Executive and Operational Team, Board committees or the Board of Governors, as appropriate.

The following principles apply:

- The Quality Assurance Committee and Student Experience and Engagement Committee shall normally meet before each Academic Board meeting.
- The Academic Board shall normally meet before the Executive and Operational Team where academic matters require operational implementation, resource allocation or institutional planning.
- The Executive and Operational Team shall review operational implications, implementation requirements and resource considerations arising from governance and academic governance decisions.
- The Audit and Risk Committee shall normally meet before the Board of Governors to provide assurance regarding risk management, regulatory compliance, internal controls and institutional resilience.
- The Remuneration and Senior Appointments Committee shall normally meet before the Board of Governors where appointments, remuneration or succession planning matters require Board approval.
- The Board of Governors shall normally be the final approval body within each governance cycle.

These arrangements ensure that decisions are informed by appropriate scrutiny, evidence and assurance before being considered by the Board of Governors.

Governance Cycle 1 – Governance Establishment and Academic Year Preparation (July 2026)

Purpose

To implement the Governance Establishment and Review Cycle and approve governance and academic governance arrangements for the 2026–2027 academic year.

Date	Meeting
9 July 2026	Quality Assurance Committee
13 July 2026	Student Experience and Engagement Committee
15 July 2026	Academic Board and Academic Governance Review
17 July 2026	Executive and Operational Team
21 July 2026	Audit and Risk Committee
22 July 2026	Remuneration and Senior Appointments Committee
24 July 2026	Board of Governors and Governance Review

Primary Outputs

- Board approvals arising from the Governance Establishment and Review Cycle.
- Governance and Academic Governance implementation actions.
- Confirmation of institutional strategic priorities.
- Committee work programmes for the 2026–2027 academic year.
- Board resolutions and approvals.

Governance Cycle 2 – Early Academic Year Monitoring and Performance Review (October 2026)

Purpose

Governance Cycle 2 focuses on reviewing the commencement of the academic year, student recruitment and enrolment outcomes, early indicators of student engagement and continuation, operational performance, financial sustainability, regulatory compliance and institutional risk.

The cycle provides assurance that academic delivery, student support services and operational arrangements are functioning effectively and that any emerging issues are identified and addressed at an early stage.

Governance Cycle Schedule

Date	Meeting
19 October 2026	Quality Assurance Committee
20 October 2026	Student Experience and Engagement Committee
21 October 2026	Academic Board
23 October 2026	Executive and Operational Team
27 October 2026	Audit and Risk Committee
28 October 2026	Remuneration and Senior Appointments Committee (extraordinary meeting, if required)
30 October 2026	Board of Governors

Key Areas of Review

Academic Matters

- Student recruitment and enrolment outcomes
- Initial student attendance and engagement indicators
- Academic quality monitoring
- Learning, teaching and assessment delivery
- Early student outcomes and retention indicators
- Academic action plan monitoring

Student Experience Matters

- Student induction and transition arrangements
- Student engagement activities
- Student support and wellbeing provision
- Student feedback and representation
- Early student satisfaction indicators
- Student experience enhancement actions

Operational Matters

- Academic year start-up review
- Staffing and resource deployment
- Admissions and enrolment performance
- Estates, facilities and IT performance
- Operational readiness and service delivery
- Implementation of Board and Academic Board decisions

Risk and Compliance Matters

- Strategic and operational risk review
- Regulatory compliance monitoring
- Student Protection Plan monitoring
- Safeguarding and Prevent compliance
- Data protection and information governance matters
- Internal control effectiveness

Financial Matters

- Student number performance against forecast
- Budget monitoring and financial performance
- Resource utilisation
- Financial sustainability indicators
- Emerging financial risks

Senior Appointments and Remuneration Matters

- Committee membership review (where required)
- Governor recruitment and succession planning
- Senior staffing matters requiring consideration
- Governance capacity and capability review

Primary Outputs

- Academic Quality Assurance Report
- Student Experience and Engagement Report
- Student Outcomes Monitoring Report
- Operational Performance Report
- Risk and Compliance Report
- Financial Performance Report
- Governance Action Plan Progress Report
- Academic Governance Action Plan Progress Report
- Board Assurance Reports and Recommendations

Expected Outcomes

The Board of Governors receives assurance that:

- the academic year has commenced effectively;
- students are receiving an appropriate academic and support experience;
- institutional resources are aligned with operational requirements;
- regulatory obligations continue to be met;
- risks are being actively monitored and managed;
- financial performance remains consistent with institutional forecasts; and
- governance and academic governance arrangements are operating effectively.

Governance Cycle 3 – Mid-Year Monitoring and Assurance (January 2027)

Purpose

Governance Cycle 3 provides a comprehensive mid-year review of institutional performance. The cycle focuses on student outcomes, academic quality, student engagement, operational effectiveness, financial sustainability, risk management and regulatory compliance. The cycle enables the College to assess progress against strategic objectives, identify emerging risks and enhancement opportunities, and take corrective action where necessary before the second half of the academic year.

Governance Cycle Schedule

Date	Meeting
18 January 2027	Quality Assurance Committee
19 January 2027	Student Experience and Engagement Committee
20 January 2027	Academic Board
22 January 2027	Executive and Operational Team
26 January 2027	Audit and Risk Committee
29 January 2027	Board of Governors

Key Areas of Review

Academic Matters

- Student continuation and retention
- Assessment outcomes and progression trends
- Academic quality monitoring
- External examiner feedback (where available)
- Academic enhancement initiatives
- Academic risks and mitigation measures

Student Experience Matters

- Student engagement and participation
- Student wellbeing and support services
- Complaints and appeals analysis
- Student representative feedback
- Student satisfaction indicators
- Student experience enhancement progress

Operational Matters

- Institutional performance against operational objectives
- Staffing capacity and workforce planning
- Student services performance
- Admissions and recruitment planning
- Infrastructure and IT performance
- Business continuity arrangements

Risk and Compliance Matters

- Strategic Risk Register review
- Regulatory compliance monitoring
- Conditions of Registration monitoring
- Prevent, safeguarding and welfare assurance
- Internal control effectiveness
- Compliance action plan monitoring

Financial Matters

- Mid-year financial performance review
- Budget monitoring
- Student number performance against forecasts
- Cash flow and sustainability review
- Financial risk assessment

Governance Matters

- Progress against governance action plans
- Committee effectiveness monitoring
- Board assurance reporting
- Review of governance implementation activities

Primary Outputs

- Mid-Year Academic Quality Report
- Student Outcomes and Progression Report
- Student Experience Report
- Operational Performance Report
- Strategic Risk Report
- Regulatory Compliance Report
- Mid-Year Financial Performance Report
- Governance Assurance Report
- Updated Institutional Action Plans

Expected Outcomes

The Board of Governors receives assurance that:

- student outcomes remain consistent with institutional expectations;
- academic quality and standards continue to be maintained;
- student interests are being protected and promoted;
- operational delivery remains effective;
- financial performance remains sustainable;
- significant risks are being managed appropriately;
- regulatory obligations continue to be met; and
- governance and academic governance arrangements remain effective.

Governance Cycle 4 – Strategic Planning and Enhancement (April 2027)**Purpose**

Governance Cycle 4 focuses on institutional enhancement, strategic planning and preparation for the annual review cycle. The cycle enables the College to evaluate progress against strategic objectives, review emerging opportunities and risks, consider future resource requirements and begin planning for the 2027–2028 academic year.

The cycle provides an opportunity to assess academic performance, student outcomes, operational effectiveness and financial sustainability while identifying enhancement activities that will support continuous improvement.

Governance Cycle Schedule

Date	Meeting
19 April 2027	Quality Assurance Committee
20 April 2027	Student Experience and Engagement Committee
21 April 2027	Academic Board
23 April 2027	Executive and Operational Team
27 April 2027	Audit and Risk Committee
30 April 2027	Board of Governors

Key Areas of Review

Academic Matters

- Annual monitoring preparation
- Student continuation and progression trends
- Academic quality enhancement activities
- Curriculum review and development proposals
- Learning, teaching and assessment enhancement
- Academic priorities for 2027–2028

Student Experience Matters

- Student engagement and representation effectiveness
- Student satisfaction trends
- Complaints and appeals trend analysis
- Student support and wellbeing review
- Enhancement opportunities arising from student feedback
- Planning for future student engagement initiatives

Operational Matters

- Institutional performance against annual objectives
- Workforce and staffing planning
- Estates and infrastructure planning
- IT and digital enhancement priorities
- Resource planning for the next academic year
- Strategic project delivery review

Risk and Compliance Matters

- Strategic risk review
- Emerging regulatory developments
- Student Protection Plan monitoring
- Compliance assurance review
- Internal control effectiveness review
- Business continuity planning

Financial Matters

- Budget planning for 2027–2028
- Financial sustainability review
- Resource allocation planning
- Capital expenditure requirements
- Student recruitment forecasting
- Financial risk monitoring

Governance Matters

- Governance effectiveness preparation
- Committee effectiveness review preparation
- Governance action plan progress review
- Board development and training requirements
- Governor succession planning

Primary Outputs

- Academic Enhancement Report
- Student Experience Enhancement Report
- Strategic Planning Report
- Resource Planning Report
- Strategic Risk Review
- Compliance Assurance Report
- Draft Budget Assumptions
- Governance Effectiveness Review Preparation Report
- Initial 2027–2028 Planning Proposals

Expected Outcomes

The Board of Governors receives assurance that:

- institutional performance remains on track;
- enhancement opportunities have been identified;
- future risks and opportunities have been considered;
- resources are being planned appropriately;
- strategic objectives remain relevant and achievable;
- preparations for the annual review cycle are progressing effectively.

Governance Cycle 5 – Annual Review, Evaluation and Approval Cycle (June–July 2027)

Purpose

Governance Cycle 5 serves as the College's annual governance, academic governance and institutional review cycle. The cycle evaluates the effectiveness of governance arrangements, academic governance arrangements, institutional performance, student outcomes, financial sustainability, risk management and regulatory compliance throughout the academic year.

The cycle enables the College to identify achievements, areas for enhancement and priorities for the forthcoming academic year, while ensuring that governance and academic governance arrangements remain effective, proportionate and aligned with regulatory expectations.

Governance Cycle Schedule

Date	Meeting
21 June 2027	Quality Assurance Committee
22 June 2027	Student Experience and Engagement Committee
23 June 2027	Academic Board and Academic Governance Review
25 June 2027	Executive and Operational Team Annual Review
29 June 2027	Audit and Risk Committee
30 June 2027	Remuneration and Senior Appointments Committee
2 July 2027	Board of Governors and Governance Review

Key Areas of Review

Academic Matters

- Annual academic quality review
- Student continuation, completion and progression outcomes
- Academic standards assurance
- External examiner reports and institutional responses
- Annual monitoring and enhancement reports
- Curriculum review and development outcomes
- Academic governance effectiveness review

Student Experience Matters

- Annual student experience review
- Student engagement and representation effectiveness
- Student satisfaction and feedback analysis
- Complaints and appeals annual review
- Student support and wellbeing review
- Student experience enhancement outcomes

Operational Matters

- Annual operational performance review
- Strategic objective achievement review
- Staffing and workforce effectiveness
- Resource utilisation review
- Estates, facilities and IT review
- Institutional readiness planning for 2027–2028

Risk and Compliance Matters

- Annual Risk Management Review
- Strategic Risk Register review
- Regulatory compliance review
- Student Protection Plan review
- Prevent, safeguarding and welfare review
- Internal controls effectiveness review

Financial Matters

- Annual financial performance review
- Financial sustainability assessment
- Budget performance review
- Student recruitment and forecast review
- Resource allocation effectiveness
- Financial planning assumptions for 2027–2028

Governance Matters

- Governance effectiveness review
- Committee effectiveness review
- Board effectiveness review
- Governance reporting arrangements review
- Scheme of Delegation review
- Governance Framework review
- Governance Reporting and Decision-Making Matrix review
- Governance Calendar review

Senior Appointments and Remuneration Matters

- Senior leadership review
- Succession planning review
- Board and committee membership review
- Governor skills and capability review
- Remuneration review
- Governance capacity assessment

Primary Outputs

- Annual Academic Quality Report
- Student Outcomes Annual Report
- Annual Student Experience Report
- Annual Operational Performance Report
- Annual Risk Management Report
- Annual Regulatory Compliance Report
- Annual Financial Sustainability Report
- Governance Effectiveness Review Report
- Academic Governance Effectiveness Review Report
- Committee Effectiveness Review Report
- Governance Action Plan
- Academic Governance Action Plan
- Governance Improvement Plan
- Annual Assurance Statement
- 2027–2028 Governance and Academic Governance Calendar

Matters for Approval

The Board of Governors will normally consider and approve:

- Governance Framework (where revised)
- Academic Governance Framework (where revised)
- Scheme of Delegation (where revised)
- Governance Reporting and Decision-Making Matrix (where revised)
- Governance and Academic Governance Calendar
- Governance Action Plan
- Academic Governance Action Plan
- Institutional Strategic Priorities
- Annual Assurance Statement
- Board and Committee Memberships
- Governance Improvement Plan

Expected Outcomes

The Board of Governors receives assurance that:

- governance and academic governance arrangements remain effective;
- academic quality and standards have been maintained;
- student interests have been protected and promoted;
- student outcomes are appropriately monitored and reviewed;
- institutional resources have been managed effectively;
- significant risks have been identified and managed;
- regulatory obligations have been met;
- the College remains financially sustainable; and
- the institution is appropriately prepared for the commencement of the next academic year.

Annual Governance and Academic Governance Review Cycle

The June–July cycle constitutes the College's formal annual review process and provides the principal mechanism through which governance effectiveness, academic governance effectiveness and institutional performance are evaluated.

Recommendations arising from the annual review cycle shall inform governance planning, committee work programmes, institutional priorities and enhancement activities for the subsequent academic year.