



LONDON BROOKES COLLEGE

MANAGEMENT AND GOVERNANCE

The London Brookes College (LBC) has a management structure headed by a Board of Governors which employs the Chief Executive Officer as the head of the institution with responsibilities of academic leadership and oversight.

The Board of Governors prime responsibilities are to be an independent advisory body to the Board of Directors and the Senior Management Team and also to be an independent court of appeal for any complaints which fail to be resolved otherwise. The Governors hold the Board of Directors and the SMT to account in relation to college performance against stated targets including compliance of all relevant regulatory matters.

The Board of Governors engage all such officers and servants as they may consider necessary and regulate their duties. The members for the time being of the Board of Governors may act notwithstanding any vacancy in their body; provided always that in case the members of the Board of Governors shall at any time be or be reduced in number to less than the minimum number prescribed by or in accordance with the terms of reference as the quorum for meetings of the Board of Governors.

The Board of Governors may from time to time and at any time delegate any of their powers to Board Committees which shall include Working and Task Groups, consisting of members of the Board of Governors, LBC employees or volunteers as they think fit, and any Board Committee so formed shall in the execution of the powers so delegated, conform to its terms of reference as delineated by the Board of Governors and must consult the Senior Management Team concerning resource requirements. The meetings and proceedings of any such Board Committee are governed by the provisions of the terms of reference for regulating the meetings and proceedings of the Board so far as applicable and so far as the same shall not be superseded by any regulations made by Board as aforesaid.

The Board of Governors may appoint any person or persons who are not members of the Board of Governors to serve as members in an advisory capacity on any Board Committee appointed under the provisions of the Articles and may also empower any such Board Committee to co-opt any such person or persons to serve as members thereof in an advisory capacity. No persons so appointed or co-opted as aforesaid shall be entitled to vote at any meetings of the Board Committee in question or be counted in a quorum for the purposes of any such meeting.

The Board of Governors by a majority vote following due debate, has the authority to remove the Chair of a Committee, Board Committee or Special Interest Group and replace with a new Chair.

The Board of Governors is accountable to LBC to fulfil their mandate and responsibilities. The Board of Governors may, whenever they think fit, convene an Extraordinary General Meeting.

The Board of Governors comprises the directors and senior managers, together with external independent members and a Chair.

All Board of Governor members are contracted with provision for confidentiality, a code of practice and annual declaration of interests. The latter are reviewed by the Chairman and if thought appropriate referred to a sub-group of the Board of Governors for adjudication concerning any material conflict with LBC affairs.

The Board of Governors meets at least 3 times a year and the quorum is a minimum of half the current membership of the Board plus one with either the Principal, Vice Principal, General Manager or one of the Directors. A standard item on the agenda at the beginning of the meeting is declaration of interests.

LBC positively encourages persons to raise genuine concerns about malpractice or unprofessional conduct and to report those concerns immediately. The aim of the Public Interest Disclosure Act 1998 is to protect 'whistle-blowers' who suffer a detriment, being dismissal or otherwise, because of a disclosure they make in relation to their employer

The governing body is effective in interpreting the vision for the college and determining its educational direction. It provides good oversight of educational standards, care and safeguarding of students and policies.

The vision and aims of the college are shared by all staff, clearly understood, and are reflected well in the quality of education and care of students. There is robust financial planning and appropriate investment in staff, accommodation and resources. The principal plays an active role in the strategic planning and business development for the college.

Self-assessment of our management and governance arrangements

The governing body is effective in interpreting the vision for the college and determining its educational direction. It provides good oversight of educational standards, care and safeguarding of students and policies. The management and governance arrangements for our Higher Education provision are effective. We follow a rigorous quality cycle with clear arrangements when this must be presented to the members of Board of Governors. On annual basis we evaluate the performance of individual members of Board of Governors and members itself with the predesigned questioner's template.

The senior management team is effective in conducting self-evaluation and strategic planning. Staff have a good awareness of the college's strengths and areas for improvement. Meetings are held weekly, priorities are clearly identified, targets set and progress is monitored.

Management structures are effective, all staff have job descriptions, fully understand their roles and responsibilities and the contribution they make to the work of the college. Communication with staff is effective, briefing meetings are held each week and participation by staff is high. Relationships between staff and managers is good; staff report that management is supportive and responsive to feedback.

The governing body provides appropriate policies to direct the college's activities. These are regularly reviewed and made available to staff and students through the college website although there is no clearly documented procedure for their approval, implementation and review.

Standard public interest governance principles	
<p>Academic freedom: Academic staff at an English higher education provider have freedom within the law: (a) to question and test received wisdom; and (b) 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.</p>	<p>Through its commitment to the academic freedom, the College is committed to ensuring that academic staff, students and other members of the College 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. It is similarly committed to ensuring that staff have the right to criticise the functioning of higher education institutions, including their own, without placing themselves in jeopardy. Statement academic freedom and collegiality (2.1).</p>
<p>Accountability: The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.</p>	<p>The management and staff are accountable for their decisions and actions to the organisation and those that they serve and must submit themselves to whatever scrutiny is appropriate to their position. (Committees ToRs)</p>
<p>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.</p>	<p>The College also views positive engagement with students as critically important and will take steps to engage all students as partners in the assurance and enhancement of their educational experience. Student representatives attends Student Committees, Academic Board and Board of Governors, where student feedback is recorded. (Student Committee ToRs)</p>
<p>Academic governance: The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Senate/Academic Board (or equivalent).</p>	<p>The Academic Board and Standardisation Committee considers academic governance matters. The Committee scrutinises termly reports as well as annual monitoring reports documentation. (Academic Board ToRs)</p>

<p>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.</p>	<p>The College has a number of HE risks around academic risk and quality assurance as part of its risk register which is reported on termly. Each programme is also monitored by the awarding body (Risk Management Policy)</p>
<p>Value for money: The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for students and (where a provider has access to the student support system or to grant funding) for taxpayers.</p>	<p>The Board of Governors ensures that there are adequate and effective arrangements in place to provide transparency about value for money for students and for taxpayers. The Finance Committee reviews arrangements for value-for-money. (Board of Governors ToRs)</p>
<p>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.</p>	<p>The Board of Governors has approved a statement on academic freedom and collegiality. The Compliance department is aware of the requirements of equalities and human rights legislation. Statement academic freedom and collegiality (2.1).</p>
<p>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.</p>	<p>This is proportionate to the nature, scale, and complexity of our HE provisions.</p> <p>The Board of Governors comprises the director and senior managers, together with external independent members and a Chair. (Organisation and committees structure)</p> <p>The Board's responsibilities are set out in its Terms of Reference, which incorporate the Statement of Primary Responsibilities. One of the stated responsibilities calls for the Board formally to review its performance annually.</p> <p>For each of the boards' responsibilities listed below, board members comment on how well they feel the Board is performing:</p> <p>Approving the mission and strategic vision of the College? Considering long term business aims; approving KPIs and annual budgets?</p>

	<p>Reviewing the performance of the senior management team?</p> <p>Establishing and monitoring systems of control, including risk assessment?</p> <p>Monitoring and reviewing policies and procedures and their application?</p> <p>Does the current external membership provide a sufficient mix of experience and specialist knowledge? (If not, what specialisms are currently not well represented?)</p>
<p>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.</p>	<p>All members of the Board of Governors are appointed according to the Terms and References of the Board of Governors and submit fit and proper declaration form.</p>
<p>Additional public interest governance principle: providers authorised with degree awarding powers</p>	
<p>Records: Where degree awarding powers are solely contained in the provider's governing documents, and no order either under section 76 of the Further and Higher Education Act 1992, or under HERA exists, the provisions setting out those powers must be retained and may not be altered without the consent of the OfS</p>	<p>N/A</p>
<p>Additional public interest governance principles: providers in receipt of financial support</p>	
<p>Independent members of the governing body: There must be at least one external member of the governing body who is independent of the provider, and whose term of office is normally limited to a maximum of three terms of three years or two terms of four years. For providers with large governing bodies, or more complex legal forms, additional independent members may be appropriate.</p>	<p>Board of Governors is comprised of:</p> <ul style="list-style-type: none"> A Chair External members Senior managers Student representatives

<p>Regularity, propriety and value for Money: The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken.</p>	<p>External member of the Board of Governors with financial expertise chair finance committee and report to Board of Governors.</p> <p>As a college, the external auditors undertake an annual regularity audit with the findings reported to the Board of Governors.</p> <p>Auditors: ZAM Mushtaq Ltd First floor 2 Woodberry Grove London N12 0DR</p>
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References:

The Higher Education Code of Governance (the 'CUC Code') published in September 2020. The Code is seen as a reference point of good governance.