

2019-2020



The Institute
of Contemporary
Music Performance

Quality and Governance Manual



Quality and Governance Manual

Foreword

This Quality and Governance Manual is the means by which the Institute of Contemporary Music Performance (hereafter referred to as 'ICMP') satisfies the requirements of its stakeholders with particular regard to Quality Assurance and Enhancement (herein QAE) across all Higher Education (HE) academic provision.

ICMP makes all best efforts to ensure that this Quality and Governance Manual is understood by its employees, and that its procedures are implemented and maintained at all times. This Quality and Governance Manual has been produced in accordance with the requirements of the [UK Quality Code for Higher Education](#) and all components of the Quality Process shall be periodically and systematically reviewed (at least annually) in line with both internal and external Quality Audit procedures and cycles.

ICMP's Academic Standards and Quality Committee is responsible for the control of all matters relating to the implementation of this Quality and Governance Manual; however, the assurance of quality is fundamental to all the work undertaken by ICMP and, as such, all personnel at every level shall practise the procedures herein established.

Section 1: Quality Assurance Policy

Quality Process

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	September 2019	Annual review	Deputy Registrar	Annually and as required
Related policies				
External Reference				
<p>UK Quality Code for Higher Education: Expectations for Quality. ICMP has processes for ensuring that courses are well designed, provide a high-quality experience and enable achievement to be reliably assessed. This is monitored through our Academic Governance framework and detailed in this Quality and Governance Manual.</p>				

1. Introduction

1.1. In order to achieve our vision of 'ICMP graduates shaping the future of music', ICMP has established a Quality Assurance & Enhancement process (the Quality Process) based on the expectations and core practices of the UK Quality Code for Higher Education (the Quality Code). Underpinning this system is a set of values and aims that inform our approach to assuring and enhancing quality. Only by all staff understanding and engaging with these aims and values can we ensure that our Quality Process works effectively.

2. Values

- We place our students at the heart of everything we do.
- We take pride in achieving the highest quality at all times.
- We are ambitious, passionate and driven to succeed.
- We act professionally in all situations.
- We are creative, innovative and open minded.
- We build open, trusting and honest relationships with good communication.
- We are committed to building a positive team and a supportive environment.
- We believe in equal opportunities for all.

3. Quality Mission Statement

3.1. ICMP is committed to continuous improvement in all of its spheres of activity, and we strive to achieve the highest standards in all that we undertake. As such, we engage in self-evaluation processes openly, at all levels and with the engagement of all stakeholders. We evaluate our actions regularly in an open and supportive environment where frank and honest views can be freely expressed, and, in so doing, ensure that we persistently enhance our capacity to improve.

4. Aims

4.1. To assure and enhance the quality of the total student experience

4.1.1. ICMP's Quality Process is designed to maintain the academic standards of our programmes while assuring and enhancing the quality of the student experience during their time studying at ICMP. We recognise that all areas of ICMP's academic provision and business process affect (directly or indirectly) the quality of that experience and may ultimately have an impact on student experience

4.2. To ensure all staff take responsibility for assuring the quality of the student experience

4.2.1. Quality assurance and enhancement is the responsibility of every member of staff. In order for this approach to be successful, ICMP recognises that there must be clear lines of responsibility and accountability, and that there must be adequate communication, training, support and guidance to enable staff to achieve this aim.

4.3. To nurture a culture of continuous improvement

4.3.1. Within the constraints of the resources available, ICMP aims to continuously enhance the quality of the student experience.

4.4. To involve our students in the process of assuring and enhancing the quality of the student experience

4.4.1. ICMP recognises the valuable contribution that our students can make to the assessment, assurance and enhancement of all of the activities, services, teaching and learning that entail ICMP student experience. We are therefore committed to seeking the views of our students, individually and collectively, involving them in the management of quality and using the feedback that we gain in so doing, to improve the quality of their experience.

4.5. To involve our external peers in the process of assuring the quality of the student experience

4.5.1. ICMP recognises the valuable contribution that our external peers can make to the assessment and assurance of the student experience. We are therefore committed to constantly evaluating our approach against those of our peers; in this way we can be assured that we are maintaining appropriate standards while demonstrating our commitment to externality.

5. Principles

5.1. The structure of ICMP's Quality Process is defined in this Quality and Governance Manual. Specifically, ICMP is committed to:

5.1.1. Developing and seeking to continually improve the effectiveness of ICMP's Quality Process

5.1.2. Establishing the Quality and Governance Manual, a Quality Cycle, and the production of the annual Self Evaluation Document and Quality Improvement Plan

5.1.3. Ensuring that annual reviews take place within each key committee at the end of each academic year to review the key objectives, terms of reference and report on the results as a means of monitoring and measuring the committee performance and the effectiveness of the Quality Process

5.1.4. Reviewing the Quality and Governance Manual regularly in order to ensure its continuing suitability

5.1.5. Embedding the requirements of the quality assurance and enhancement process throughout ICMP by ensuring that all personnel understand and abide with the contents of this Quality and Governance Manual

5.1.6. Embedding the requirements of the quality assurance and enhancement process throughout ICMP by continuously monitoring ICMP's quality performance and implementing improvements when appropriate

- 5.1.7. Ensuring that copies of the Quality and Governance Manual are made available to all members of staff and students and that copies of the minutes of key committees, or extracts thereof, are made available to all stakeholders
- 5.1.8. Enhancing key stakeholder satisfaction by ensuring that the needs and expectations of identified key stakeholders are determined and fulfilled on time and within budget
- 5.1.9. Complying with all relevant statutory and regulatory requirements
- 5.1.10. Ensuring students contribute to the quality and enhancement process and are informed of resulting actions planned to improve quality
- 5.1.11. Communicating the importance of meeting stakeholder needs as well as all relevant statutory and regulatory requirements throughout ICMP

6. The Quality Process (establishing and monitoring quality standards)

- 6.1. The aim of the Quality Process is to enhance the quality of the student experience for all ICMP students by identifying and supporting ICMP's development needs and measuring our progress against set goals and key performance and academic quality indicators. To this end, ICMP's Quality Process will:
 - 6.1.1. Work to assure the maintenance of academic standards on behalf of our Awarding Bodies
 - 6.1.2. Use reliable, valid and up-to-date evidence to evaluate and where identified improve the quality of students' learning opportunities
 - 6.1.3. Assure that information published by ICMP about student learning opportunities is reliable and accurate
 - 6.1.4. Engage our students and use their feedback to plan and implement initiatives to enhance their learning opportunities

7. The establishment of quality standards

- 7.1. This Quality and Governance Manual establishes ICMP's Quality Process taking in to account external reference points such as the UK Quality Code for Higher Education.
- 7.2. The schedule of quality assurance and enhancement related activities resulting from the implementation of the Quality Process held within this manual are planned and detailed within a 12-month period through the Quality Cycle, which in turn aligns to ICMP's yearly academic planner, providing a week by week schedule of activities planned to assure and enhance the quality of the student experience.
- 7.3. ICMP has established a quality assurance structure which ensures that the student body is both represented and participates in the decision-making process across ICMP.

8. The monitoring of quality standards

- 8.1. The committees are arranged in such a way that minutes and decisions are cross-reported to other committees to ensure consistency and transparency of approach. Additionally, each committee has, as part of its standing agenda, a set of Academic Quality Indicators (AQIs). These indicators enable committees to effectively monitor the institutional activities relevant to both their remit, and ultimately, ICMP's quality standards.
- 8.2. In order to support the quality structure, ICMP - through consulting the Quality Code - has developed a wide range of policies, procedures and operational manuals which guide the decision making of every aspect of ICMP's operations. These policies, procedures and manuals are periodically reviewed (at least annually) to gauge their continued fitness for purpose.
- 8.3. As stated previously, prior to the start of each academic year, a Quality Cycle is produced by the Registry and approved by the Executive Committee and endorsed by the Academic and Corporate Boards.
- 8.4. The Quality Cycle details the quality-related activities that ICMP will undertake for the subsequent twelve-month period. This quality cycle includes guidance on matters such as when policies and committee ToR's are reviewed; when student representatives are elected; when specific reports are produced; and when key academic activities, such as progression and exam boards, are to be held. Aligned with the quality cycle is the academic planner which provides detail of the activities relating to the academic provision of each course that ICMP provides. The academic planner is produced by the Registry and approved by ExCo and endorsed by the Academic and Corporate Boards.

9. The Quality Process (self-evaluation and quality improvement planning)

- 9.1. The monitoring of ICMP's activities via AQIs against quality standards leads to a process of self-evaluation and quality improvement planning. This process of self-evaluation draws upon quantitative datasets, e.g. achievement statistics, student satisfaction etc., and cross references and analyses them against qualitative data such as student feedback. The analysis of a wide range of data allows for issues to be triangulated and verified and considered actions to be developed to improve an identified issue. Student feedback and engagement is key to this process as it ensures analysis is aligned to the student experience.
- 9.2. At programme-level, the programme leaders produce an annual monitoring review report (AMR) that draws together the required strands of data and feedback to objectively evaluate the previous academic year of operation, while also identifying areas for development and improvement over the coming year. The AMR is discussed and endorsed by the relevant programme committee and the action plan monitored at subsequent meetings.

- 9.3. The AMR is received by the Academic Standards and Quality Committee for approval and to provide a check against the data and relevant awarding body requirements. Once approved, an overview report is submitted to the Academic Board and all completed AMRs are passed to the relevant awarding body.
- 9.4. Following the approval of the programme AMR, emergent themes are identified and discussed. These themes and discussions are captured within ICMP's annual Self-Evaluation Document (SED), which will, in itself, provide the impetus for a Quality Improvement Plan (QIP) arising from the review process. The QIP will be monitored by the Academic Standards and Quality Committee throughout the academic year to ensure that the necessary actions are being undertaken by the relevant committee, panel or department. Once produced the SED and QIP are passed to the Academic Board for approval and then on to the Executive Committee and Corporate Board for endorsement; once approved and endorsed the annual Operational Plan and the five-year strategy is updated (as required) to take account of the SED and QIP. As part of the cycle of continuous review and improvement the impact of each year's annual QIP is formally evaluated and detailed within the following year's SED, with any items still outstanding being rolled into that year's QIP.
- 9.5. The data that drives the Quality Process can be found in ICMP's Academic Quality Indicator (AQI) table.