

## Terms of Reference

### Corporate Board

**Sub-Committees:**   **Audit Committee**  
                               **Remuneration and General Purposes Committee**  
                               **Academic Board**  
                               **Executive Committee**

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	Corporate Board – July 2019	Annual review	Chief Executive	Annually and as required

### Terms of Reference

The ICMP’s Corporate Board is the primary governing body of the institution, which is collectively responsible for overseeing the institution’s activities, determining its future direction and fostering an environment in which the institutional mission is achieved, and the potential of all students is maximised. Specifically, the Corporate Board approves the vision, mission and strategic plans of the institution; the appointment of the Chief Executive (who is accountable to the Corporate Board); the composition and terms of reference of the Executive; the composition and terms of reference of its sub-committees; overall financial sustainability; and strategic direction of the company. While the Academic Board provides overall leadership, direction and oversight of the institution’s academic, educational and quality assurance and enhancement (QAE) activities and monitors identified academic quality indicators to protect and enhance the quality of the student experience, the Corporate Board engages with this activity and retains overall responsibility for strategic portfolio and curriculum development and relevant investment activity.

As the Corporate Board is entrusted with funds, both public and private, it therefore has a particular duty to observe the highest standards of corporate governance. This includes ensuring and demonstrating integrity and objectivity in the transaction of its business, and wherever possible, following a policy of openness and transparency in the dissemination of its decisions. The Corporate Board is therefore responsible for the development, implementation and monitoring of an appropriate Code of Governance in this regard.

The Chair is responsible for the leadership of the Corporate Board and is ultimately responsible for its effectiveness. The Chair also ensures the institution communicates effectively with its stakeholders. All members exercise their responsibilities in the interests of the institution as a whole rather than as a representative of any constituency, and the institution maintains a register of interests of members of the Board. The Board exercises its responsibilities in a corporate manner; that is to say, decisions are taken collectively by all of the members acting as a body.

The Corporate Board’s terms of reference are wide ranging and include, but are not limited to:

1. Approving the vision, mission and strategic plans of the institution, the appointment of the Chief Executive and the composition and terms of reference of the Academic Board, the Executive Committee and other sub-committees;

2. Supporting the Academic Board in the provision of leadership, direction and oversight of the institution's quality assurance and enhancement (QAE) activities, enhancement of the student experience and the monitoring of identified academic quality indicators (AQIs);
3. Considering and where appropriate approving all major academic changes as recommended by the Academic Board, including but not limited to new course launches, course revalidations and major modular changes to courses.
4. Ensuring that the institution meets all internal and external regulatory compliance requirements, responds to regulatory reports where required and, in particular:
  - a. Taking responsibility for all interactions with the Office for Students (OfS) and its designated bodies;
  - b. Ensuring compliance with all conditions of registration and with the OfS's accounts direction;
  - c. Nominating to the OfS a senior officer as the 'accountable officer' who has the responsibilities set out by the OfS for an accountable officer from time to time;
  - d. Overseeing the development of ICMP's access and participation plan and monitoring its performance;
5. Ensuring that a range of identified stakeholders (principally staff, students and shareholders) are suitably involved in the operations and decision-making processes of the institution and have access to relevant information to allow them to make informed decisions about their studies and their time at the institution generally;
6. Enabling the institution to achieve and develop its primary objectives of learning and teaching and approving the institution's educational character and academic and vocational aims and objectives;
7. Delegating authority to and holding accountable the head of the institution (the Chief Executive), operating through the executive and deliberative governance structures of the organisation, for the overall management of the institution, and to establish and keep under review the policies, procedures and limits within which the head of the institution shall operate.
8. Ensuring the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest. Specifically, the Corporate Board's responsibilities include:
  - i. Ensuring the solvency and financial sustainability of the institution and safeguarding its assets;
  - ii. Establishing relevant sub-committees to enable effective discharge of the Corporate Board's duties
  - iii. Approving the financial strategy; ensuring that proper books of account are kept; and receiving and approving annual accounts (audited financial statements);
  - iv. Taking overall responsibility for the institution's assets, property and facilities;
  - v. Ensuring that funds received are used in accordance with best practice and regulatory requirements;
  - vi. Ensuring the existence and integrity of risk management, control and governance systems and monitoring these through the relevant committees;
  - vii. Directing and overseeing the institution's arrangements for internal and external audit;
  - viii. Directing and overseeing the institution's Estates Strategy;

- ix. Ensuring effective equality and diversity policies and compliance activities are implemented;
  - x. Ensuring effective health and safety policies and practices are implemented;
  - xi. Reviewing and monitoring the institution's student representation activities.
9. Ensuring that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators;
  10. Approving the overall governance strategy, developing, approving and periodically reviewing a Code of Governance for the institution and conducting business in accordance with best practice and relevant law and legislation
  11. Being the institution's legal authority and, as such, ensuring that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name;
  12. Acting as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

### **Board composition**

The Board is comprised of nine Directors (as at September 1st, 2019 two positions are vacant) as follows:

- Professor David Baker, non-Executive Chair
- Paul Kirkham, Chief Executive
- Pete Whittard, Executive Director
- Dr. Tony Harris, Executive Director
- Syra Vahidy, non-Executive Director
- Roxanne Stockwell, non-Executive Director
- Martin Day, Senior non-Executive Director
- Executive Director – vacant
- Executive Director - vacant

The Chair plus three of these Directors are non-Executive (i.e. independent) and five are Executive. The Corporate Board periodically reviews its membership and recognises that it is in itself integral to the nature of governance in the institution. It is therefore committed to engaging with an appropriate balance of skills and experience among members sufficient to enable the Corporate Board to effectively meet its primary responsibilities and to ensure confidence is instilled across a range of identified stakeholders.

### **Corporate Board meetings**

The Corporate Board meets five times per annum, including one 'away day' to consider institutional strategy, as a minimum, with more frequent meetings as required. The Servicing Officer, together with the Chief Executive, is responsible for ensuring compliance with all procedures and ensuring that papers are supplied in a timely manner with information in a form and of a quality, appropriate to enable the Corporate Board to discharge its duties.

All members shall have access to the advice and services of the Servicing Officer, and the appointment and removal of the Servicing Officer shall be a decision of the Corporate Board body as a whole.

From time to time, and at the discretion of the Chair, certain items may be declared to be 'reserved', that is, business which for reasons of confidentiality is not open to discussion by

the whole Corporate Board with the result that certain categories of members may be excluded at the discretion of the Corporate Board itself from time to time.

Following each Corporate Board meeting a communique is prepared for wider publication of the discussions held and the decisions made by the Corporate Board, which is approved by the Chair prior to circulation. While endeavouring to be as full and open as is reasonably possible, this wider communication will not contain information or decisions that the Corporate Board considers to be commercially, legally or otherwise operationally sensitive.

### **Quoracy**

The quorum for transaction of business at a Corporate Board meeting is fixed from time to time by a decision of the Directors. As at the time of preparation of these Terms of Reference, the quorum has been fixed at five Directors including the Chair and/or senior non-executive Director and at least three Executive directors.

### **CONDUCT OF MEETINGS**

Rules for conduct of meetings including procedures for voting, rescinding decisions, calling extraordinary meetings and declaring business reserved are as expressed in the Company's Articles of Association.

### **Audit**

It is the duty of the Corporate Board to ensure that the institution accounts properly to its shareholders and other stakeholders by presenting a true and fair reflection of its actions and financial performance. Further, the Corporate Board must ensure that the necessary internal control systems are put into place and monitored regularly and rigorously. This activity is overseen by the Audit Committee. Annual externally audited accounts are produced, aligned with relevant law, regulatory requirements and relevant legislation, and these are approved by the Corporate Board.

### **Senior Management Remuneration**

The Corporate Board is responsible for approval of senior post-holder remuneration, including the Chief Executive, through the activity of its Remuneration and General Purposes Committee.

### **Evaluation of Effectiveness**

The Board has undertaken to conduct regular external evaluations of its effectiveness and that of its committees, at least every four years, and internal evaluations annually. Results of the external evaluations when completed will be widely published, for example in the company's annual report and on the company's website.

## Terms of Reference

### Audit Committee

#### Reports to: The Corporate Board

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	Corporate Board – July 2019	Annual review	COO	Annually and as required

The Audit Committee is authorised by the Corporate Board to investigate any activity under its terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Committee. The Committee is authorised to obtain outside legal or other independent professional advice. However, it may not incur direct expenditure in this respect in excess of £5k without the approval of the Corporate Board.

#### Terms of Reference

##### General

1. To consider and advise the Corporate Board on its long-term audit strategy.
2. To monitor the implementation of approved recommendations relating to any internal and external audit reports.
3. To receive any relevant reports from the National Audit Office, the Office for Students and other organisations.
4. In the event of the merger or dissolution of ICMP, to ensure that the necessary financial actions are completed, including arranging for a final set of financial statements to be completed and signed.

##### External Audit

5. To consider and advise the Corporate Board on the selection criteria, appointment and terms of engagement of an external audit service, the audit fee and any questions of resignation or dismissal of external auditors.
6. To consider elements of the annual financial statements in the presence of the external auditors in accordance with normal accounting practice.

##### Internal Audit

7. To recommend, consider and advise the Corporate Board on the selection criteria and appointment of an internal audit service.

##### Risk Management

8. To ensure that suitable and effective systems are in place for the management and reporting of risk.
9. To ensure that suitable and effective systems are in place for the management of business continuity.
10. To ensure that suitable and effective systems are in place for the protection of the student interest as enshrined within the Student Protection Plan.

### **Value for Money**

11. To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness and the management and quality assurance of value for money reporting and data submitted to HESA and Office for Students and other funding bodies
12. To ensure 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, including providing transparency about value for money for students and for taxpayers

### **Fraud and Irregularity Detection**

13. To ensure that suitable and effective systems are in place for the detection of fraud or irregularity
14. To ensure that suitable and effective systems are in place for 'whistleblowing'

### **Composition of the Audit Committee**

#### **Chair**

- Senior non-executive Board member

#### **Members**

- Non-executive Board member
- Executive Board member

#### **In attendance**

- Head of Finance
- Servicing Officer nominated by the Chief Operating Officer

### **Meeting Frequency**

The committee will meet as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

### **Quorum**

One non-executive plus one executive Board member

### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide a report of each meeting to the Corporate Board.

As for all ICMP committees, the Audit Committee produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices.

## Terms of Reference

# Remuneration and General Purposes Committee

Reports to: The Corporate Board

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	Corporate Board – July 2019	Annual review	COO	Annually and as required

### Terms of Reference

The Remuneration and General Purposes Committee is appointed to lead several key processes that are overseen by the Corporate Board, the principal of which are as follows:

1. **Remuneration**
2. **Nominations**
3. **Governance**

In terms of Remuneration, the Committee will lead the process for executive remuneration, and make recommendations to the Board in order that there is a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration packages of the Chief Executive and Senior Post Holders.

In terms of Nominations, the Committee will ensure that the composition of the Corporate Board is appropriate in order to undertake its duties and responsibilities as stated in the institutional Code of Governance, providing a variety of relevant skills, perspectives and challenge.

In terms of Governance, the Committee will review and report on the governance arrangements of the Corporate Board and its sub-committees, and the development of the institutional Code of Governance.

The Committee may also undertake other activities of a general nature from time to time as instructed by the Corporate Board.

### Remuneration

1. Recommend for approval by the Corporate Board the framework or broad policy for the remuneration of the Company's Chief Executive and Senior Post Holders. For the avoidance of doubt, no director or executive shall be involved in any decisions as to their own remuneration.
2. To consider and agree from time to time who is categorised as a Senior Post Holder.
3. Review the design of and approve targets for, any performance related pay schemes, share incentive plans and pension arrangements proposed by the Company from time to time and approve the total annual payments made under such schemes.

4. In consultation with the Chairman/Chief Executive, as appropriate, approve the total individual remuneration package of each Senior Post Holder under the Committee's remit, including bonuses, incentive payments and share options or other share awards.
5. In determining such packages and arrangements, give due regard to any relevant legal requirements and recommendations in the institutional Code of Governance and any other relevant Codes of Governance and/or regulatory guidance.

### **Nominations**

1. To recommend to the Board the appointment and re-appointment of Corporate Board Members whilst taking into consideration succession planning and membership of Committees. Decisions will be made through considering the Nolan principles, the institutional Code of Governance and any other relevant Codes or regulatory guidance, ensuring that all re-appointments are made on the basis of merit, subject to the need to achieve a balance of relevant skills and backgrounds.
2. To initiate searches for potential Board and Committee Members and/or consult with staff and students for nominations for specific categories of Governors.
3. To agree role descriptions for the Chair of Board and Board Members

### **Governance**

1. To commission and receive annual internal reports on the effectiveness of the Corporate Board and its sub-committees in accordance with the institutional Code of Governance.
2. To commission and receive from time to time external reports on governance effectiveness of the Corporate Board and its sub-committees in accordance with the institutional Code of Governance.
3. To consider governance reports and recommend to the Corporate Board any changes to governance documents from time to time.
4. To annually review the terms of reference of the Corporate Board and its sub-Committees

### **Composition of the RGP Committee**

#### **Chair**

- Senior non-executive Board member

#### **Members**

- Non-executive Board member
- Two executive Board members

#### **In attendance**

- Servicing Officer nominated by the Chief Operating Officer

**Meeting Frequency**

The committee will meet two per annum as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

At least three members plus one Executive Board member

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide a report of each meeting to the Corporate Board.

As for all ICMP committees, the RGP Committee produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Executive Committee

**Reports to:** The Corporate Board  
**Sub-Committees:** Staff Remuneration Committee  
 Health, Safety and Security Committee  
 Visa Compliance Committee

**Sub-Groups:** Budget Review  
 ICT Steering group  
 Inclusive Practice working group  
 Learning and Development group  
 Timetable and Resource planning group  
 Academic Planning group  
 Prevent steering group

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	10/09/19 – ExCo	Annual review	Deputy Registrar	Annually and as required

The Executive Committee (ExCo) is the senior management committee responsible for supporting and enhancing the planning and operations of the organisation and safeguarding the continued financial sustainability of the ICMP. With many operational aspects of the business delegated to a variety of sub-committees and panels, the ExCo monitors the performance of the business by means of monthly reports and periodic reviews, seeking to ensure the business meets set goals on a sustainable basis, while also seeking to efficiently allocate the resources needed to meet student need, protect their interests and achieve the highest quality and standards.

### Terms of Reference

The ExCo's terms of reference are wide ranging and include, but are not limited to:

1. Producing regular strategic and operational plans for Board approval and organizational execution;
2. Executing, managing and monitoring strategic and operational plans, through the business cycle, principally Quarterly Business Reviews, monthly budget reviews, business sand enhancement cases and monthly departmental and major project reports;
3. Conduct Quarterly Business Reviews (QBRs) to monitor performance against the strategic plans of the institution
4. Managing and, where relevant, advising the Board about the financial and resource implications of all business activities including facilities provision;
5. Ensuring the sector regulatory requirements are complied with and that the institution engages widely with the wider UK HE sector
6. Ensuring key targets are achieved in terms of student satisfaction, graduate outcomes, student non-continuation and associated metrics

7. Allocating and monitoring the resource needs of the institution, including facilities (e.g. the learning environment), staffing, capital expenditure and operational budgets etc;
8. Formally considering and where relevant approving proposals for collaboration with other institutions, [Note: Major proposals, such as investments, acquisitions or significant expenditure require Board approval];
9. Evaluating, primarily from an operational, market demand and fiscal perspective while ensuring such proposals align with the operational and strategic plans of the institution, all proposals for programme and portfolio development and all proposed academic/educational operational investment and change;
10. Ensuring that there is adequate feedback and communication concerning the actions that the Executive Committee has taken to all boards and committees and other stakeholders;
11. Approving the establishment of contracted staff posts and the filling of contracted staff vacancies and through the recommendations of the RRC approving changes to salary, grade, pay spine and associated elements of remuneration;
12. Managing and monitoring risk through the Company Risk Register and periodically reviewing the ICMP's Risk Management Procedures to ensure they are fit for purpose and work to identify and properly manage key risks affecting the institution, making recommendations to the Board accordingly;
13. Managing and monitoring safeguarding, health and safety, security and disciplinary processes and procedures;
14. Approving all tuition fees for all ICMP courses;
15. Approving, monitoring and evaluating all major projects undertaken by the ICMP, where necessary recommending approval or otherwise to the Corporate Board;
16. Contributing to the evaluation of the ICMP's Quality Assurance and Enhancement process to gauge that it remains fit for purpose and fully compliant with all statutory and regulatory requirements (this activity being formally led by the Academic Board);
17. Periodically reviewing and monitoring Institutional Governance practice and procedure, the Quality Assurance Structure, Quality Assurance Policies, procedures and processes across the ICMP (this activity being formally led by the Academic Board);
18. Reviewing and monitoring both the annual Self-Evaluation Document (SED) and Quality Improvement Plan (QIP) (this activity being formally led by the Academic Board);
19. Ensuring that action is taken in response to institutional issues identified through the application of Quality Assurance and Enhancement procedures and the QAA Quality Code.

### **Composition of the Executive Committee**

Membership is approved by the Corporate Board and typically includes Heads of Department or other relevant Senior Managers to ensure that ExCo is constituted as a body representative of the business functions. Members may nominate a deputy, subject to the approval of all ExCo members; these deputies may attend together with or in place of the relevant Head of Department or Senior Manager.

**Chair**

- Chief Executive

**Members**

- Chief Operating Officer
- Head of Student Services
- Registrar
- Dean of Academic Studies and Director
- Head of Finance
- Head of Marketing
- Head of Admissions
- Head of HR

**In attendance**

- Servicing Officer nominated by the Registrar.

**Meeting Frequency**

As confirmed by the ICMP Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

A minimum of five members of the outlined committee membership list

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide a report to the Corporate Board as required.

As for all ICMP committees, ExCo produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Health, Safety and Security Committee

Reports to: **The Executive Committee**

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	10/09/19 – ExCo	Annual review	COO	Annually and as required

#### Objective

The principal functions of the Health, Safety and Security Committee are:

1. the promotion of the health, safety and welfare of all persons when on ICMP premises, and
2. to provide a strategic and integrated approach to site security and the personal security of staff and students when engaged upon activities relevant to the ICMP's purposes.

#### Terms of Reference

Responsibility for the following rests with this committee;

1. To consider and advise on policies for health, safety and welfare, both statutory and otherwise and monitor and review their effectiveness.
2. To review forthcoming legislation and assess its implications and where necessary to recommend the establishment of rules governing any hazardous work activity or class of operations.
3. To promote health and safety training at ICMP at all levels and to ensure that appropriate emergency procedures are in place.
4. To receive detailed reports of investigations into all reportable accidents, dangerous occurrences and cases of reportable diseases to consider the effectiveness of any action taken to prevent future similar accidents.
5. To receive a list of all other recorded accidents or occurrences and to consider the effectiveness of any remedial action taken to prevent future similar incidents.
6. To consider reports of formal audits of ICMP work places and activities and such other reports as may be submitted.

7. To request formal inspections of work places as the Committee think appropriate and to receive reports of such inspections.
8. To consider and keep under review building work which may be needed to conform to good health, safety and welfare practice
9. To keep under review communications and publicity relating to health, safety and welfare at ICMP and where necessary to recommend any improvements or changes.
10. To consider reports and factual information provided by inspectors of the enforcing authority under the Health and Safety at Work Act 1974, or any other relevant enforcement authority and to establish and maintain effective links with such persons
11. Consider relevant health, safety and welfare matters raised by members of the Committee and the wider ICMP community.
12. Note the appointment and consider the activities of Safety Representatives as required by the relevant legislation.
13. To discuss security issues relating to all premises, including receipt of and consideration of near miss reports and incidents
14. To consult with relevant stakeholders and to take actions on security as appropriate.
15. To annually review and recommend updates to associated ICMP policies and procedures.

### **Visa Compliance Committee composition**

#### **Chair**

- Chief Operating Officer

#### **Members**

- Facilities Manager
- Facilities Supervisor
- Staff Representative
- Student Representative
- HR Manager
- Events and Acquisitions Manager

#### **In attendance**

- Servicing Officer nominated by the Chief Operating Officer

**Frequency**

The committee will meet quarterly as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

3 members are required; a deputy may take the place of up to 2 members.

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the HSS are sent to the Executive Committee for information. An annual report is produced for the Corporate Board.

As for all ICMP committees, the VCC produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Staff Remuneration Committee

**Reports to:** The Executive Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	10/09/19 – ExCo	Annual review	COO	Annually and as required

The Staff Remuneration Committee (SRC) is a sub-committee of the ExCo who devolve the power to approve levels of remuneration for Permanent Staff, Hourly Paid Faculty and Casual Workers.

The Remuneration Policy outlines the overall remuneration approach of ICMP which is proposed by the Executive Committee and approved by the Corporate Board.

The SRC is accountable to the ExCo for ensuring proper application of this policy, reviewing and recommending remuneration adjustments, bonus and commission payments and associated elements of the ‘reward package’ as required from time to time.

#### Terms of Reference

The SRC’s terms of reference include but are not necessarily limited to the following:

#### Engaging new staff and faculty

- Approval of Grade and Spine Point for new Permanent Staff
- Approval of Grade and Spine Point for new Hourly Paid Faculty
- Approval of remuneration levels for new Casual Workers

#### Review of Pay Spines

- Recommend amendments to the Permanent Staff Pay Spine to ExCo
- Recommend amendments to the Faculty Pay Spine to ExCo
- Actioning ExCo decisions on amendments to pay spines

#### Remuneration

- Review and approve Pay Spine changes, either routine or exceptional, in Permanent Staff and Hourly Paid Contractor remuneration
- Review and approve all Casual Worker/overtime/third party/non-standard pay terms

#### Bonus and commission

- Implement the level of bonus payable as agreed by ExCo
- Implement the level of commission payable as agreed by ExCo
- Recommend which staff members should participate in said commission schemes

#### General

- Commissioning any benchmarking activities to ensure the company’s pay and reward strategies are suitably competitive and fit for purpose

- Monitor sector practice in reward and remuneration and develop new initiatives that will improve company performance overall

### **Staff Remuneration Committee composition**

#### **Chair**

- Head of Student Services

#### **Members**

- Chief Executive
- Chief Operating Officer
- Head of HR
- Dean of Academic Studies

#### **In attendance**

- Servicing Officer nominated by the Chief Operating Officer

#### **Frequency**

The committee will meet bi-annually as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

#### **Quorum**

A minimum of three members of the outlined committee membership list.

#### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

#### **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide reports and/or presentation to the Executive Committee as required.

As for all ICMP committees, the SRC produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Visa Compliance Committee

Reports to: **The Executive Committee**

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	10/09/19 – ExCo	Annual review	COO	Annually and as required

#### Terms of Reference

The Visa Compliance Committee is responsible to the Executive Committee for the monitoring and review of all sponsored migrants through their student life cycle and ensuring that ICMP meets all expectations of performance as indicated by UKVI or any subsequent regulatory body. Its terms of reference consist of:

#### Educational Agents

- Approval of Educational Agents.
- Review of International Agents contracts as required, or bi-annually at a minimum.
- Monitoring and reporting on the performance of appointed educational agents.
- Ensuring UKVI are informed when agents fail to meet expected standards.

#### Pre-Programme Students

- Reviewing and approving the evidence used in the issuance of a CAS. This responsibility will be undertaken as an ad hoc sub-group, recorded on the appropriate form and reported formally to the subsequent committee.
- Receiving and considering reports regarding the performance of ICMP against BCA targets for performance in the issuing of CAS.
- Overseeing ICMP's use of the SMS system for applicants and ensuring that accurate data is being collected and maintained both on ICMP's student data systems and the SMS system, recommending action where appropriate.
- Oversight of ICMP's activities for newly arriving students and ensuring compliance in the audit and collection of documentary evidence.
- Ensuring UKVI are informed when students fail to enrol.

#### On Programme Students

- Receiving and considering reports regarding the monitoring of student attendance and the actions arising from such monitoring.
- Receiving and considering reports regarding the confirmation of personal details and the actions arising from such monitoring.
- Receiving and considering reports regarding changes of circumstance and the actions arising from such monitoring.
- Receiving and considering reports regarding student working rights and the actions arising from such monitoring.
- Receiving and considering reports regarding potential breaches of visa terms and the actions arising from such monitoring.

- Reviewing and advising on record keeping ensuring that it meets expected standards.
- Ensuring UKVI are appropriately informed when a student's circumstances change.

### **Human Resources**

- Receiving and considering reports regarding the visa status of the workforce and the actions arising from such monitoring.

### **General**

- Monitoring, reporting and communicating visa regulatory changes to the wider business.
- Monitoring, reporting and advising on visa specific changes to ICMPs policies and procedures ensuring ICMP complies with UKVI guidelines and best practice advice.
- Ensuring annual applications for the Tier 4 Sponsor License and applications for appropriate CAS are completed.
- Ensuring training and development is provided to admissions advisors, Tier 4 authorising officers and all staff involved in ensuring compliance with UKVI and ICMP policy regarding recruitment of Tier 4 students.
- Managing compliance visits and ensuring ICMP is prepared for said visits.

### **Visa Compliance Committee composition**

#### **Chair**

- Chief Operating Officer

#### **Members**

- Deputy Registrar, Academic Support
- Admissions Manager
- HR Manager
- Dean of Academic Studies
- International Recruitment Manager

#### **In attendance**

- Servicing Officer nominated by the Chief Operating Officer

### **Meeting Frequency**

The committee will meet as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

### **Quorum**

3 members are required for the ad hoc approval meetings; 4 for formal meetings.

### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

### **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the VCC are sent to the Executive Committee for information.

As for all ICMP committees, the VCC produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Academic Board

**Reports to:** The Corporate Board  
**Sub-Committees:** Learning, Teaching and Assessment Committee  
 Academic Standards and Quality Committee  
 Research and Professional Practice Committee  
 Admissions Committee  
 Access and Participation Committee

**Sub-Groups** External Examiners nominations panel  
 Professorship appointments panel

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Annual review	Dean of Academic Studies	Annually and as required

### Terms of Reference

The Academic Board is the supreme academic authority of ICMP and ultimate guardian of the academic standards and quality reporting to the Corporate Board. The Academic Board has overall accountability for the development, management, oversight, monitoring and quality of all education programmes across ICMP.

The Academic Board maintains leadership, direction and oversight of ICMP’s quality assurance and enhancement activities to ensure that enhancements and improvements are driven by ICMP’s academic quality indicators. It approves both the annual Self Evaluation Document (SED) and the Quality Improvement Plan (QIP).

Specifically, the Academic Board is responsible for:

1. Monitoring the performance and integrity, and holding to account, the sub-committees comprising Academic Standards and Quality Committee, Learning, Teaching and Assessment Committee and the Research and Professional Practice Committee; and to scrutinize strategic and operational detail in relation to the LTA Strategy, the RSP Strategy, retention, achievement, success, attendance, NSS, CPD, QAE, validation, portfolio development, TEF, designation of courses, and other such matters in accordance with business needs;
2. General issues relating to the research, scholarship, learning and teaching, and programmes at ICMP including criteria for the admission of students; monitoring the application of assessment and examination policies and procedures; monitoring of the academic performance of students; the content of the curriculum; academic standards and quality assurance and enhancement, overseeing the development of ICMP’s Access and Participation Plan and monitoring its performance, and the proposed validation and review of courses and the procedures for the withdrawal of students for academic reasons. Such responsibilities shall be subject to the requirements of validating and accrediting bodies;

3. For considering the development of the academic activities of ICMP and the resources needed to support them and for advising the Chief Executive and Chair of the Corporate Board thereon;
4. For advising on such other matters as the Corporate Board or Chief Executive may refer to the Academic Board.

### **Conduct of Meetings**

1. The Academic Board may establish such committees or working groups, in line with ICMP's governance and management strategy, as it considers necessary for purposes enabling it to carry out its responsibilities provided that each establishment is first approved by the Chief Executive and the Corporate Board. 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;
2. There shall be an Academic Board of no more than thirteen members, comprising the Chair, (Dean of Academic Studies) three non-executive members who are/have held senior posts in other UK HEPs whose institutions should not have collaborative provision arrangements with ICMP; Programme Leaders and such other members of staff and students as may from time to time be approved by the Corporate Board. The Chair may nominate, by prior agreement with the Chief executive, a Deputy Chair from among the Independent 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 of members shall be subject to the approval of the Corporate Board;
3. In order that the Academic Board is able to ensure independent academic judgement pursuant to its Terms of Reference, voting rights of the Academic Board are vested in the independent members, with one vote provided for Student representative members, and one vote for executive members of Academic Board. Should a vote take place with any independent members absent, the missing votes will be gathered and counted by proxy.

### **Academic Board composition**

#### **Chair**

- Dean of Academic Studies

#### **Members**

- Associate Dean (Academic Development) and Chair of RSPP Committee
- Associate Dean (Learning and Teaching) and Chair of LTA committee
- Registrar and Chair of ASQC
- Head of Student Services
- Representative of the Academic Team (x2)
- Student President, or nominee

#### **Nominated Members**

- Staff representative – *vacant*
- Hema Tank – non-executive
- Dr Gill Scott – non-executive
- Dr Andrew Walker – non-executive

**In attendance**

- Servicing Officer nominated by the Registrar.

**Meeting Frequency**

The Academic Board will meet four times a year. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

50% of the membership. A minimum of one non-executive member must be present.

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide a report to the Corporate Board as required. Minutes of the Academic Board will be made available to staff and students via MyICMP.

As for all ICMP committees, the AcBo produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Learning, Teaching and Assessment Committee

The Institute  
of Contemporary  
Music Performance

**Reports to:** The Academic Board  
**Sub-Committee:** Programme Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Annual review		Annually and as required

The Learning, Teaching and Assessment Committee (LTA) ensures that progress continues against the Learning and Teaching Strategy on behalf of the Academic Board.

Additionally, the LTA engages with key educational/ academic performance data (including student achievement & success; retention; progression; student satisfaction; attendance, at both programme and modular levels) and student feedback (Programme Committee Meetings, Student Surveys) to develop and monitor educational actions plans. A key aspect of the LTA is to promote and disseminate good practice and encourage innovation in learning, teaching, assessment and curriculum.

#### Terms of Reference

1. Developing and monitoring the implementation of the LTA Strategy;
2. Monitoring delivery of the educational plans (including Quality Improvement Plans, Module Improvement Plans, Annual Monitoring Reports and associated activities) to ensure they are being effective and properly tracked and analyzed;
3. Identifying in a timely and effective manner any issues with regard to educational delivery or achievement against targets to AcBo and relevant executive line management;
4. Ensuring Student feedback is considered in the development and implementation of learning and assessment activities;
5. Monitoring and review outcomes of ICMP's Observation of Teaching and Learning and Peer Observation activities;
6. Monitoring tutor deputation;
7. Encouraging, promoting and disseminating good practice in the design, delivery and assessment of programmes across ICMP
8. Considering the reports of External Examiners and implementation of any emergent recommendations pertinent to teaching and learning across all programmes.

9. Delivering against agreed AQIs and implementing any emergent teaching, learning and assessment recommendations across all programmes
10. Driving activities that promote and embed E-Learning development within ICMP to enhance the student experience.
11. The implementation and monitoring of Continual Professional Development activities for ICMP Tutors

### **Learning, Teaching and Assessment Committee composition**

#### **Chair**

- Associate Dean (Learning and Teaching)

#### **Members**

- Undergraduate Programmes Manager
- Representative of the Academic Team (x2)
- Careers and Industry Hub
- Subject Specialist Librarian
- Student Vice-President

#### **In attendance**

- Servicing Officer nominated by the Registrar.

#### **Meeting Frequency**

The committee will meet as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

#### **Quorum**

A minimum of four members of the outlined committee membership list.

#### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

#### **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the LTA are sent to the Academic Board for information. Minutes will be made available to staff and students via MyICMP.

As for all ICMP committees, the LTA produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Programme Committee Meeting

Reports to: Learning, Teaching and Assessment Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	July 2019, Academic Board	Annual review	Deputy Registrar	Annually and as required

#### Terms of Reference

All programmes at ICMP shall have a Programme Committee. The Programme Committee is responsible for the overall quality of the programme.

Additionally, where necessary and beneficial to the enhancement of the programme, the Programme Leader may convene an informal arena for students to raise matters for discussion ahead of the formal Programme Committee.

Specifically, the Programme Committee will:

1. Be responsible for the overall quality of the programme
2. Monitor and review programme and module improvement action plans at each meeting
3. Consider and discuss programme and module developments and enhancements
4. Consider and approve the Programme Annual Monitoring Report
5. Consider the outcomes of formal student consultation and surveys (NSS, Module Evaluations)
6. Consider programme-level performance data (RAS, Graduate Outcomes)
7. Consider external examiner report and develop action plans as appropriate
8. Identify and formally recognise areas of innovation and good practice to be noted by the Learning, Teaching and Assessment Committee

#### Composition of the Programme Committee

##### Chair

Appointed by the Dean of Academic Studies; the Chair would normally be a member of the Academic Management Team

##### Members

- Head of undergraduate studies (UG only and if not the Chair)
- Programme Leader

- Deputy Programme Leader, *where applicable*
- Module Leaders
- Other members of Professional Support Staff as appropriate (Quality, Library, Careers and Industry, Facilities)
- At least one elected student representative per level

**In attendance**

Academic Support Officer nominated by the Deputy Registrar (*servicing officer*)

**Meeting Frequency**

At least one meeting per semester as confirmed by the ICMP Quality Cycle

**Quorum**

No less than a third of the membership. A minimum of one student representative must be present

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide an Annual Programme Review Report to the Learning, Teaching and Assessment Committee once per year. Minutes of each meeting shall be included as an appendix to the Programme Review Report and will be made available to staff and students via MyICMP.

## Terms of Reference

### Academic Standards and Quality Committee

#### Reports to: The Academic Board

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Annual review	Quality Officer	Annually and as required

#### Terms of Reference

The Academic Standards and Quality Committee (ASQC) is charged with the oversight and monitoring of all matters relating to the academic standards and quality of programme across ICMP on behalf of the Academic Board.

ASQC is accountable for monitoring the implementation of ICMP Quality Manual and accompanying annual Quality Cycle and Quality Process. ASQC is responsible for ensuring that ICMP meets the expectations as set out in the Quality Code for Higher Education.

Specifically, the Academic Standards and Quality Committee is responsible for:

#### Quality Assurance and Enhancement

1. Receiving data in relation to academic standards and take action as required;
2. Recommending policy and procedures relating to academic standards and quality assurance to Academic Board for approval;
3. Producing the annual Quality Cycle for ExCo sign off;
4. Monitoring ICMP's annual Quality Improvement Plan;

#### Annual Programme Monitoring

5. Completing programme and modular annual monitoring activities, leading to the production of ICMP's Self Evaluation Document on behalf of the Academic Board;
6. Developing, maintaining and reviewing procedures for the annual monitoring of all programmes;

#### Programme Approval and Review

7. Reviewing proposals for establishing new and modifying existing programme initiatives;
8. Ensuring that all proposals comply with ICMP's regulations;
9. Ensuring that all proposals engage with the Quality Code for Higher Education;
10. Ensuring that all proposals (for approval and modification) comply with validating Awarding Body regulations
11. In collaboration with Awarding Bodies, co-ordinate the preparation for and follow-up to, the process of periodic Academic Review

#### External Examiners

12. Managing ICMP's internal procedures for ensuring timely and adequate written responses to External Examiners' reports and to ensure that any resulting action is executed;

13. Reviewing External Examiner Reports to identify any areas of concern of good practice and make recommendations to the Academic Board;

### **Recognition of Prior Learning**

14. In collaboration with awarding bodies, implement, maintain and review procedures for granting entry with advanced standing to courses at ICMP;
15. Ensuring all relevant evidence is sent to awarding body for granting of advanced standing;

### **General**

16. Setting the direction of the work of the Learning, Teaching and Assessment Committee.
17. Monitoring recommendations that have arisen from the Student Complaint procedure, with a view to improving services for students and the student experience.

### **Academic Standards and Quality Committee composition**

#### **Chair**

- Registrar

#### **Members**

- Quality Manager
- Dean and Chair of Academic Board
- Chair of Learning, Teaching and Assessment Committee
- Deputy Registrar, Administration
- Representative of the Academic Team (x2)

#### **In attendance**

- Servicing Officer nominated by the Registrar.

#### **Meeting Frequency**

As confirmed by the ICMP Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

#### **Quorum**

A minimum of four members of the outlined committee membership list

#### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

#### **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the ASQC are sent to the Academic Board for information. Minutes will be made available to staff and students via MyICMP.

As for all ICMP committees, the ASQC produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### Admissions Committee

#### Reports to: The Academic Board

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Annual review	Registrar	Annually and as required

The Admissions Committee is accountable for the review, development and implementation of the ICMP's Admissions Policy. Chaired by the Registrar, the Admissions Committee is responsible for ensuring ICMP's Admissions Policy remains fit for purpose, and for giving assurance to Academic Board that the policy is implemented.

Its terms of reference consist of:

1. Reviewing the ICMP's Admissions Policy and Procedures to ensure they continue to support the ICMP's Vision, Mission and Values and have due regard to academic standards;
2. Formally monitoring ICMP's Admissions Policy and practice to ensure they align, and recommending alterations to both as appropriate;
3. Reviewing admissions statistics, including the OfS Transparency Return;
4. Developing and reviewing training materials in relation to Admissions policy and practice;
5. Formally considering the outcomes of any appeals against Admissions decisions.

#### Composition of the Admissions Committee

##### Chair

- Registrar

##### Members

- Head of Marketing (or nominee)
- Head of Admissions
- Access and Participation Manager
- Disability Adviser
- Dean of Academic Studies
- Representative of the Academic Team

##### In attendance

- Servicing Officer nominated by the Registrar.

##### Meeting Frequency

The committee will meet as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

A minimum of three members of the outlined Committee membership list

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the Admissions Committee are sent to Academic Board for information. Minutes of meetings are available to staff via MyICMP

As for all ICMP committees, the Admissions Committee produces an annual review of effectiveness as part of the overall ICMP governance practices.

## Terms of Reference

### Research, Scholarly and Professional Practice Committee

**Reports to:** The Academic Board  
**Sub-committees:** Ethics Sub-Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Annual review	Dean of academic studies	Annually and as required

The Research & Professional Practice Committee is accountable for supporting and promoting research, scholarly and professional activities undertaken at, or in connection with, ICMP. The Committee is responsible for the design and implementation of the Research, Scholarly and Professional Practice (RSPP) Strategy, overseeing the systematic integration of research and advanced scholarship into teaching; ensuring research and professional practice is linked to institutional strategy; engaging with current debates about research and professional practice; ensuring an effective contribution of research to teaching; overseeing the leadership and management of research-related events and conferences; and advancing the cause of research-related qualifications amongst the academic team.

The Research & Professional Practice Committee is also responsible for scrutinising and championing research funding applications and monitoring the impact of funded research upon the staff and student experience at ICMP. Through its sub-committees, the Research & Professional Committee is responsible for maintaining high standards of ethical conduct in ICMP's research practices and, considering student and staff research proposals in keeping with our Awarding Bodies' Ethics Policies, and endorsing Professorship appointments proposed to the Academic Board.

#### Terms of Reference:

1. Producing, implementing and monitoring the effectiveness of the Research, Scholarly and Professional Practice Strategy
2. Managing an annual budget for research and professional practice activities at ICMP as assigned by the Executive Committee
3. Investigating opportunities for external research funding to support ICMP's activities in this regard
4. Investigating and maintaining strategic relationships with collaborative partners
5. Commissioning research identified by the Committee as in line with ICMP LTA and RSPP Strategies
6. Scrutinising and supporting the development of research bid applications
7. Setting appropriate targets for the annual value of research bid applications, conversion-to-funding rates, and research income

8. Supporting research, scholarly and professional activity on a need assessed basis, as and when projects are proposed by members or others and in the context of available budgets and other resources
9. Planning and organising research conference and research-informed events within the Executive Committee approved parameters of time and cost
10. Encouraging (within reasonable budgetary confines) direct ICMP involvement in relevant scholarly events in the UK and/or internationally
11. Promoting, publicising and disseminating research, scholarly and professional activity at ICMP in creative and engaging ways.
12. Promoting and nurturing research, scholarly and professional practice among staff at ICMP, and ensuring the ongoing maintenance of mechanisms that support staff development
13. To oversee the duties delegated to its sub-committees, ensuring that the highest standards of ethical practice are maintained in relation to research, scholarly and professional activity at ICMP, and endorsing Professorship appointments proposed to the Academic Board

## **Composition of the Research and Professional Practice Committee**

### **Chair**

- Associate Dean (Academic Development)

### **Members**

- Dean of Academic Studies
- Postgraduate Programme Leaders (x2)
- Teaching Fellows (x2)
- Postgraduate student representative

### **In attendance**

- Servicing Officer nominated by the Registrar.

### **Meeting Frequency**

The committee will meet as confirmed by ICMP's Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

### **Quorum**

A minimum of four members of the outlined Committee membership list

### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

## **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the Research and Professional Practice Committee are sent to Academic Board for information. Minutes of meetings are available to staff and students via MyICMP.

As for all ICMP committees, the R&PP Committee produces an annual review of effectiveness as part of the overall ICMP governance practices.

## Terms of Reference

### Ethics Sub-Committee

Reports to: Research and Professional Practice Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Document creation	Dean of academic studies	Annually and as required

#### Terms of Reference

The Ethics Sub-Committee has a duty delegated by the Research and Professional Practice Committee to ensure the maintenance of the highest standards in ethical conduct in relation to research, scholarly and professional practice at ICMP.

The Ethics Sub-Committee will:

1. Monitor the academic activities of ICMP in relation to ethical conduct, bringing to the attention of appropriate authorities any activity that risks falling below the expected ethical standards
2. Ensuring that appropriate guidance is provided to staff and students in relation to ethical conduct in research, scholarly and professional practice
3. Identify staff and student activity, including specific modules/curriculum activity, that require ethical consideration and/or approval
4. Maintain appropriate processes that assure the ethical integrity of student and staff research
5. Maintain appropriate processes for the ethical approval of student and staff research as appropriate
6. Considering and approving on behalf of the Research and Professional Practice Committee all relevant staff and student research proposals
7. Ensuring that ICMP ethical practices are in keeping with our Awarding Bodies' Ethics Policies
8. Reporting, on an annual basis, ethical assurances to our Awarding Bodies.

#### Composition of the Ethics Sub-Committee

##### Chair

- Associate Dean (Academic Development)

##### Members

- Members of the Research and Professional Practice Committee (x3)

##### In attendance

- Servicing Officer nominated by the Registrar

**Meeting Frequency**

The Sub-Committee will meet as confirmed by the ICMP Quality Cycle. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

**Quorum**

A minimum of three members of the outlined committee membership list.

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the Ethics Sub-Committee are sent to the Research and Professional Practice Committee for information. Minutes of the will be made available to staff via MyICMP.

## Terms of Reference

### Professorship Appointments Panel

Reports to: **Research, Scholarly and Professional Practice Committee**

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Document creation	Dean of Academic Studies	Annually and as required

The Professorship Appointments Panel has a duty delegated by the Research, Scholarly and Professional Practice Committee to assess applications to the ICMP Professorship scheme, and make recommendations for appointment to the Research, Scholarly and Professional Practice Committee.

#### Terms of Reference:

9. Periodically review, with reference to external benchmarks, the criteria for ICMP Professorship and ensure the application process is fit-for-purpose and appropriate communicated to ICMP faculty.
10. Review, scrutinise and assess applications to the ICMP Professorship scheme
11. Make recommendation for appointment to the Research, Scholarly and Professional Practice Committee

#### Professorship Appointments Panel Membership

##### Chair

- Dean of Academic Studies

##### Members

- Member of Research & Professional Practice Committee (x2)
- Member of Academic Board (x2)

##### In attendance

- Servicing Officer nominated by the Registrar.

##### Meeting Frequency

The group will meet as required.

##### Quorum

A minimum of three members of the outlined membership list.

##### Record of the Meeting

Responsibility for the secretariat shall rest with the Servicing Officer.

##### Reporting Mechanism

Responsibility for reporting shall rest with the Chair. Minutes of the Professorship Appointments Panel are sent to the Research, Scholarly and Professional Practice for information. Minutes of meetings are available to staff via MyICMP.

## Terms of Reference

### Access and Participation Committee

**Reports to:** Academic Board

**Sub-Groups:** Access and Outreach Activity Group  
Student Success and Progression Group  
Access and Participation Research and Evaluation Group

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Document creation	Head of Student Services	Annually and as required

#### Terms of Reference

The Access and Participation Committee oversees the development, implementation, and review of ICMP's strategies and annual Access and Participation Plan in order to ensure the achievements of targets.

5. To develop and implement ICMP's strategy around Access and Participation.
6. To advise on the development, implementation and reporting of the ICMP's Access and Participation Plan.
7. To monitor ICMP's access, success and progression activities outlined in the Access and Participation Plan, receiving regular operational reports on these areas to review progress against targets.
8. To ensure effective progress is made by the ICMP in delivering the objectives contained within its Access and Participation Strategy and the Access and Participation Plan for the Office for Students.
9. To regularly review management information data reports, and evaluation reports, pertaining to target groups and activities, making recommendations based on the data analysis provided.
10. To monitor the expenditure of activities outlined in the Access and Participation Plan to ensure they meet the expectations as stated in the APP and are having a positive impact on student outcomes.
11. To provide guidance and strategic direction to the Sub-groups who will facilitate and implement the ICMP's APP. These will report to the AP Committee on a quarterly basis.
12. To provide a summary of progress and issues for the Academic and Corporate Board. Approval of the any new APP will be sought through the Academic Board and signed off by Corporate Board.

13. To conduct regular evaluation and review of the activity within the APP to ensure activities are impactful and enhance student success and progression.

### **Access and Participation Committee composition**

#### **Chair**

- Head of Student Services

#### **Members**

- Registrar
- Dean of Academic Studies
- Head of Finance
- Marketing Manager
- Access & Participation Manager
- Student Acquisitions & Events Manager
- Careers & Employability Manager
- Student Representative (x2)

#### **In attendance**

- Servicing Officer nominated by the Registrar.

#### **Meeting Frequency**

The committee will meet four times a year. Additional meetings may be called by the Chair as deemed necessary to conduct the business of the committee.

#### **Quorum**

A minimum of four members of the outlined committee membership list.

#### **Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer.

#### **Reporting Mechanism**

Responsibility for reporting shall rest with the Chair, who shall provide a report to the Academic Board and Corporate Board as required. Minutes of the Access and Participation Committee will be made available to staff and students via MyICMP.

As for all ICMP committees, the Access and Participation committee produces an annual review of effectiveness and is subject to external review from time to time as part of the overall ICMP governance practices

## Terms of Reference

### External Examiner Nominations Panel

Reports to: **Academic Board**

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	03/09/19 – Academic Board	Document creation	Dean of Academic Studies	Annually and as required

The External Examiner Nominations Panel has a duty delegated by the Academic Board to assess proposals for External Examiner nominations and make recommendations to our Awarding Bodies.

#### Terms of Reference

12. Receive proposals from Programme Leaders for the nomination of new External Examiners
13. Receive proposals from Programme Leaders for the extension of duties or tenure of existing External Examiners as appropriate
14. Scrutinise the search and selection practices of ICMP to ensure transparency and integrity of the External Examiner nomination process
15. Assess the proposals in light of the candidates' suitability for the role, experience, and capability to carry out External Examiner duties with appropriate care, detail and diligence
16. Assure, to the best of ICMP's knowledge, that there are no known potential conflicts of interests, reciprocal arrangements, or other interests that may serve to undermine the integrity or impartiality of the external examining process
17. Approve proposed nominations prior to submission to the relevant Awarding Body

#### External Examiner Nominations Panel Membership

##### Chair

- Associate Dean, Learning and Teaching

##### Members

- Head of Undergraduate programmes
- Associate Dean, Academic Development
- Registrar
- Quality Manager

##### In attendance

- Servicing Officer nominated by the Registrar.

##### Meeting Frequency

The group will meet as required.

##### Quorum

A minimum of three members of the outlined membership list.

**Record of the Meeting**

Responsibility for the secretariat shall rest with the Servicing Officer.

**Reporting Mechanism**

Responsibility for reporting shall rest with the Chair. Minutes of the EE Nomination Panel are sent to the Academic Board for information. Minutes of meetings are available to staff via MyICMP.