

2020-2021

ICMP

The Institute
of Contemporary
Music Performance

Quality and Governance Manual



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Contents

Quality and Governance Manual	3
Foreword.....	3
Part 1: Quality Assurance Framework.....	4
Section 1: Quality Process.....	4
Section 2: Regulatory Requirements	10
Section 3: Programme Design and Development	13
Section 4: Annual Monitoring	24
Section 5: Periodic Programme Review.....	29
Section 6: Programme Documentation	34
Section 7: Recruitment, selection and admission	36
Section 8: Teaching and Learning.....	39
Section 9: Assessment	43
Section 10: External Examining	46
Section 11: Student Engagement.....	49
Section 12: Public Information.....	53
Part 2: Governance Framework.....	55
Section 1: Governance Framework	55
Section 2: Terms of Reference	60
Corporate Board	60
Audit Committee.....	64
Remuneration & General Purposes Committee.....	66
Executive Committee (ExCo)	69
Health, Safety & Security Committee	72
Health, Safety and Security Committee composition.....	73
Staff Remuneration Committee	75
Visa Compliance Committee	77
Equality, Diversity & Inclusivity Committee (EDI).....	80
Academic Board	82
Learning, Teaching & Assessment Committee (LTA)	85
Programme Committee Meeting (PCM).....	87
Academic Standards & Quality Committee (ASQC).....	89

Admissions Committee	91
Research, Scholarly & Professional Practice Committee	93
Ethics Sub-Committee	96
Professorship Appointments Panel	98
Access & Participation Committee	99
External Examiner Nominations Panel.....	101
Student Senate	103

Quality and Governance Manual

Foreword

The Quality and Governance Manual brings together ICMP's Quality Assurance Framework and Governance Framework, our key frameworks for the ongoing management and monitoring of quality and standards at ICMP. It is informed by the UK Quality Code for Higher Education and draws upon the quality standards and processes of our main degree awarding body, UEL.

It is made available to prospective students, students, staff, and external regulatory bodies. This enables ease of access to all stakeholders for reference and support with activities relating to quality and standards.

The Quality and Governance Manual contains the following chapters:

Part 1

Section 1	Quality Assurance Framework
Section 2	Regulatory Requirements
Section 3	Portfolio Development*
Section 4	Annual Monitoring*
Section 5	Periodic Review*
Section 6	Programme Documentation
Section 7	Recruitment, selection and admission
Section 8	Learning and Teaching
Section 9	Assessment
Section 10	External Examining*
Section 11	Student Engagement
Section 12	Public Information

Part 2

Section 1	Governance
Section 2	Terms of Reference

* The following chapters are currently being reviewed in preparation for ICMP gaining taught degree awarding powers. The current versions set out our existing internal processes that complement the processes of our current degree awarding bodies, who have oversight of these activities.

This Manual is annually reviewed by the Academic Standards and Quality Committee to ensure that the information contained is accurate and amended when required and approved by the Academic Board

Part 1: Quality Assurance Framework

Section 1: Quality Process

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review and update	Deputy Registrar	Annual and as required
V1.0	September 2019	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • <i>Policy Development, Approval, Review, Publication and Communication Policy</i> 				
External Reference				
<p><u>UK Quality Code for Higher Education</u>: 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. Quality Assurance Framework

1.1. The Quality Assurance Framework has been developed to guide staff in the procedures for the management of academic quality and standards at ICMP taking account of external reference points such as the Office for Students (OfS) ongoing conditions of registration and the UK Quality Code for Higher Education. Underpinning this Framework is a set of principles that inform our approach. Clear understanding and acceptance of these principles by all staff will ensure that our Quality Process works effectively.

2. Principles

2.1. *Quality of the student experience*

2.1.1. The ICMP Quality Assurance Framework is designed to maintain the academic standards of our programmes while assuring and enhancing the quality of the student experience. 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

2.2. *All staff are responsible for quality*

2.2.1. 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 achieve this.

2.3. *Continuous improvement culture*

2.3.1. Within the constraints of the resources available, we aim to provide the best possible student experience and to foster quality improvement at all levels. We will evaluate our actions regularly in an open and supportive environment.

2.4. *Collaborative approach*

2.4.1. ICMP recognises the valuable contribution that students, staff, academic partners and external stakeholders can make to the assurance and assessment of quality at ICMP. We are therefore committed to the involvement of all stakeholders in our approach to the management of quality and standards.

3. Values

3.1. ICMP's Quality Assurance Framework is underpinned by our institutional values:

- Empowering successful and creative futures
- Educating in harmony with industry
- Championing inclusivity and diversity
- Encouraging and recognising excellence
- Being socially responsible

4. Roles to support Quality and Standards

4.1. ICMP's Quality Assurance Framework incorporate clear lines of responsibly and accountably. This is divided between the collective responsibility of staff through the Governance Framework and the individual responsibly of all staff in the performance of their duties.

4.2. It is important to ensure that there are appropriate levels of consistency across all our provision. To assist with this, the Quality and Governance Manual has taken a role-based approach which seeks to provide clarity on responsibility and accountability.

4.3. These roles are:

- 4.3.1.** Registrar
- 4.3.2.** Planning and Quality Team
- 4.3.3.** Dean of Academic Studies
- 4.3.4.** Senior Academic Management Team
- 4.3.5.** Programme Leaders
- 4.3.6.** Module Leaders
- 4.3.7.** Student Officers and Student Representatives
- 4.3.8.** External Examiners
- 4.3.9.** Committee Chairs, Servicing Officers and Members

4.4. The responsibilities of the above-mentioned roles are defined and documented throughout this Manual.

4.5. All staff, including the roles listed above will undergo initial training upon appointment and receive initial targeted support to undertake their role. For some roles there will be an additional cycle of support to ensure that their knowledge and skills are up to date and continues to provide the assurance of standards and quality required.

5. Scope

5.1. The Quality Assurance Framework applies to all programmes and modules delivered by ICMP.

ICMP Quality Process

The aim of the Quality Process is to ensure that we are monitoring quality and standards appropriately and giving the Corporate Board appropriate assurance so that it can in turn provide assurances to the OfS. In addition to the regularly requirement, ICMP's Quality Process also supports the enhancement of 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 academic quality indicators.

To this end, ICMP's Quality Process will:

- 1.1.1. Work to assure the maintenance of academic standards in line with sector-recognised standards on behalf of our Awarding Bodies
- 1.1.2. Ensure that ICMP has a fair, transparent, reliable, and an inclusive admissions system and that information published by ICMP about student learning opportunities is reliable and accurate
- 1.1.3. Ensure that programmes are well-designed, provide a high-quality academic experience for all students and enable student's achievement to be reliably assessed
- 1.1.4. Ensure that ICMP has sufficient and appropriate facilities, learning resources and student support services to delivery a high-quality academic experience
- 1.1.5. Engage students, individually and collectively, in the development, assurance and enhancement of the quality of their educational experience
- 1.1.6. Ensure that students have access to fair and transparent procedures for handling complaints and appeals
- 1.1.7. Use reliable, valid and up-to-date evidence review practice and use the comes to drive improvement and enhancement.

The two aspects of the ICMP Quality Process include the establishment and monitoring of quality standards, and self-evaluation and improvement planning. Both are described below.

1. Establishing and monitoring the Quality Process

1.1. The establishment of the Quality Process

- 1.1.1. 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.
- 1.1.2. 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, and the quality cycle of our awarding bodies, providing a week by week schedule of activities planned to assure and enhance the quality of the student experience. The Quality Cycle is produced by the Planning and Quality Team and approved by the Academic Board.

- 1.1.3. ICMP has established a quality assurance structure which ensures that the student body, both individually and collectively, is both represented and participates in the decision-making process across ICMP.

1.2. The monitoring of the Quality Process

- 1.2.1. ICMP's Governance Framework provides the main mechanism to monitor the Quality Process. 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.

- 1.2.2. ICMP makes use of a suite of data reports, referred to as Academic Quality Indicators (AQIs), to monitor the quality and standards of our provision. AQIs cover a range of data reports, some produced internally (module evaluations; module and programme level retention, achievement and success; student satisfaction) and others referring to externally collected and benchmarked data (NSS, Graduate Outcomes) and enable a committee, as part of its standing agenda, to monitor institutional activities

- 1.2.3. The AQIs are reviewed annually by the Planning and Quality Team and are captured in each committee's Schedule of Business.

- 1.2.4. In order to support the *Quality Assurance Framework*, 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 in relation to quality and standards. These policies, procedures and manuals are periodically reviewed in accordance with our *Policy Development, Approval, Review, Publication and Communication Policy*.

2. Self-evaluation and Quality Improvement Planning

- 2.1. ICMP is committed to the 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 to ensure that we persistently enhance our capacity to improve.
- 2.2. 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. programme monitoring data, student satisfaction etc, and cross references and analyses them against qualitative data such as student feedback and commentary from external sources such as external examiners and our collaborative partners. 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.

- 2.3. 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 programme leaders also make reference to the Module Leader Reports. The AMR is discussed and endorsed by the relevant programme committee and the action plan monitored at subsequent meetings.
- 2.4. 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.
- 2.5. 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 years QIP.

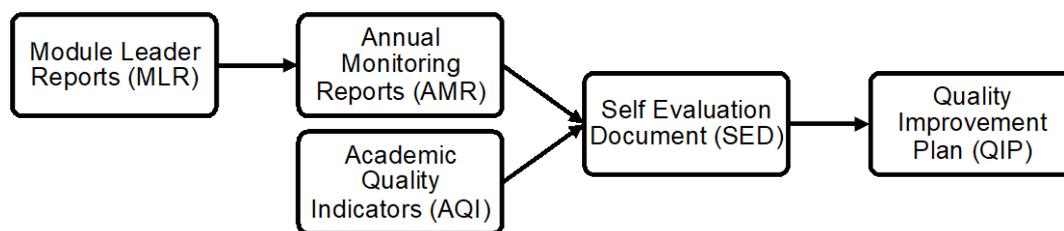


Figure 1: Flow of reports underpinning the *Quality Cycle*

Part 1: Quality Assurance Framework

Section 2: Regulatory Requirements

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	01/09/20 Academic Board	Date of creation	Deputy Registrar	Annually and as required
Related policies				
External Reference				
<ul style="list-style-type: none"> • <u>Office for Students Regulatory Framework</u> • <u>UK Quality Code for Higher Education</u> 				

6. Introduction

6.1. In order to meet its responsibilities, ICMP's Quality Framework must comply with the Office for Students (OfS) Conditions B of registration and the UK Quality Code for Higher Education.

7. OfS Conditions of Registration

7.1. Condition B1

The provider must deliver well designed courses that provide a high quality academic experience for all students and enable a student's achievement to be reliably assessed.

7.2. Condition B2

The provider must support all students, from admission through to completion, with the support that they need to succeed in and benefit from higher education.

7.3. Condition B3

The provider must deliver successful outcomes for all of its students, which are recognised and valued by employers, and/or enable further study.

7.4. Condition B4

The provider must ensure that qualifications awarded to students hold their value at the point of qualification and over time, in line with sector recognised standards.

7.5. Condition B5

The provider must deliver courses that meet the academic standards as they are described in the Framework for Higher Education Qualifications at Level 4 or higher.

7.6. Condition B6

The provider must participate in the Teaching Excellence and Student Outcomes Framework.

8. UK Quality Code for Higher Education

8.1. Standards

- i. The provider ensures that the threshold standards for its qualifications are consistent with the relevant national qualifications frameworks.
- ii. The provider ensures that students who are awarded qualifications have the opportunity to achieve standards beyond the threshold level that are reasonably comparable with those achieved in other UK providers.
- iii. Where a provider works in partnership with other organisations, it has in place effective arrangements to ensure that the standards of its awards are credible and secure irrespective of where or how courses are delivered or who delivers them.
- iv. The provider uses external expertise, assessment and classification processes that are reliable, fair and transparent

8.2. Quality

- i. The provider has a reliable, fair and inclusive admissions system
- ii. The provider designs and/or delivers high-quality courses

- iii. The provider has sufficient appropriately qualified and skilled staff to deliver a high-quality academic experience
- iv. The provider has sufficient and appropriate facilities, learning resources and student support services to deliver a high-quality academic experience
- v. The provider actively engages students, individually and collectively, in the quality of their educational experience.
- vi. The provider has fair and transparent procedures for handling complaints and appeals which are accessible to all students.
- vii. Where the provider offers research degrees, it delivers these in appropriate and supportive research environments.
- viii. Where a provider works in partnership with other organisations, it has in place effective arrangements to ensure that the academic experience is high quality irrespective of where or how courses are delivered and who delivers them.
- ix. The provider supports all students to achieve successful academic and professional outcomes.

Part 1: Quality Assurance Framework

Section 3: Programme Design and Development

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 5, Periodic Review. • Section 6, Programme Documentation. 				
External Reference				
<p><u>UK Quality Code for Higher Education</u>, Advice and Guidance: Course Design and Development. Programmes are designed in line with sector-recognised standards and meet the requirements of the relevant national qualifications framework. Regular monitoring and evaluation are used to drive improvement and enhancement of these processes.</p> <p><u>UK Quality Code for Higher Education</u>, Advice and Guidance: Partnerships. Processes are in place for the management and oversight of all aspects of the student academic experience by ICMP and its Awarding Bodies.</p>				

UK Quality Code for Higher Education – Course Design and Development – Core Practices

<p>Standards</p> <ul style="list-style-type: none"> • The provider ensures that the threshold standards for its qualifications are consistent with the relevant national qualification frameworks • Where a provider works in partnership with other organisations, it has in place effective arrangements to ensure that the standards of its awards are credible and secure irrespective of where or how courses are delivered or who delivers them. • The provider uses external expertise, assessment and classification processes that are reliable, fair and transparent. 	<p>Quality</p> <ul style="list-style-type: none"> • The provider designs and/or delivers high-quality courses. • The provider has sufficient appropriately qualified and skilled staff to deliver a high-quality academic experience. • The provider has sufficient and appropriate facilities, learning resources and student support services to deliver a high-quality academic experience. • Where a provider works in partnership with other organisations, it has in place effective arrangements to ensure that the academic experience is high-quality irrespective of where or how courses are delivered and who delivers them.
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UK Quality Code for Higher Education – Course Design and Development – Common Practices

<p>Standards</p> <ul style="list-style-type: none"> • The provider reviews its core practices for standards regularly and uses the outcomes to drive improvement and enhancement. 	<p>Quality</p> <ul style="list-style-type: none"> • The provider reviews its core practices for quality regularly and uses the outcomes to drive improvement and enhancement. • The provider engages students individually and collectively in the development, assurance and enhancement of the quality of their educational experience.
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UK Quality Code for Higher Education – Course Design and Development – Guiding Principles

1. Strategic oversight ensures that course design, development and approval processes and outcomes remain consistent and transparent.
2. Accessible and flexible processes for course design, development and approval facilitate continuous improvement of provision and are proportionate to risk.
3. Internal guidance and external reference points are used in course design, development, and approval.
4. Feedback from internal and external stakeholders is used to inform course content.
5. Development of staff, students and other participants enables effective engagement with the course design, development and approval processes.
6. Course design, development and approval processes result in definitive course documents.
7. Design, development and approval processes are reviewed and enhanced.

Programme approval process

1. Introduction

- 1.1. The design of a new programme takes a significant amount of research and development. The proposals are developed in consultation with staff, students, employers, and external industry and academic expertise.
- 1.2. All proposals for new programmes require Gate 1 and Gate 2 initial approval before progressing to the internal approval event.
- 1.3. The final decision for approval rests with the relevant awarding body.

2. Timescales

- 2.1. The typical timeframe for the programme approval processes is 18 months from initial programme development to delivery. This includes the schedules of ICMP's various awarding bodies.

Note: New programme proposals must be planned in sufficient time, to take account of marketing and recruitment cycles, alongside the programme development and approval timeline.

3. Responsibilities

3.1. Planning and Quality

- 3.1.1. The Planning and Quality Team shall be responsible for:
 - i. Routine update and review of the portfolio development process
 - ii. Developing and making available guidance to the programme development team
 - iii. Establishing the timeline for decisions and submission of documentation for all stages
 - iv. Scheduling the internal approval event and post approval event
 - v. Liaising with the relevant awarding body and submitting required documentation within the agreed timeframes
 - vi. The final documentation record

3.2. Senior Academic Team

- 3.2.1. The Senior Academic Teams shall be responsible for:
 - i. Submitting the initial proposal
 - ii. Establishing the programme development team
 - iii. Ensuring that the programme documentation meets the set criteria
 - iv. Providing training and development to support the Programme Development Team

3.3. Programme Development Team

- 3.3.1. The Programme Development Team shall be responsible for:
 - i. Producing the required programme approval documentation
 - ii. Meeting the required timeline for decisions and submission of documentation for all stages of the process

- iii. Ensuring the relevant stakeholders are consulted as part of the development of the programme proposal

3.4. Internal Approval Panel

3.4.1. The Internal Approval Panel shall be responsible for:

- i. Providing assurance to the senior academic authority that the documentation meets the core practices of the UK Quality Code
- ii. Provide assurance to the senior academic authority that the documentation is of an adequate standard prior to submitting to the relevant awarding body.
- iii. Provide recommendation to the Programme Development Team prior to the documentation being submitted to the relevant awarding body.

4. New programme approval process overview

4.1. The approval process is divided in to two main stages:

- Approval of the new programme proposal (Gate 1 and Gate 2)
- Approval of the new programme (Awarding Body)

4.2. The approval of the new programme consists of the following stages:

- Initial Programme Approval: The Senior Academic Team will oversee the preparation of the initial proposal, establishing a programme development team to carry out the work.
- Programme development: The programme development team develop and produce the required documentation, with reference to approval criteria, relevant external reference points and benchmarks, and in consultation with staff, students and external expertise.
- Internal approval event: An internal event is held ahead of the formal awarding-body events to assure that all submitted documentation is of an adequate standard and provide the programme team with recommendations and the opportunity to enhance the submission prior to the approval event.
- Formal approval event: The formal approval event is to formally approve the new programme proposal and to assure that the new programme meets the awarding bodies quality standards for delivery.
- Formal approval: The relevant awarding-body approves the new course and ICMP receives formal notification of approval.
- Post approval: Approved programme documentation is provided to ICMP's Registry, Admissions and Marketing teams and an External Examiner is nominated.

5. Approval of the new programme proposal - Gate 1

- 5.1. The programme proposer should complete a New Programme Proposal Form, available from the Planning and Quality Team.
- 5.2. The New Programme Proposal Form is considered by the Executive Committee in the first instance. The Executive Committee will either approve the proposal or reject the proposal with feedback.
- 5.3. Proposed programmes are presented to the Executive Committee to consider the rationale for the new programme, financial implications, projected student numbers, demand, resourcing requirements and alignment to the ICMP operational and strategic plans.
- 5.4. Where a proposal is approved with conditions, it is the responsibility of the Executive Committee to confirm if these conditions have been appropriately met.
- 5.5. Following approval by the Executive Committee, the proposal is submitted to the Academic Board.

6. Approval of the new programme proposal - Gate 2

- 6.1. The programme proposal will be submitted to the Academic Board to ensure that the programme aligns to ICMP's Portfolio Development Plan and considers relevant external inputs, including subject benchmark statements and the UK Quality Code for Higher Education.
- 6.2. The Academic board will either approve the proposal or reject the proposal with feedback. Where a proposal is approved with conditions, it is the responsibility of the Academic Board to confirm if these conditions have been appropriately met.

7. Programme development

- 7.1. In developing the programme proposal, the programme development team will take account of the academic framework of ICMP's proposed awarding body. The programme development team will also be making use of industry and Higher Education sector experts, the RQF and FHEQ, the Subject Benchmarks, UK Quality Code for Higher Education and ICMP Tutors in order to develop the programme and any necessary approval documentation, programme specifications and programme handbooks in good time for any approval event.

8. Required programme approval documentation

- 8.1. The responsibility for the accuracy and completeness of the documentation rests with the programme development team overseen by the Senior Academic Team. Procedural guidance is available from the Planning and Quality Team.
 - i. Approval Overview Document (relevant awarding body template)
 - ii. Draft Programme Specification (including draft course structure)
 - iii. Draft Programme Handbook
 - iv. Draft Module Specifications
 - v. External Adviser nomination

9. Internal approval event (ICMP)

9.1. The internal approval event will be held to assure that submitted documentation is of an adequate standard and provide the programme development team with recommendations and the opportunity to enhance the submission prior to the formal approval event.

9.2. The panel membership will include:

- Chair of the Academic Standards and Quality Committee, Chair
- Representative of the Senior Academic Management Team
- Programme Leader from a different programme
- Student Representative

9.3. The servicing officer will be a nominated member from the Planning and Quality Team.

10. Formal approval event (Awarding Body)

10.1. A number of meetings will take place with the relevant awarding body as part of the approval process. The awarding body will be responsible for convening the meetings and will liaise with the ICMP Planning and Quality Team.

10.2. At the end of the approval event, the Panel will reach a decision on whether to approve or reject the programme. The approval may include a number of conditions or recommendations. The programme may not run until all conditions are met and approval has been formally confirmed. This will be confirmed by the relevant awarding body.

11. Post Approval

11.1. Following an approval event, approved programme documentation is provided to ICMP's Registry, Admissions and Marketing teams and an External Examiner is nominated.

11.2. The programme development team is required to meet with the Registrar to discuss ICMP's programme approval procedures. This debrief meeting is used to encourage each team to critically reflect on their recent experience and provide recommendations to improve processes, or entries into ICMP's lessons learned log.

Criteria for the approval of new programmes

The new programme approval process (Gate 1, Gate 2 and Internal Approval Event) are required to consider the following criteria when reviewing and approving a new course proposal. These criteria should also inform the development of the programme and its documentation throughout the design and approval of a new programme.

- a) Academic Rationale
 - i. The proposed programme promotes ICMP's mission and values, providing a relevant learning experience that effectively prepares potential students for industry
 - ii. The proposed programme provides sufficient scope for potential students to be challenged at the appropriate academic level
 - iii. The proposed programme is aligned with ICMP's graduate attributes
- b) Strategic Rationale
 - i. The programme supports ICMPs mission and strategic direction
 - ii. The proposal includes market research to support the demand of the proposed provision
- c) Quality Learning, Teaching and Assessment
 - i. The programme incorporates a systematic, relevant and stimulating assessment strategy, which enables course and module learning outcomes to be met
 - ii. The programme proposal considers inclusive teaching and assessment practices
- d) Quality and Standards
 - i. The programme has been appropriate aligned with the UK Quality Code for Higher Education, including the Framework for Higher Education Qualifications (FHEQ)
 - ii. The programme refers to external reference points, including QAA subject benchmark statements
- e) Programme Structure
 - i. The programme structure meets the requirements of the awarding body
 - ii. The programme structure takes account of the relevant pedagogical demands of the discipline and field.
- f) Resource
 - i. There will be sufficient human and physical resource available to deliver a high-quality academic experience
 - ii. There will be adequate library and learning resource to deliver a high-quality academic experience
 - iii. There will be appropriately qualified and skilled staff to deliver a high-quality academic experience
- g) Stakeholder Consultation
 - i. The proposal considered feedback from students in the design and development of the programme
 - ii. The programme has considered guidance from ICMPs Disability and Wellbeing Team
 - iii. The proposal considered feedback from external stakeholders in the design and development of the programme

Programme development and re-approval process

1. Introduction

- 1.1. Programmes are typically re-approved through each relevant Awarding Body's periodic review process. However, it is recognised that modifications may be made following approval to enhance provision.
- 1.2. Opportunities to enhance provision may be identified through routine monitoring of programmes and modules, ICMP's internal Periodic Programme Review (Part 1, Section 5) and other routine monitoring activity conducted by ICMP or our awarding bodies.
- 1.3. Similarly to new programme proposals, modifications to programmes and modules require re-approval from the relevant awarding body. The formal process ensures the integrity of our modules and programmes
- 1.4. Programme development **must** be supported by student consultation and external expertise.
- 1.5. Modifications cannot be applied retrospectively and can only be implemented at the start of term of an academic session following awarding body approval.**

2. Programme development (modification) overview

- 2.1. Programme modifications can be categorised in three way:
 - i. Changes that constitute a significant change to the programme
 - ii. Changes that constitute a minor change to the programme
 - iii. Normal and regular updating of core and option modules
- 2.2. Changes that constitute a significant change to the programme require full re-approval of the programme.
- 2.3. All proposals are considered by the Academic Standards and Quality Committee on behalf of the Academic Board before being submitted to the relevant awarding-body for approval.

3. Timescales

- 3.1. Modifications cannot be applied retrospectively and can only be implemented at the start of term of an academic session following awarding body approval.
- 3.2. Modifications require awarding-body approval.

Note: Modifications to programmes and modules must be planned in sufficient time.

4. Modifications

- 4.1. These modifications include:
 - i. Replacement of a core module

- ii. Additional, removal or reallocation of a core module
- iii. Change in credit weighting of a core module
- iv. Change to the learning outcomes of a core module
- v. Change to the curriculum content of a core module
- vi. Change in the mode of delivery of a core module
- vii. Change to an optional module
- viii. Changes to core modules that do not involve changes to curriculum content or learning outcomes (e.g. length or nature of assessment, main aims or main topics of study, module title changes)

4.2. A significant number of proposed minor modifications in combination may need to be considered under the re-approval process. In such instances advice should be sought from the Planning and Quality Team at an early stage.

5. Normal and regular updates

5.1. Normal and regular updates include:

- Normal and regular updating of reading lists
- Corrections to typographical errors

5.2. These changes are normally completed prior to the start of an academic year. Updates should be made available to Quality with the modifications clearly identified.

5.3. These changes do not normally require stakeholder consultation.

6. Required documentation for programme modification

6.1. The responsibility for the accuracy and completeness of the documentation rests with the Programme Team overseen by the Programme Leader. Procedural guidance is available from the Planning and Quality Team.

- i. Amendment proposal form
- ii. Updated programme specification, if applicable
- iii. Updated module specification
- iv. Stakeholder consultation

7. Academic Standards and Quality Committee Approval

7.1. All proposals are considered by the Academic Standards and Quality Committee on behalf of the Academic Board before being submitted to the relevant awarding-body for approval.

7.2. The committee will ensure that submitted documentation is of an adequate standard and compliant with awarding body requirements.

8. Formal approval (awarding body)

8.1. The Planning and Quality Team will submit the proposal to the relevant awarding-body.

8.2. The awarding-body will reach a decision on whether to approve or reject the proposal and will communicate the outcome via the Planning and Quality Team.

9. Post approval

9.1. Following approval, approved programme documentation is provided to ICMP's Registry, Admissions and Marketing teams.

10. Programme re-approval process overview

10.1. Any programme requiring re-approval will be subject to the same procedure as the New Programme Approval Process as noted above.

Programme Closure

1. Recommendations for the planned closure of a programme will be considered by the Academic Standards and Quality Committee on behalf of the Academic Board.
2. A notification of the intention to close a programme should be approved by the Dean of Academic Studies by submission of the *Course Closure Form* to the Chair of the Academic Standards and Quality Committee.
3. The form should include:
 - a) The basis on which the decision has been reached;
 - b) The risk assessment of the impact of any closure, including consultation with relevant departments including Marketing and Finance;
 - c) The proposed arrangements for the current students on the programme;
 - d) The proposed programme closure action plan.
4. The Academic Standards and Quality Committee will make a recommendation to the Academic Board and Executive Committee for decision.
5. Following Academic Board and Executive Committee decision the Quality Team, on behalf of ICMP, will notify the relevant awarding-body.

Following notification, ICMP's Planning and Quality Team will then follow the relevant awarding body process to create and monitor the programme closure plan.

Part 1: Quality Assurance Framework

Section 4: Annual Monitoring

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review	Quality Manager	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 5, Periodic Review. • Section 6, Programme Documentation. 				
External Reference				
<p>UK Quality Code for Higher Education, Advice and Guidance: Course Design and Development. Regular monitoring and evaluation are used to drive improvement and enhancement of these processes.</p>				

1. Introduction

- 1.1. ICMP is committed to the continuous enhancement of the quality of its programmes and student experience provided for all students
- 1.2. Annual monitoring forms part of the process by which programmes are monitored and reviewed thereby ensuring that quality and standards are being met. It also supports the enhancement of learning, student experience and learning opportunities.
- 1.3. Additionally, annual monitoring forms an integral element of the evidence base for periodic review that all programmes are required to undergo at least once within a six year cycle.
- 1.4. Annual monitoring applies to all undergraduate and postgraduate programmes at ICMP.
- 1.5. Monitoring activity is overseen by the Academic Standards and Quality Committee on behalf of the Academic Board and is undertaken by Programme Leaders with input from staff and students.

2. Purpose

- 2.1. The purpose of Annual Monitoring is to maintain and enhance the quality of ICMP's programmes, specifically:
 - To provide a focus for quality enhancement;
 - To confirm that the quality and academic standards of the provision have been maintained in accordance with all external and internal benchmarks and requirements;
 - To reflect and analyse the data;
 - To reflect on student feedback;
 - To consider any external comments e.g. External Examiner Reports;
 - To agree an action plan for the following academic year;
 - To identify areas of innovative and good practice;
 - To identify areas for improvements and ensure that concerns are recorded in the action plan;
 - To report to awarding body or organisation on the health of the programme and meet the requirement of the UK Quality Code for Higher Education.

3. Ongoing and Annual Monitoring Process

- 3.1. A range of monitoring activity is undertaken both on an ongoing basis and at specific points in the quality cycle to ensure that programmes and modules remain current and effective.
- 3.2. **Ongoing Monitoring**
 - 3.2.1. Ongoing monitoring activities include:

- Semesterly module evaluations that is reviewed at programme and institutional level;
- Semesterly Programme Committees that monitor the ongoing action plan and the student experience throughout the year.
- Semesterly Module Leader Reports that reviews module data

3.3. Annual Monitoring and reporting

3.3.1. Annual monitoring and reporting activities include:

- The production of ~~module~~ and programme annual reports
- The annual review of programme documentation and information (e.g. programme and module specifications)
- The production of external examiner reports
- Annual student satisfaction survey

4. Annual Programme Monitoring Review

4.1. The Annual Programme Monitoring Review (APMR) report provides a focus for improvement at module, programme and institutional level.

4.2. All module leaders are required to produce a Module Leader report upon completion of a module. The report will provide an overview of the module, review progress against any module improvement plans and consider student module feedback. The Programme Leader is then required to reflect on the module, which will form part of the evidence base for the APMR.

4.3. All programme teams are required to produce an APMR report and objectives on an annual basis. In producing the report, programme teams will consider a range of evidence about the quality of their provision but will also be proactive in moving their programme forward and keeping them current via innovation and change in content, delivery and assessment.

5. Evidence Base

5.1. The Programme Annual Monitoring Review report will consider the following:

- 5.1.1. Module leader reports;
- 5.1.2. External examiner reports;
- 5.1.3. Review and analysis of programme datasets against benchmarks and trends:
 - Recruitment and enrolment
 - Attendance
 - Completion
 - National Student Survey
 - Graduate Outcomes
- 5.1.4. Student feedback
- 5.1.5. Strengths and areas for improvement
- 5.1.6. Progress against the previous action plan

6. Student Engagement in annual monitoring activities

6.1. Student Feedback is incorporated into the Annual Monitoring process through:

- Consideration of the National Student Survey results
- Consideration of ICMP Student Satisfaction results
- Consideration of student feedback from Programme Committees
- Consideration of student Module Evaluations Survey results

7. Responsibilities

7.1. Module Leader

7.1.1. The module leader will produce the module leader report.

7.2. Programme Leader

7.2.1. The Programme Leader will reflect on all module leader reports

7.2.2. Each programme leader is responsible for producing a Programme Annual Monitoring Review report that considers module leader reports, external examiner reports, programme data, and student feedback.

7.2.3. Programme Annual Monitoring Review reports are principally authored by the Programme Leader, although where appropriate, the Programme Leader should include commentary and input from the wider Programme Team.

7.3. Registry

7.3.1. The Planning and Quality Team will provide pre-populated report templates and generate programme data reports, which form the evidence base of annual monitoring

7.4. Programme Committee

7.4.1. The programme committee is responsible for the overall quality of the programme.

7.4.2. The programme committee will monitor and review programme and module action plans on a regular basis.

7.4.3. The programme committee will consider and approve the Programme Annual Monitoring Review report.

7.5. ASQC

7.5.1. The Academic Standards and Quality Committee is responsible for ensuring that the process is followed, and all programme reports are received in a timely manner.

7.5.2. The Academic Standards and Quality Committee will coordinate a review of all programme reports and provide an overview, highlighting issues and good practice of institutional significance, to the Academic Board.

7.5.3. The Academic Standards and Quality Committee will monitor and review institutional, programme and module action plans on a regular basis.

7.6. Academic Board

7.6.1. The Academic Board holds overall responsibility for the development, management, oversight, monitoring and quality of all programmes across ICMP.

8. Timescales

	Activity
August	- Completion of annual monitoring executive summary
October	- Annual Monitoring Event (ASQC) -
November	- Programme Committee 1 – UG and PG - Production of Self-Evaluation Document
December	- Annual Monitoring outcomes (AcBo) - Module Evaluations (Sem 1)
January	- Module Leader Reports (Sem 1) - Completion of Self-Evaluation Document and Quality Improvement Plan
February	- Programme Committee 2 – UG and PG - Mid-year AMR update
March	- Module Evaluations (Sem 2)
April	- Programme Committee (UG programmes)
May	-
June	- Programme Committee Meeting (PG only) - Module Leader Reports (Sem 2)
July	- Module Evaluations (Sem 3)
August	- Module Leader Reports (Sem 3)

Part 1: Quality Assurance Framework

Section 5: Periodic Programme Review

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 – Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 1, Programme Design and Development • Section 6, Programme Documentation. 				
External Reference				
<p><u>UK Quality Code for Higher Education</u>, Advice and Guidance: Course Design and Development. Regular monitoring and evaluation are used to drive improvement and enhancement of these processes.</p>				

1. Introduction

- 1.1. ICMP is committed to the continuous enhancement of the quality of programmes and student experience provided for all students.
- 1.2. Periodic programme review is an opportunity to undertake a self-critical evaluation of the performance of a programme over a period of time.
- 1.3. In addition to annual monitoring activities, a periodic programme review can be recommended by the Executive Committee or Academic Board for additional risk-based scrutiny of a programme.

2. Purpose

2.1. The purpose of a periodic programme review is:

- to evaluate the quality of the student learning experience over a five academic year period and consider how it can be maintained and improved;
- to relate the student learning experience to the expectations set out in the ICMP's Learning, Teaching and Assessment Strategy;
- to ensure that a high standard of teaching and learning is maintained;
- to consider the continued appropriateness of module outcomes and content against student expectations and industry needs;
- to encourage the Programme Team to reflect upon their strengths and challenges, highlighting where support might be needed.
- to ensure the programme continues to meet the expectations of the UK Quality Code for Higher Education.

3. Key principles of Periodic Programme Review

- 3.1. The review is intended to be a supportive and useful process, in which conversations take place in meetings between ICMP staff and an independent panel of 'critical friends' in a visit usually over a period of one day.
- 3.2. The Panel is expected to conduct the review according to the following principles:
- 3.3. the programme team will be encouraged to raise issues and highlight examples of good practice prior to and during the visit;
- 3.4. the Panel will establish a clear understanding of the overarching nature of the programme's ethos and purpose within ICMP's portfolio and work with an appreciation of its broad aims;
- 3.5. the Panel will acknowledge the standards and quality of provision as evidenced through reports relating to previous review activities;
- 3.6. information used by the Panel will be made available to the programme team; the Panel will take account of factors outside the immediate control of the programme

team which challenge its ability to sustain or enhance the quality of its provision. Where appropriate, the Panel will highlight these factors in its findings.

4. Preparing for a Review

- 4.1. The Senior Academic Team will establish a series of regular meetings with relevant staff from the programme and the Planning and Quality Team.
- 4.2. The first meeting will determine the approximate timing of the review and discuss the requirements for external representation on the review panel.
- 4.3. The Planning and Quality Team will provide advice and guidance throughout the process.
- 4.4. The Academic Standards and Quality Committee (ASQC) will be kept informed of ongoing periodic programme review activity.

5. Documentation

- 5.1. Central to the Review process is the Programme Evaluation Document (PED) The document fulfils two functions:

- 5.1.1. To provide an open and honest narrative of the Programme under review by evaluating performance and changes since the last review, the quality of the learning opportunities offered to students and the standards achieved by students;
- 5.1.2. To identify perceived strengths and areas for development by referring to appropriate evidence, to indicate actions being undertaken to address such areas for development and to comment on the success, to date, of such actions.

- 5.2. The PED is structured as follows:

- 5.2.1. Purpose of the programme under review;
- 5.2.2. Programme Leader Reflection
- 5.2.3. Programme Data [Student Numbers (Applications, Offers and Accepts), NSS, Mock NSS (L4, 5 and 7), Progression from L4-5, Pass First Time Rate, Degree Classification Outcome]
- 5.2.4. Summary of Strengths, Areas of Concerns and Stakeholder Feedback
- 5.2.5. Competitor Benchmarking
- 5.2.6. Key Recommendations

- 5.3. The Programme Evaluation Document should be submitted on the correct template and supplemented with the following:

- 5.3.1. Programme and Module Specifications
- 5.3.2. External Examiner reports (since the last review)

- 5.3.3. Annual Monitoring Review reports (since the last review)
- 5.3.4. Examples of student feedback (e.g. Programme Committee minutes)

5.4. Further guidance on writing the Programme Evaluation Document is available from the Planning and Quality Team.

6. Panel Membership and Selection

- 6.1. The periodic programme review meeting shall be Chaired by a senior academic member of staff independent of the provision in question. Panel membership will also include the Registrar (or nominee), a student representative, an external panel members, and a servicing officer.
- 6.2. Early in the process, the Dean of Academic Studies (or designated co-ordinator) nominates appropriate external subject advisers to take part in the review. The suitability of the external nominees is determined by the chair of the ASQC.
- 6.3. The following criteria are considered when determining the suitability of the external nominee:
 - the depth of subject knowledge;
 - knowledge and experience of comparable programmes at other institutions;
 - prior experience of teaching on programmes at the same level or above;
 - professional expertise;
 - prior experience as a QAA reviewer and/or External Examiner/Reviewer
- 6.4. It is unlikely that any single nominee will meet all the requirements. In making judgments about the suitability of the proposed external subject advisers the chair of the ASQC takes into account the overall balance of expertise presented by the external advisers.

7. Periodic Programme Review Meeting

- 7.1. On the day of the review the panel will meet to decide what lines of questioning will be pursued. These will be based on the outcomes of the analysis of the PED.
- 7.2. The programme team will attend a meeting with the panel where a dialogue over the delivery and continued suitability of the qualifications in question will take place.
- 7.3. Post meeting the Panel will provide a set of commendations and recommendations designed to improve delivery of the programmes in question, and will highlight any good practice identified through the process.
- 7.4. Once the recommendations have been received the programme team will draft an action plan designed to take account of the recommendations, while also detailing how good practice highlighted will be further consolidated and built upon.

8. Report of the Periodic Programme Review

- 8.1. A summary of any recommendations will be made available to the Panel and Programme Team within 5 working days. An outcome report will be circulated within 15 working days. The report will be submitted to the Academic Board for information.

Part 1: Quality Assurance Framework

Section 6: Programme Documentation

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.1	01/09/20 Academic Board	Annual review	Quality Manager	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 3, Programme Design and Development • Section 4, Annual Monitoring • Section 5, Periodic Review 				
External Reference				
UK Quality Code for Higher Education, Advice and Guidance: Course Design and Development. Programme design and development result in high-quality definitive course documentation.				

1. Introduction

1.1. The programme documentation provides applicants and students with an accurate reflection of the programme and are key to validation, re-validation and modification processes. These documents are considered for approval by our Awarding Bodies.

2. Programme Specification

2.1. The Programme Specification provides a concise description of the programme and its intended learning outcomes, and the means by which the outcomes are achieved and demonstrated.

2.2. Programme Specifications must be published in the agreed template and made available to students. Any proposed changes to the Programme Specification must be submitted to the Quality Office and agreed with the relevant Awarding Body.

3. Module Specification

3.1. Module specifications provide details of the aims and learning outcomes, learning and teaching methods and the means of assessment of individual modules.

3.2. Module Specifications must be published in the agreed template and made available to students via the Programme Handbook.

3.3. Any proposed changes to the Module Specifications must be submitted to the Quality Office and agreed with the relevant Awarding Body.

4. Programme Handbook

4.1. The Programme Handbook is the main reference for students in navigating the overview of their programme of study and overall ICMP experience.

4.2. It is expected that this document is reviewed annually to ensure the information remains accurate and up to date.

4.3. Programme Handbooks must be published on the agreed collaborative template.

5. Programme Evaluation Document (PED) – Periodic Review

5.1. The PED provides a critical appraisal of the Programme under review by evaluating performance and changes since the last review, the quality of the learning opportunities offered to students and the standards achieved by students.

5.2. The document should reflect on the overall operational of the programme, relevant action plans, programme and module design, and external and student feedback.

5.3. The PED should be supplemented with the following items of evidence:

- Programme and Module Specification
- External Examiner reports (since the last revalidation)
- Annual Monitoring reports (since the last revalidation)
- Examples of student feedback at course level (where relevant)

Part 1: Quality Assurance Framework

Section 7: Recruitment, selection and admission

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • ICMP Admissions Policy • Equality and Diversity Policy 				
External Reference				
<p><i>UK Quality Code for Higher Education Advice and Guidance: Admissions, Recruitment and Widening Access. ICMP has clear policies and procedures for the selection and admission of students.</i></p>				

1. Introduction

- 1.1. ICMP is committed to admitting students through an accessible, clear, transparent, and fair process regardless of age, disability, race, nationality, gender, religion, sexual orientation, marital status or parental status.
- 1.2. ICMP will communicate clearly with potential applicants and applicants, and provide clear, accurate and inclusive information concerning the programme of studies, the fees, the terms and conditions and the procedures for admission.

2. Admission Policy and Procedures

- 2.1. ICMP's Admissions Policy is consistent with good admissions practice in higher education as defined by the UK Quality Code for Higher Education. It is made available to potential applicants, applicants and students via our website.
- 2.2. ICMP's Academic Board has oversight of the admissions of students to ICMP and the monitoring and review of the Admissions Policy is overseen by the Admissions Committee. Responsibility for ensuring ICMP's compliance with the Admissions Policy rests with the Registrar.

3. Admissions Criteria

- 3.1. ICMP publishes the admissions criteria in the prospectus and on its courses pages on the website.
- 3.2. In addition to the set admission criteria, all applicants are offered an audition and/or interview to check the suitability of their chosen programme and further assess their potential for success on the programme.

3.3. Recognition of Prior Learning

- 3.3.1. ICMP welcomes applications from prospective students who wish to enter at a later stage or gain exemption from specific modules on the basis of prior learning.
- 3.3.2. Recognition of prior learning for entry or exemption of modules within a programmes are referred to the Programme Leader who makes a recommendation for consideration by the Academic Standards and Quality Committee before being sent to the relevant Awarding Body for final approval.

4. The Application Process

- 4.1. Undergraduate applications are either made directly to ICMP (via the website) or through UCAS.
- 4.2. Postgraduate applications are made directly to ICMP (via the website).

5. The Selection Process

- 5.1. All applications are received by the Admissions Team and are considered on an individual basis. The Admissions Team review the application against the admissions criteria before making a decision whether to invite applicants for audition and/or interview, to reject the application or seek further information.

- 5.2. Following a successful initial assessment, applicants are invited to attend an audition and/or interview. The audition/interview process ensures that applicants are clear about what their chosen programme of study will provide them with; they have an opportunity to better prepare prior to starting their programme; and they can talk with a tutor in a relaxed and supportive setting about what choices and possible career outcomes may lie ahead of them. The audition packs are designed in such a way that to gain entry on to an ICMP programme, the applicant has to display competent knowledge and understanding of that subject. Following the audition, all applicants are provided with feedback.
- 5.3. In the first instance the decision to offer a place resulting from successful audition/will be taken by the auditioning tutor. If necessary, this decision can be supported by the Programme Leader, Deputy Programme Leader or the Dean of Academic Studies.
- 5.4. The decision will then be communicated to the applicant by the Admissions Team.

6. Disability and Learning Support

- 6.1. Applicants are encouraged to disclose a disability or identified learning support needs at the earliest opportunity, in order to meet their individual study and personal safety requirements.
- 6.2. Where an applicant declares a disability or identified learning support need through the application process, the applicant is referred to the Disability and Wellbeing Team, who will work with the applicant and the Faculty to determine the appropriate level of support to be provided.

7. Data Reporting

- 7.1. ICMP's Planning and Quality Team produce annual intake profiles, analysing entry qualifications and standards, as well as Equality and Diversity information for each programme, with a view to assisting ICMP in determining the effectiveness of its Equality and Diversity policy.

Part 1: Quality Assurance Framework

Section 8: Teaching and Learning

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.1	01/09/20 Academic Board	Annual review and update	Deputy Registrar	Annually and as required
V1.0	24/03/2020 AcBo	Document creation	Quality Manager	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 9: Assessment • Teaching, Learning and Assessment Strategy • Research, Scholarly and Professional Practice Strategy 				
External Reference				
<p><i>UK Quality Code for Higher Education Advice and Guidance: Teaching and Learning.</i> <i>ICMP has clear Teaching, Learning and Assessment Policy in place to drive teaching and learning for programme management and enhancement</i></p>				

1. Introduction

7.2. ICMP places considerable emphasis on the quality of Teaching and Learning.

7.3. ICMP's mission is to "inspire, encourage and equip our students to succeed by delivering a relevant and innovative educational experience of the highest quality" and the Learning, Teaching and Assessment (LTA) Strategy and the parallel Research Scholarly and Professional Practice (RSPP) Strategy are central to the academic function of ICMP to achieve this goal.

2. Learning, Teaching and Assessment (LTA) Strategy

2.1. ICMP's Learning, Teaching and Assessment (LTA) Strategy 2019-22 was approved by the Academic Board in September 2019 but will be implemented and monitored by the LTA Committee.

2.2. ICMP's approach to Teaching and Learning is best exemplified through the 8 strategic themes of the LTA Strategy:

- a) *Industry connectivity* - This informs ICMP's whole approach to higher education from curriculum and programme design to faculty constitution.
- b) *Employability and enterprise* - As an ICMP student progresses through their programme, they should increasingly engage in both curricular and extra-curricular activities that will help them to transition into the working environment with transferable skills, knowledge and attributes to gain employment in their chosen field.
- c) *Partnership learning culture* - This collaborative ethos sets the context for bespoke, personalised learning, which requires our students to develop a sense of personal initiative and independence – key graduate attributes.
- d) *Enabling students* – We aim support students throughout their period of study, introducing transition interventions that enable students to monitor their progress and further their academic development.
- e) *Pedagogical effectiveness* - By aligning the LTA Strategy with ICMP's RSPP Strategy 2019-22, ICMP's innovations in learning, teaching and assessment will continue to be informed by research and best practice.
- f) *Real-world assessment* - Emphasis will be placed on innovative and creative assessment design which inspires challenges and motivates the learner to fully engage with the learning opportunities presented through assessment.
- g) *Digital learning* – We recognise the need to enhance our student experience through greater use of integrated innovative learning and digital technologies for learning, teaching and assessment.
- h) *Professional Development* - We will engender a learning and teaching professional development culture where all staff and tutors are committed to the enhancement and development of their learning and teaching practice and their own on-going professional development.

- 2.3. As articulated in the LTA Strategy, these themes inform the design, content and delivery of our programmes with a range of specific activity that ensures that each theme is brought to life through our daily practice in the classroom.

3. Effective Teaching and Learning

- 3.1. ICMP's LTA Strategy aims to articulate and implement a strategic approach to effective teaching and learning by:

3.1.1. *Delivering an education experience of the highest value*

- 3.1.1.1. ICMP ensures students receive the highest value of student experience by inviting them to provide feedback in the forms of module evaluations, annual student satisfaction surveys and feedback forums.

- 3.1.1.2. The satisfaction scores and feedback received are used to develop action plans to enhance student experience at ICMP.

3.1.2. *Valuing students as active partners in learning*

- 3.1.2.1. At ICMP we recognise the value of a strong student representative system and as such we take appropriate steps to engage students in the governance and management of ICMP.

- 3.1.2.2. The student voice is captured through a combination of formal committees and regular informal meetings between student representatives and staff.

- 3.1.2.3. Our quality assurance structure and quality processes have been designed to engage the student voice and support their involvement as partners across the organisation in the development, management, governance and enhancement of ICMP and its programmes.

3.1.3. *Supporting student success and developing academic excellence in teaching and learning*

- 3.1.3.1. Our holistic understanding of the student journey underpins the enhancement of our provision.

- 3.1.3.2. ICMP ensures that from the first point of contact, through to graduation and beyond, that success, progression and supports central to how we work with our students.

- 3.1.3.3. ICMP supports its student community in developing their academic, personal and professional potential by:

- a) Identifying students at risk of non-completion and offer support in achieving success;
- b) Delivering an integrated Personal and Professional Development curriculum alongside semesterly one-to-one academic progress/transition meetings;
- c) Developing the ICMP Writing Centre to ensure that students are provided with opportunities to develop an understanding of, and the necessary skills to demonstrate, good academic practice;

- d) Increasing participation in our academic mentoring scheme;
- e) Drawing on our alumni network to support our current students in achieving their full potential;
- f) Refining the programme design process to establish mechanisms for maintaining close links to the Disability and Wellbeing team during programme development.

3.1.3.4. The effectiveness of support services and the development of academic excellence in teaching and learning is routinely monitored by AcBo and ExCo, so that additional resources can be provided where required.

4. Staff Development

- 4.1. ICMP is committed to the provision and facilitation of faculty training and development. This is achieved through a combination of specific time-limited activity and ongoing support mechanisms and processes that aid continuing professional development.
- 4.2. Regular non-accredited Tutor Development Programmes have been established, which explore the purpose and aims of higher education, and some of the essentials of teaching, learning, assessment and classroom practice.
- 4.3. ICMP Guide to Observation of Teaching and Learning (OTL) has been produced to support colleagues in the implementation of the OTL system.
- 4.4. ICMP's OTL process is the central mechanism through which we monitor the quality of teaching and learning, support tutors in their continuing professional development and assess the strengths and areas of development for our faculty.
- 4.5. The introduction of *Attributes of the ICMP Teacher* allows ICMP to establish a shared understanding of our expectations for teachers, informing our recruitment and selection processes, providing the basis of our classroom observation, and helping us to identify our professional development needs to ensure teaching and learning at ICMP is of the highest quality.

Part 1: Quality Assurance Framework

Section 9: Assessment

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.1	01/09/20 Academic Board	Annual review and update	Deputy Registrar	Annually and as required
V1.0	24.03.2020 AcBo	Document creation	Quality Manager	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Section 8: Teaching and Learning • Assessment and Feedback Policy • Teaching, Learning and Assessment Strategy • Research, Scholarly and Professional Practice Strategy 				
External Reference				
<p><i>UK Quality Code for Higher Education Advice and Guidance: Assessment. ICMP has clear Teaching, Learning and Assessment Policy in place to drive teaching and learning for programme management and enhancement</i></p> <p><u>Framework for Higher Education Qualifications (FHEQ)</u></p>				

1. Introduction

- 1.1. Assessment and feedback are an integral part of the cycle of teaching and learning, and critical to student engagement, learning and progress.
- 1.2. ICMP's mission is to "inspire, encourage and equip our students to succeed by delivering a relevant and innovative educational experience of the highest quality" and the Learning, Teaching and Assessment (LTA) Strategy and the parallel Research Scholarly and Professional Practice (RSPP) Strategy are central to the academic function of ICMP to achieve this goal.
- 1.3. The Academic Board has an overall responsibility for the setting and maintaining of academic standards and the integrity of assessment and feedback processes on behalf of our Awarding Bodies.

2. Learning, Teaching and Assessment (LTA) Strategy

- 2.1. ICMP's Learning, Teaching and Assessment (LTA) Strategy 2019-22 was approved by the Academic Board in September 2019 but will be implemented and monitored by the LTA Committee.
- 2.2. ICMP's approach to Teaching and Learning is best exemplified through the 8 strategic themes of the LTA Strategy (Section 4: Part B: Teaching and Learning, pg. xxx).
- 2.3. As articulated in the LTA strategy, ICMP's focus is on 'real-world assessment'. Hence, all assessments will be designed to require students to apply relevant skills, learning and prior knowledge to tackle real-world, industry challenges.

3. Assessment, Feedback and Moderation

- 3.1. All assessment, feedback and moderation activity at ICMP is carried out according to our Assessment and Feedback Policy and the supporting Assessment Pack.
- 3.2. The Assessment and Feedback Policy seeks to ensure that assessments are valid, reliable and fair by providing clear, accurate, accessible information and guidelines to all staff and students.
- 3.3. ICMP have identified eight (8) key principles that serve to underpin all assessment and feedback activity:
 - 3.3.1. *Relevance* – All assessments will be clearly aligned to the module learning outcomes and aims of the programme, and clearly engage the student in applying their learning in appropriate contexts.
 - 3.3.2. *Authenticity* – All assessments will be clearly aligned with the typical working practices of the subject discipline, simulating, wherever appropriate, real-life tasks.
 - 3.3.3. *Inclusivity* – Assessment tasks and methods will aim to enable inclusivity for all students and should be designed to allow measurement of performance against the learning outcomes for the broadest possible range of students.

- 3.3.4. Transparency – Assessment task and grading criteria will be commutated clearly.
 - 3.3.5. Variety – Assessments are designed to ensure they are varied, interesting, challenging and relevant, so that they build work-based and academic skills.
 - 3.3.6. Integrity – Assessment will be designed to minimise opportunities for academic malpractice, and assessment process will be carried out with due diligence and integrity.
 - 3.3.7. Timeliness – Assessment will be appropriately scheduled to allow students and markers sufficient opportunity to plan their workload and meet all deadlines. Feedback will be delivered to students in a timely manner to allow students to act on guidance and continually improve their performance.
 - 3.3.8. Helpfulness – Feedback will be helpful for the student, clearly justifying the grade awarded, and giving explicit guidance on how further progress can be made.
- 3.4. ICMP's Assessment Pack is designed to support Programme and Module Leaders in:
- 3.4.1. ensuring consistency of practice between programmes and modules
 - 3.4.2. improving the transparency and clarity of assessment processes to tutors and students
 - 3.4.3. improving the pre-assessment information made available to tutors and students
 - 3.4.4. supporting assessing tutors in providing useful and pertinent feedback that aids student progress
 - 3.4.5. securely tracking the assessment outcome reporting to students and to UEL
 - 3.4.6. ensuring that moderation processes effectively monitor both the accuracy of marking/grades and the quality of feedback to students
- 3.5. External Examiners play a role in our moderation processes, scrutinising the accuracy and fairness of grades awarded, the quality of the feedback to students, and the efficacy of the internal moderation processes.
- 3.6. ICMP uses each Awarding Body's Academic Misconduct Policy to investigate and combat misconduct when identified. ICMP also uses each Awarding Body's Extenuation Policy to consider claims for extenuating circumstances from students. Procedures are detailed in the Programme Handbook.

Part 1: Quality Assurance Framework

Section 10: External Examining

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.1	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies / documents				
<ul style="list-style-type: none"> • UEL Quality Manual, Part 9 The External Examiner System • USW Quality Manual, Section B Course Monitoring • Centre Handbook for Pearson Qualifications • External Examiner Nominations Panel Terms of Reference 				
External Reference				
<p><i>UK Quality Code for Higher Education Advice and Guidance: external expertise. ICMP makes use of external examiners for independent confirmation that processes are reliable, fair, transparent and comparable of quality and standards at other UK providers.</i></p>				

1. Introduction

- 1.1. The external examiner system is the process by which we assure ourselves that the academic standards of our programmes are comparable with similar programmes offered elsewhere and that the assessment process has been conducted fairly, in accordance with the approved structure, content and regulations and without prejudice to any students.
- 1.2. ICMP's awarding bodies retain responsibility for the management of the external examiner system.

2. External Examiner Nominations Panel

- 2.1. The External Examiners Nominations Panel has a duty delegated by the Academic Board to assess proposals for External Examiner nominations and make recommendations to the relevant awarding body.

3. External Examiner appointment

- 3.1. External examiners are appointed by the relevant awarding body. The awarding body is responsible for training the external examiner. While ICMP, in certain cases may suggest nominations, it is the awarding body who has the ultimate decision on appointment of external examiners.
- 3.2. Proposed nominations for external examiners are received by the Academic Standards and Quality committee prior to approval by the Academic Board and decision by the relevant awarding body.
- 3.3. Formal induction for External Examiners is delivered by the relevant awarding body. To complete this, External Examiners are invited to participate in an annual event at ICMP whereby visits are coordinated to allow collaboration with other examiners and programme teams.
- 3.4. The Quality Team hold a record of external examiner programme and module allocation.

4. Annual report

- 4.1. The reports provided by external examiners are an integral part of ICMP's quality assurance and enhancement processes. They form part of the documentation required for both annual monitoring and periodic review.
- 4.2. The external examiner report is received by the Quality Team from the relevant awarding body and submitted to the Academic Standards and Quality Committee and Programme Leader.
- 4.3. It is ICMP practice to provide a response to any issues raised by the external examiner. The Academic Standards and Quality Committee is responsible for managing ICMP's internal procedures for ensuring timely and adequate written responses to external examiner reports and to ensure that any resulting action is executed. All responses to external examiners are lodged with the Quality Team.
- 4.4. As part of the ongoing monitoring of the quality of ICMP programmes, External Examiner reports, including the Programme Leader's response, are received by the

relevant Programme Committee and made available to students via the intranet, My ICMP.

- 4.5. An annual overview report of issues arising in external examiner reports is prepared by the Academic Standards and Quality Committee for consideration by the Academic Board.

Part 1: Quality Assurance Framework

Section 11: Student Engagement

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 – Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Student Charter 				
External Reference				
<p><i>UK Quality Code for Higher Education ICMP engages students, individually and collectively, in the quality and enhancement of their educational experience.</i></p>				

1. Introduction

- 1.1. At ICMP learning is a partnership and our commitment to working in partnership with our students is set out in the ICMP Student Charter.
- 1.2. Students individually and collectively are encouraged to play a full part in the decision-making processes at ICMP and are provided with a number of formal opportunities to shape the future of ICMP and to develop and enhance the quality of their educational experience at ICMP.
- 1.3. ICMP's established system of student representation is led by the elected Student Officers and Student Representatives.

2. Your Voice Your ICMP

- 2.1. Your Voice, Your ICMP is the key messaging used to articulate the many ways that students can engage in the decision making processes at ICMP and inform the student body how their voice is collected, considered and used to drive improvement.

3. Student Engagement in Practice

3.1. *Student representation on academic committees*

3.1.1. As part of ICMP's formal governance structure, student representatives hold membership on:

- Corporate Board*
- Academic Board
- Learning, Teaching and Assessment Committee
- Research, Scholarly and Professional Practice Committee
- Health, Safety and Security Committee
- Programme Committees

*from September 2020

3.1.2. Student Representatives will receive a comprehensive induction before taking on the role.

3.2. *Programme Committee*

3.2.1. Students on ICMP programmes are represented by Student Representatives in formal meetings known as the Programme Committee. The Programme Committee is responsible for the overall quality of the programme and meets at least once each semester.

3.2.2. Student Representatives should be elected (or selected by the student body where no election is held) by no later than week two of the first semester. Good practice guidance recommends a minimum of two representative per programme per level.

- 3.2.3. Training will be provided for all Student Representatives. Training dates will be confirmed at the start of each academic year and will normally take place between teaching weeks 2-4.
- 3.2.4. A formal record of the Programme Committee Meeting will be made available to the Learning, Teaching and Quality Committee for committee effectiveness and annual monitoring purposes.
- 3.2.5. The remit of the Programme Committee Meeting is outlined in in the Terms of Reference.
- 3.2.6. Aspects not covered by the Programme Committee Meeting include:
- Personal problems or academic difficulties of individual students
 - Complaints against members of staff or individual

Note: The formal committees are not appropriate places for dealing with potential student complaints. If a problem is highlighted in the meeting, this should be addressed informally with the student outside of the meeting. It may be appropriate to refer the student to the Student Complaints Procedure.

3.3. Informal Townhall meetings

- 3.3.1. From time to time the student community may be invited to attend an informal townhall meeting to discuss a particular topic or bring together a particular group of students (e.g. students on a particular programme).
- 3.3.2. Informal townhall meetings provide an opportunity to discuss and respond to a particular topic as well as providing a more direct and immediate line of communication to the organisation and management of ICMP. A record of these meeting are taken to ensure that any actions are captured and actioned appropriately.

3.4. Student surveys

- 3.4.1. All students are invited to complete module evaluations and the annual student satisfaction survey.
- 3.4.2. Satisfaction scores and comments are made available to the Programme Leader and shared with the teaching team. Programme and Module Leaders will reflect on the outcomes of the surveys as part of annual monitoring activities and identify any necessary modifications or enhancement to the programme.
- 3.4.3. Additionally, satisfaction scores are made available to the Academic Board, and its sub-committees. The committees develop an action plan and take action based on feedback from students.
- 3.4.4. The annual National Student Survey is a census of all UK students in their final year of an undergraduate course. The results are published on the Office for Students website.

3.5. ICMP Student Union

- 3.5.1. The Student President is the elected figurehead of the student body and ensures that views are represented throughout ICMP's academic governance structure.
- 3.5.2. The Student President is supported by the Student Vice-President, and by voluntary Student Officers, who take on specialised representation roles (diversity, co-curricular, environment etc).

3.6. The Student Senate

- 3.6.1. The Student Senate acts as a general sounding board for student opinion. Operating cross programme, the Student Senate is chaired by the Student President and provides a forum within which students can present views on any non-programme-specific matters affecting them.
- 3.6.2. Issues raised, and actions arising from said issues, are raised via the appropriate Committees by the Student President (or Vice-President) for discussion and action.
- 3.6.3. The Student Senate is a valuable source of feedback on ICMP wide issues and a key opportunity to discuss and refine ICMP's Annual Quality Improvement Plan with Student Body representation.
- 3.6.4. Specifically, the Student Senate:
 - receives reports from student representatives on good practice and areas for improvement at institutional-level;
 - updates the student cohort on progress made against 'Your Voice, Your ICMP';
 - receives reports from student representatives on any matters affecting them relating to Facilities, Student Services or other ICMP functions;
 - communicates key updates to the student body.

3.7. Informal Student Officer Meetings

- 3.7.1. In addition to their formal membership of ICMP committees, the Student Officers hold a regular informal meeting with ICMP's Senior Management Team providing a more direct and therefore immediate line of communication to the organisation and management of ICMP. These meetings are minuted to ensure that any actions are captured and actioned appropriately.

4. Monitoring and Review

- 4.1. Student engagement activities are overseen by the Planning and Quality Team and are regularly reviewed using feedback from students and staff.
- 4.2. Any proposed changes are presented to the Academic Board for approval.

4.3. Student Voice Register

- 4.3.1. The Student Voice Register is a key mechanism to monitor student feedback through the various formal and informal activities as well as providing a comprehensive list of matters that can be reported back to students.

Part 1: Quality Assurance Framework

Section 12: Public Information

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.1	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.0	03/09/19 Academic Board	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • Public Information Policy • Data Protection Manual 				
External Reference				
GDPR and the UK Data Protection Act 2018				

1. Introduction

- 1.1. ICMP's Public Information Policy governs the process for authoring, approving and publishing content to each of ICMP's designated public information outlets (including, but not limited to, the Website, VLE, Student Gateway, Prospectus and Programme Handbooks).
- 1.2. ICMP's Data Protection Manual details ICMP's policies and procedures for compliance with the Data Protection Act 2018 and includes guidance on the publication of information which may be classified as being in the public interest, sensitive or protected.

Part 2: Governance Framework

Section 1: Governance Framework

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/09/20 Academic Board	Annual review	Deputy Registrar	Annually and as required
V1.1	November 2020	Inclusion of definition for working groups and panels	Deputy Registrar	Annually and as required
V1.0	September 2019 Academic Board / Executive Committee	Annual review	Deputy Registrar	Annually and as required
Related policies				
<ul style="list-style-type: none"> • ICMP Code of governance • Governance Strategy 2020-2025 • Committee Handbook 				
External Reference				
<p><i>UK Quality Code for Higher Education: Expectations for Standards. Through the academic governance framework and quality assurance processes, ICMP ensures that the academic standards of courses meet the requirements of the national qualifications framework.</i></p> <p><i>Expectations for Quality. Through the academic and corporate governance frameworks and quality assurance processes, ICMP ensures that courses provide a high-quality academic experience and throughout their ICMP journey students are provided with the support that they need to succeed in and benefit from higher education.</i></p>				

1. Governance Framework

- 1.1. ICMP's approach to governance is designed to integrate the statutory requirements placed on Boards of limited companies with the regulatory requirements established by the OfS and other relevant agencies. To achieve this, it has adopted a Governance Framework and the *Code of Governance*.
- 1.2. ICMP's Governance Framework has been developed and refined over many years to ensure the highest standards of academic and corporate governance are applied to safeguard and enhance the student interest. The Governance Framework is best represented as a series of committees, each with clearly defined and regularly reviewed terms of reference.
- 1.3. ICMP's comprehensive *Code of Governance* guides the behaviours and activities of the senior governance team. The Code is reviewed annually internally, and periodically externally to ensure it is both up to date with best practice and being appropriately observed.
- 1.4. ICMP has a set of approved standards for the operation of its committees including the setting of the agenda and the recording and monitoring of actions. ICMP makes use of standard templates for agendas, minutes and cover papers, and all committee chairs and servicing officers attend an annual training briefing at the start of each academic year in order to support the consistency of approach to committee servicing

2. Bringing together the Quality Assurance and Governance Frameworks

- 2.1. ICMP's Governance Framework is made up of two strands, Corporate Governance is overseen by the Corporate Board and Executive Committee and Academic Governance overseen by Academic Board.
- 2.2. Quality assurance activity is predominantly located in the Academic Governance strand, though quality assurance processes do often include reference to Corporate Governance where strategic decisions are required.
- 2.3. The Corporate Board receive regular updates on quality and standards from Academic Board via its minutes and regular reports from the Dean of Academic Studies on quality assurance and enhancement activity. In addition, assurances are provided to the Corporate Board by means of internal and national data reports.
- 2.4. The governance of quality and standards is managed through the following committees
 - a. Academic Board*
 - b. Academic Standards and Quality Committee
 - c. Learning, Teaching and Assessment Committee*
 - d. Research, Scholarship and Professional Practice Committee*
 - e. Programme Committee Meetings*
 - f. Admissions Committee

* include student representation

3. Corporate Governance

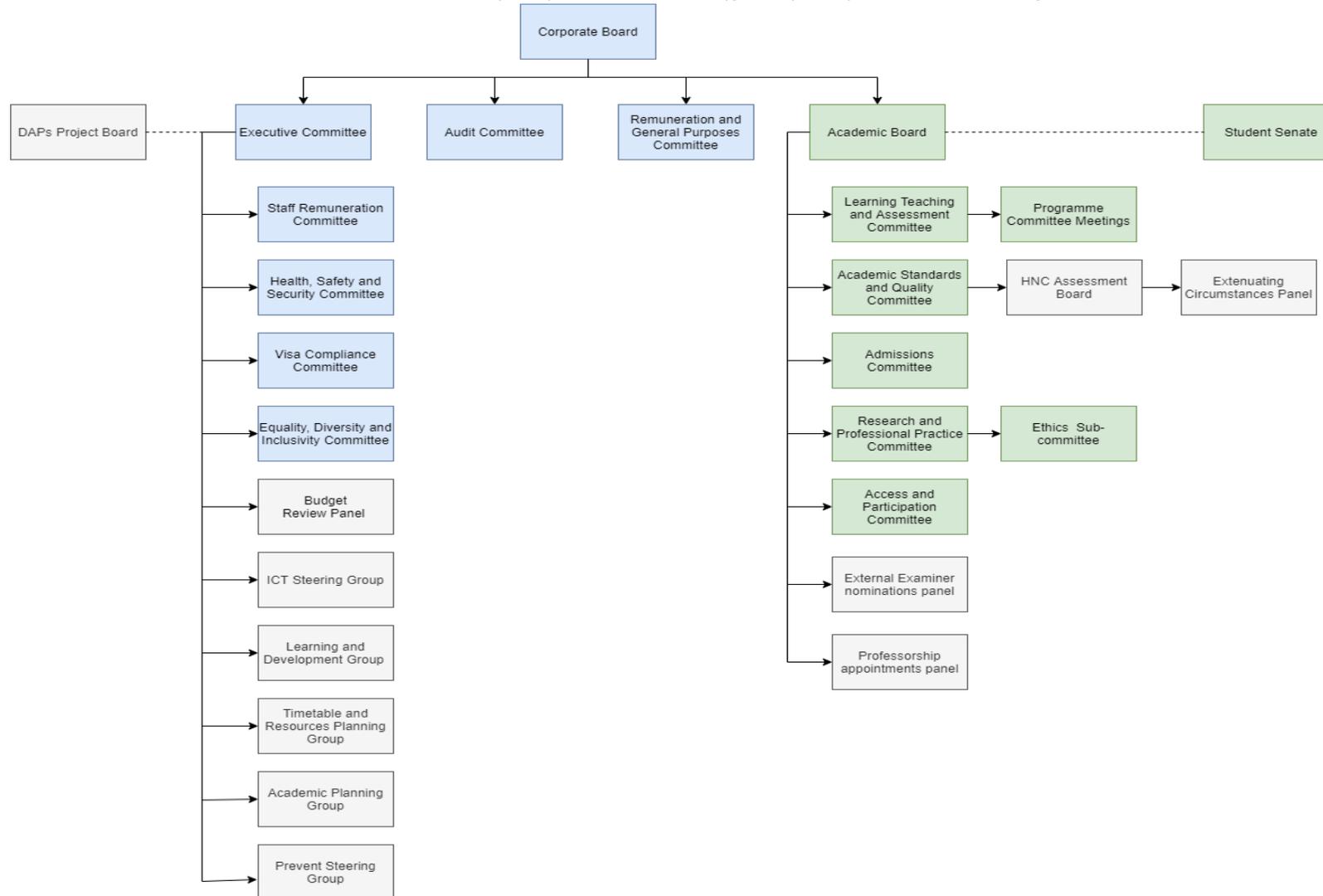
- 3.1. Corporate Governance is overseen by two principal committees, the Corporate Board and the Executive Committee. The Corporate Board, the primary governing body of ICMP, is collectively accountable for all institutional activities and decisions, and provides overall leadership of the institution.
- 3.2. The Executive Committee is ICMP's senior management committee responsible for supporting and enhancing the planning and operation of ICMP. On behalf of the Corporate Board, the Executive Committee oversees the development, management and performance of the strategic and operational plans.
- 3.3. Each of these committees have well-developed terms of reference and are guided by the *Code of Governance*. The composition and terms of reference of these two committees are periodically reviewed by the Remuneration and General Purposes Committee and any changes are approved by the relevant committee.
- 3.4. Supporting these two committees is an organisational structure that is led by the Chief Executive and managed by Heads of Department.

4. Academic Governance

- 4.1. The Academic Board is the senior academic committee of ICMP. The Academic Board, on behalf of the Corporate Board, is responsible for the development, management, oversight, monitoring and quality of all education programmes across ICMP and approves both the annual Self Evaluation Document (SED) and the Quality Improvement Plan (QIP).
- 4.2. The Academic Board has a substructure of committees, with defined responsibilities to help discharge its duties. These comprise of: Academic Standards and Quality Committee (ASQC); Learning, Teaching and Assessment Committee (LTA); Admissions Committee; Access and Participation Committee (AP); Research, Scholarly and Professional Practice Committee (RSPP).
- 4.3. The sub-committees of the Academic Board are chaired by members of the Senior Management Team and Senior Academic Team to ensure strength of academic leadership across the academic governance structure. Additionally, the chairs of the sub-committees are members of the Academic Board ensuring a direct channel of communication through the governance structure.

5. Combining the frameworks

The two strands of the framework, corporate (blue) and academic (green), may be visualised together as follows:



6. Panels and Groups

- 6.1. Outside the formal governance structure, groups or teams of staff will meet regularly in order to discuss relevant business. These meetings serve as key forums for communication about institutional issues and developments. Recommendations from these groups are communicated through the relevant board or committee for decision and action.
- 6.2. Boards and committees may appoint 'task and finish groups' for specific tasks, and planning or working groups for ongoing areas of work. Examples include the ICT Steering Group, Budget Review Group, Timetable and Resource Planning Group. Agreement must be sought from the chair of the relevant 'parent' board/committee.
- 6.3. A 'task and finish group' is defined as a group that specifically looks are one area of work and once the work has been completed, the group disbands, and the findings are reported to the relevant board/committee. For example, the Teaching, Learning and Assessment committee may task a small group to undertake work on specific actions in the Learning, Teaching and Assessment Strategy.
- 6.4. A planning or working group will comprise of staff who are relevant to the activity or area of work under discussion. For example, the Timetable and Resource Planning Group comprises staff involved in the management of the timetable and facilities and the academic team, enabling ongoing monitoring of activities across a number of departments. As above, any recommendations are communicated to the relevant board or committee for decision and action.
- 6.5. In addition to the boards and committees described above, the following groups will also meet as and when required:
 - Professorship appointments Panel (reporting to Academic Board)
 - External Examiner nominations Panel (as above)
 - Industry Advisory Panel (as above)
 - Extenuating Circumstances Board (as above)
 - Student Disciplinary Panel (as above)
 - Academic Malpractice Panel (as above)
 - Fitness to Study Panel (reporting to Executive Committee)

7. Committee Effectiveness

- 7.1. 7. ICMP completes an annual internal report on the effectiveness of its committees and periodic external evaluation of the Corporate Board and its sub-committees. This activity is overseen by the Remuneration and General Purposes Committee.

Part 2: Governance Framework

Section 2: Terms of Reference

Corporate Board

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

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 and compliance with all relevant regulatory, consumer and other sector and legal requirements.

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, including but not limited to:
 - 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
 - e. Ensuring compliance with relevant consumer protection law
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 July 1st, 2020) 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
- Joanne King, Marketing Director
- Jenny Marzano, Finance Director

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 the minutes will be published. While endeavouring to be as full and open as is reasonably possible, this wider communication may be partially redacted if the Corporate Board considers any items 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

TERMS OF REFERENCE

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

1. To ensure that suitable and effective systems are in place for the detection of fraud or irregularity
2. To ensure that suitable and effective systems are in place for ‘whistleblowing’

MEMBERSHIP

Chair, Senior Non-Executive Board Member
Non-Executive Board Member
Executive Board Member

In attendance

Finance Director

Meeting Frequency	Twice per annum at minimum
Quorum	One non-executive plus one executive Board member
Reporting Mechanism	Responsibility for reporting shall rest with the Chair, who shall provide a report of each meeting to the Corporate Board.

Terms of Reference

Remuneration & 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
- One executive Board member

In attendance

- Servicing Officer nominated by the Chief Operating Officer

Meeting Frequency

The committee will meet two times 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

Two members including one Non-executive Board member and 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 (ExCo)

Reports to: The Corporate Board (CB)
Sub-Committees: Staff Remuneration Committee (SRC)
 Health, Safety and Security Committee (HSSC)
 Visa Compliance Committee (VCC)

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
V2.0	08.09/2020 ExCo	Annual Review	Quality Manager	Annually and as required
V.1.2	February 2020	Addition of ExCo member	Quality Manager	Annually and as required
V1.1	November 2019	Administrative adjustment to update the function and responsibility of the Executive Committee.	Deputy Registrar	Annually and as required
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

Specifically, the Executive Committee is responsible for:

1. Producing strategic and operational plans for Corporate 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. Conducting Quarterly Business Reviews (QBRs) to monitor performance against the strategic plans of the institution, and the company risk register, making recommendations to the Corporate Board accordingly;
4. Providing reports on assigned general ongoing conditions of OfS regulations to the Corporate Board;
5. Managing and, where relevant, advising the Corporate Board about the financial and resource implications of all business activities including facilities provision;
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 Corporate 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. Approving the establishment of contracted staff posts and the filling of contracted staff vacancies and through the recommendations of the Staff Remuneration Committee approving changes to salary, grade, pay spine and associated elements of remuneration;
11. Managing and monitoring safeguarding, health and safety, security and disciplinary processes and procedures;
12. Approving all tuition fees for all ICMP courses;
13. Approving, monitoring and evaluating all major projects undertaken by the ICMP, where necessary recommending approval or otherwise to the Corporate Board;
14. Receiving reports on ICMP quality assurance and enhancement activity and where necessary make recommendations to the Academic Board.
15. Ensuring that action is taken in response to internal and external issues identified through the application of ICMP's quality process.
16. Receiving minutes of its sub-committees.

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
- Head of Undergraduate Programmes
- Director of Finance
- Director 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. From time to time it may also be necessary to communicate actions that the Executive Committee has taken to other Committees or Panels.

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 & Security Committee

Reports to: The Executive Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	14/10/20	Annual review	COO	Annually and as required
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.

Health, Safety and Security Committee composition

Chair

- Chief Operating Officer

Members

- Head of Student Services
- Head of HR
- Head of Facilities
- Facilities Supervisor
- Staff Representative
- Academic Staff Representative
- Student Representative
- Events and Acquisitions Manager

In attendance

- Servicing Officer nominated by the Chair.

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 Committee are sent to the Executive Committee for information. An annual report is produced for the Corporate Board.

As for all ICMP committees, the HSS 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

Staff Remuneration Committee

Reports to: The Executive Committee

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

The Staff Remuneration Committee (SRC) is a sub-committee of the Executive Committee (ExCo) who devolve the power to approve levels of remuneration for Permanent Staff and zero hours Workers.

The Remuneration Policy outlines the overall remuneration approach of ICMP which is proposed by the ExCo 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 Zero Hour 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 Zero Hours Workers remuneration
- Review and approve all 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 HR

Members

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

In attendance

- HR Specialist (Servicing Officer)

Frequency

Bi-annually, generally in November and April or additionally as required.

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
V.1.1	February 2020	Addition of two VCC members	COO	Annually and as required
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 ICMPs student data systems and the SMS system, recommending action where appropriate.
- Oversight of ICMPs 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

- Student Records and Assessment Manager
- Quality Manager
- 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

Equality, Diversity & Inclusivity Committee (EDI)

Reports to: Executive Committee (ExCo)

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V1.0	ExCo 15.12.2020	New Committee	Chief Executive	Annually and as required

Terms of Reference

The Equality, Diversity & Inclusivity (EDI) Committee is constituted to review, promote and report on the ICMP's plans and progress in the creation of an equal, diverse and inclusive environment across all of its services for all of its stakeholders. It will also instigate, advise on, develop and monitor equality, diversity and inclusivity policies and procedures within ICMP.

Moreover, ICMP recognises that the benefits of equality, diversity and inclusive practice are felt by all within an institution in a myriad of different ways.

The EDI Committee's terms of reference are:

1. To understand ICMP's environment and therefore understand how equality, diversity and inclusive practice may be reasonably implemented;
2. To be proactive and promote aspects of relevant and applicable legislation as they relate to ICMP stakeholders;
3. To ensure the curriculum is planned and delivered to minimise identified gaps;
4. To monitor stakeholder data and set actions as appropriate;
5. To raise awareness of equality, inclusivity, and diverse practice and how they intersect by means of regular communication with, and the provision of advice to, ICMP colleagues, students, and other stakeholders;
6. To assess the associated implications to ICMP – particularly regarding resource and operational processes – of requests and amendments related to equality, diversity, inclusivity, disabilities and/or address specific access requirements;
7. To create and review an action plan to enhance the student experience in key areas through the embedding and consideration of equality, diversity, and inclusive practice across ICMP;
8. To regularly inform ICMP's governance bodies including corporate and academic boards to ensure timely and efficient consideration of equality, diversity and inclusive practice guides and projects, make recommendations regarding adoption of key principles or statements and advise with regard to best practice, thus enhancing the experience of a range of stakeholders while effectively managing any potential risk to the institution;
9. To solicit, receive and consider feedback, with appropriate ethical clearance, from current and potential students, staff and other stakeholders regarding equality, diversity, and inclusive practice issues;
10. To monitor, impact assess, review, and recommend amendments to ICMP policies, procedures and practices that relate to potential or current equality, diversity or

- inclusivity matters, disabled students and/or students with specific access requirements in order to ensure they are not discriminatory;
11. To improve communication of equality, diversity, and inclusivity issues across the organisation;
 12. To ensure all staff and students have opportunity to learn about and understand and where relevant are adequately trained in equality, diversity, and inclusivity matters.

Equality, Diversity & Inclusivity Committee Composition

Chair

- Chief Executive

Members

- Associate Dean: Academic Development (Vice-Chair)
- Access & Participation Manager
- Disability Advisor
- Marketing Manager/Marketing Executive (Alternates)
- Industry Liaison Manager
- Head of HR
- Student EDI Representative(s)

A Deputy Chair will be nominated by the Chair in the event they cannot attend a meeting.

In attendance

- HR Specialist: Talent – Servicing Officer

Nominated Members

Additional members and Subject-Matter Experts (SMEs) will be invited to contribute as required. If a member of the Committee ceases to be an employee of ICMP they shall cease, thereupon, to be a member of the Committee and a replacement will be nominated by the Chair for consideration by committee members.

Meeting Frequency

Monthly with additional meetings to be called as required.

Quorum

At least 4 members including either the Chair or Vice-Chair.

Record of the Meeting

Responsibility for the secretariat shall rest with the Servicing Officer.

Reporting Mechanism

To provide quarterly reports on progress to ExCo/QBR, Academic Board (AcBo), Corporate Board (CB) and other committees as required.

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
V2.0	01/09/20	Annual review – no changes	n/a	Annually and as required
V1.1	December 2019	Administrative adjustment to update the function and responsibility of the Academic Board.	Deputy Registrar	Annually and as required
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 senior academic authority and guardian of the academic standards and quality at ICMP. With delegated responsibility on behalf of the Corporate Board, the Academic Board oversees the development, management, 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 RSPP 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 – *Finance Administrator*
- 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 & Assessment Committee (LTA)

Reports to: Academic Board (AcBo)

Sub-Committee: Programme Committee (PCM)

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	07/09/20 – LTA1 AY2021	Annual review	Quality Officer	Annually and as required

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

Additionally, the LTA engages with key educational/academic performance data (including student achievement and success; retention; progression; student satisfaction; attendance, at both programme and modular levels) and student feedback (Programme Committee Meetings (PCMs), 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 (QIPs), Module Improvement Plans, Annual Monitoring Reports (AMRs) and associated activities) to ensure they are being effective and properly tracked and analysed;
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 (OTL) 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 (EEs) and implementation of any emergent recommendations pertinent to teaching and learning across all programmes;

9. Delivering against agreed institutional Academic Quality Indicators (AQIs) and implementing any emergent teaching, learning and assessment recommendations across all programmes;
10. Driving activities that promote and embed e-learning developments within ICMP to enhance the student experience;
11. The implementation and monitoring of Continual Professional Development (CPD) activities for ICMP Tutors.

Learning, Teaching & Assessment Committee composition

Chair

- Associate Dean (Learning & Teaching)

Members

- Associate Dean (Academic Development)
- Undergraduate Programmes Manager
- Student Records & Assessment Manager
- Quality Officer
- Representative of the Academic Team (x2)
- Representative of the Careers & Industry Hub
- Student Vice-President

A Deputy Chair will be nominated by the Chair in the event they cannot attend a meeting.

In attendance

- Quality Officer – Servicing 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

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 (PCM)

Reports to: Learning, Teaching & Assessment Committee (LTA)

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	November 2020	Annual review	Quality Officer	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 (National Student Survey (NSS), Module Evaluations);
6. Consider programme-level performance data (Annual Monitoring Data, , Graduate Outcomes);
7. Consider External Examiner Reports and develop action plans as appropriate;
8. Identify and formally recognise areas of innovation and good practice to be noted by the Learning, Teaching & Assessment Committee (LTA).

Programme Committee Composition

Chair

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

Members

- Programme Leader
- Deputy Programme Leader (*where applicable*)
- Module Leaders
- Module Tutors as appropriate
- 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 (*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 Committee Effectiveness Review Report to the Learning, Teaching & Assessment Committee (LTA) once per year.

Minutes of the PCM are sent to the LTA Committee for information.

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 & Quality Committee (ASQC)

Reports to: Academic Board (AcBo)

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V3.0	27/10/20 – ASQC 1 AY2021	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 (AcBo).

ASQC is accountable for monitoring the implementation of ICMP Quality Manual and accompanying annual Planning & Quality Cycle and Quality Processes. ASQC is responsible for ensuring that ICMP meets the expectations as set out in the Quality Assurance Agency's (QAA) Quality Code for Higher Education.

Specifically, ASQC is responsible for:

Quality Assurance & 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 AcBo for approval;
3. Producing the annual Quality Cycle for the Executive Committee (ExCo) sign off;
4. Monitoring ICMP's annual Quality Improvement Plan (QIP).

Annual Programme Monitoring

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

Programme Approval & 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 QAA 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 AcBo;

Recognition of Prior Learning

14. In collaboration with Awarding Bodies, implementing, maintaining and reviewing procedures for granting entry with advanced standing to courses at ICMP;
15. Ensuring all relevant evidence is sent to Awarding Bodies for granting of advanced standing.

General

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

Academic Standards & Quality Committee composition

Chair

- Registrar

Members

- Quality Manager
- Dean and Chair of Academic Board (AcBo)
- Chair of Learning, Teaching & Assessment Committee (LTA)
- Head(s) of Planning & Quality
- Representative of the Academic Team (x2)

A Deputy Chair will be nominated by the Chair in the event they cannot attend a meeting.

In attendance

- Quality Officer – Servicing Officer

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
V2.0	23/10/20 – Admissions Committee	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

- Marketing Manager (or nominee)
- Admissions Manager
- Access and Participation Manager
- Disability Adviser
- Associate Dean (Academic Development)
- Head of Undergraduate Programmes

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 & 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
V2.0	21/10/20	Annual review	Associate Dean (Academic Development)	Annually and as required

The Research, Scholarly & 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, Scholarly & Professional Practice Committee is also responsible for scrutinising and championing funding applications and monitoring the impact of funded research upon the staff and student experience at ICMP. Through its subcommittees, the Research, Scholarly & 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 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 RSPF 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
14. To oversee the Professorship appointments process including appointing external assessors, endorsing proposed appointments to the Academic Board, and approving changes to the scheme

Composition of the Research and Professional Practice Committee

Chair

- Associate Dean (Academic Development)

Members

- Dean of Academic Studies
- Postgraduate Programme Leader (x2)
- Teaching Fellow (x2)
- HR Representative
- 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 & Professional Practice Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	01/10/20	Annual review	Associate Dean (Academic Development)	Annually and as required

Terms of Reference

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, Scholarship 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.

Ethics Sub-Committee composition

Chair

- Associate Dean (Academic Development)

Members

- Teaching Fellow in Popular Music Studies
- Representative from Teaching Staff (x2 Teaching Fellows)

A Deputy Chair will be nominated by the Chair in the event they cannot attend a meeting.

In attendance

- Servicing Officer - Quality Officer or nominated by the Registrar.

Meeting Frequency

The sub-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 Ethics Sub-Committee are sent to the RSPP Committee for information. Minutes will be made available to staff and students via the Ethics Sub-Committee pages on MyICMP.

Terms of Reference

Professorship Appointments Panel

Reports to: Research, Scholarly & Professional Practice Committee

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	04/12/20	Annual review	Associate Dean (Academic Development)	Annually and as required

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

Terms of Reference:

1. Periodically review, with reference to external benchmarks, the criteria for the categories of ICMP Professorship and Associate Professorship and ensure the application process is fit-for-purpose and appropriately communicated to ICMP faculty;
2. Review, scrutinise and assess applications to the ICMP Professorship and Associate Professorship scheme;
3. Make recommendations for appointment to the Research, Scholarship and Professional Practice Committee.

Composition of the Professorship Appointments Panel

Chair

- Associate Dean (Academic Development)

Members

- Dean of Academic Studies
- Members of the RSPP Committee (x2)
- Members of the Academic Board, including 1 non-executive (x2)
- External Assessor

In attendance

- Servicing Officer nominated by the Registrar.

Meeting Frequency

The committee will meet as confirmed by ICMP's Quality Cycle.

Quorum

A minimum of three members of the outlined panel membership list, including the nonexecutive member of Academic Board and one external assessor.

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 RSPP Committee for information.

Terms of Reference

Access & Participation Committee

Reports to: Academic Board

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

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.0	Nov 2020	Annual review	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.

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.

1. To develop and implement ICMP's strategy around Access and Participation.
2. To advise on the development, implementation and reporting of the ICMP's Access and Participation Plan.
3. 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.
4. 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.
5. To regularly review management information data reports, and evaluation reports, pertaining to target groups and activities, making recommendations based on the data analysis provided.
6. 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.
7. 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.

8. 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.
9. 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
- Associate Dean (Academic Development)
- Senior Management Accountant
- Head of Marketing
- Access & Participation Manager
- Student Acquisitions & Events Manager
- Careers & Employability Manager
- Student Representative (x2)
- Quality Officer

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

1. Receive proposals from Programme Leaders for the nomination of new External Examiners
2. Receive proposals from Programme Leaders for the extension of duties or tenure of existing External Examiners as appropriate
3. Scrutinise the search and selection practices of ICMP to ensure transparency and integrity of the External Examiner nomination process
4. 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
5. 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
6. 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.

Terms of Reference

Student Senate

Reports to: The Student Body/Academic Board (AcBo)

The Student Senate (SS) acts as a general sounding board for student opinion. Operating cross programme, the Student Senate is chaired by the Student President and provides a forum within which students can present views on any non-programme-specific matters affecting them to their elected Student President, Vice-President and Student Secretary.

Issues raised and actions arising from said issues are raised via the appropriate committees by the Student President (or Vice-President) for discussion and action. This forum is a valuable source of feedback on ICMP-wide issues and a key opportunity to discuss and refine the ICMP's annual Quality Improvement Plan (QIP) with student body representation.

Terms of Reference

12. Update the student cohort on progress made against the 'Your Voice, Your ICMP' process;
13. Receive student reports on anything that has gone well, and anything that needs improvement at the ICMP level (programme-specific matters are discussed at PCMs);
14. Receive student reports on any matters affecting them relating to Facilities, Student Services or other ICMP functions;
15. Communicate updates to policies, procedures, facilities and services to the student body;
16. Communicate key upcoming event information to the student body;
17. Communicate any student-related issues from the perspective of ICMP, e.g. behaviour, security etc.

Student Senate Composition

Chair

- Student President

Members

- Student Vice-President
- Environment & Sustainability Officer
- Equality, Diversity & Inclusivity Officer
- Societies & Co-Curricular Officer
- Student Representatives

In attendance

- Quality Officer – Servicing Officer

Meeting Frequency

The committee will meet three times a year as confirmed by ICMP's Quality Cycle.

Quorum

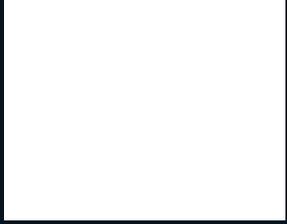
A minimum of the Student President or Vice-President acting as Chair, the Servicing Officer, and four other members including Student Officers and Student Representatives.

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 Student Senate meetings are included as an appendix to the annual ICMP Self-Evaluation Document, and the Chair is to provide a verbal update on issues raised as required to relevant committees. Minutes are sent to the Academic Board for information and are made available to all students via MyICMP.



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