

Part 2: Governance Framework

Section 1: Introduction to the Governance Framework

Version number	Date approved	Reason for production/revision	Author	Proposed next review date
V2.1	14/09/21 Academic Board	Annual review	Deputy Registrar	Annually and as required
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, ICMP 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 are given the opportunity to attend a 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 which is overseen by the Corporate Board and Executive Committee and Academic Governance which is 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

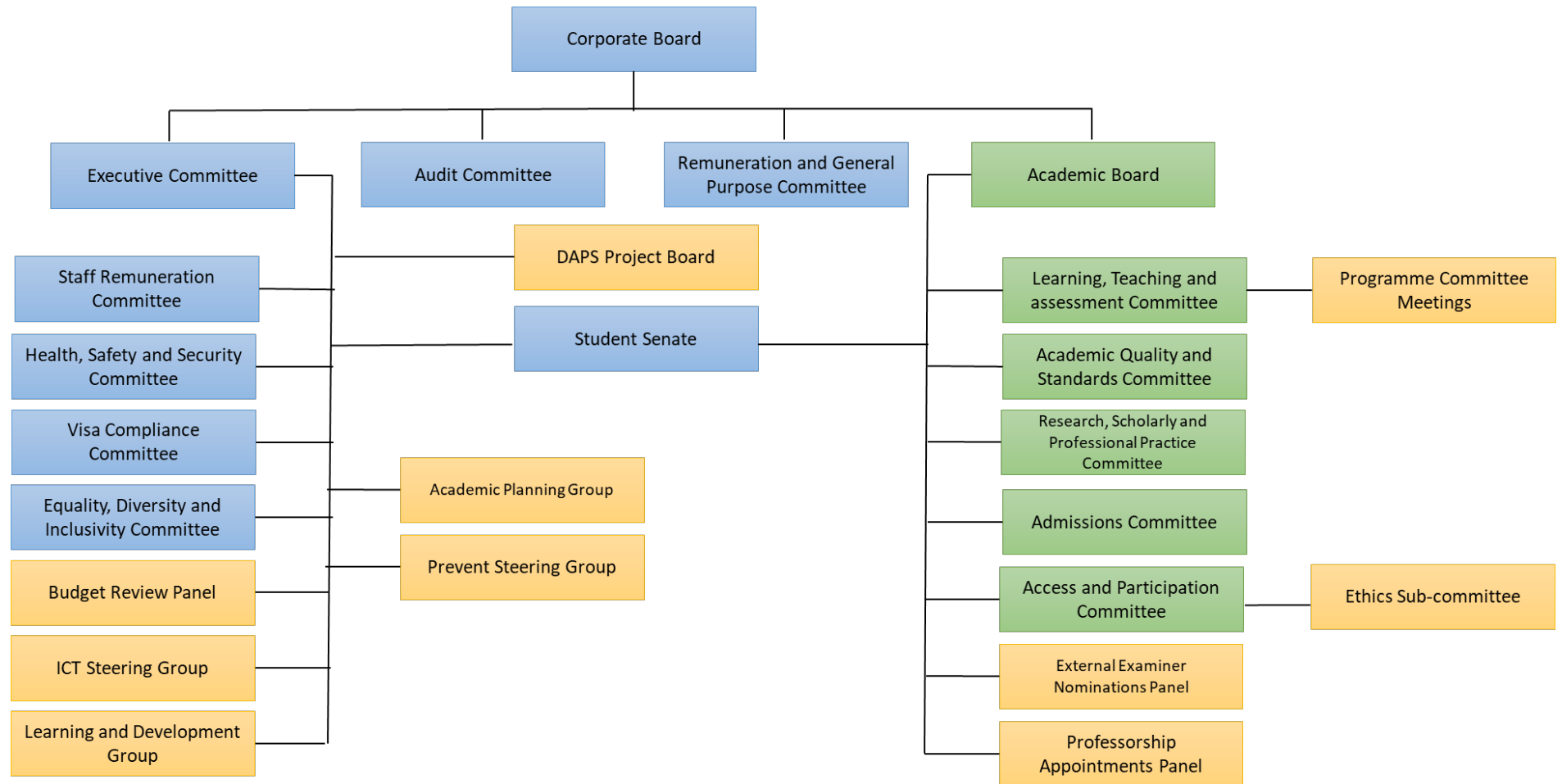
- 3.1. Corporate Governance is overseen by two principal committees, the Corporate Board and the Executive Committee. The Corporate Board, the primary governing body of ICMP, is collectively accountable for all institutional activities and decisions, and provides overall leadership of the institution.
- 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)
 - Music 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. 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.

