

ICMP Quality Manual

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Informed by the UK Quality Code; expectations for standards and quality	

FOREWORD

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

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

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

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PART 01: QUALITY ASSURANCE POLICY

1.1 SCOPE

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

1.2 VALUES

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

1.3 QUALITY MISSION STATEMENT

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

1.4 AIMS

1.4.1 To assure and enhance the quality of the total student experience

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

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

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

1.4.3 To nurture a culture of continuous improvement

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

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

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

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

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

1.5 PRINCIPLES

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

1. Developing and seeking to continually improve the effectiveness of ICMP's Quality Process
2. Establishing the Quality Manual, a Quality Cycle, annual Quality Planners and the production of the annual Self Evaluation Document and Quality Improvement Plan
3. Ensuring that Annual Reviews take place within each key Committee at the end of each Academic Year to review the key objectives, terms of reference and report on the results as a means of monitoring and measuring the Committee performance and the effectiveness of the Quality Process
4. Reviewing the Quality Manual regularly in order to ensure its continuing suitability
5. Embedding the requirements of the Quality Assurance and Enhancement process throughout ICMP by ensuring that all personnel understand and abide with the contents of this Quality Manual
6. Embedding the requirements of the Quality Assurance and Enhancement process throughout ICMP by continuously monitoring ICMP's quality performance and implementing improvements when appropriate
7. Ensuring that copies of the Quality Manual are made available to all members of staff and students and that copies of the minutes of key Committees, or extracts thereof, are made available to all stakeholders
8. Enhancing key stakeholder satisfaction by ensuring that the needs and expectations of identified key stakeholders are determined and fulfilled on time and within budget

9. Complying with all relevant statutory and regulatory requirements
10. Ensuring students contribute to the Quality and Enhancement process and are informed of resulting actions planned to improve Quality
11. Communicating the importance of meeting stakeholder needs as well as all relevant statutory and regulatory requirements throughout ICMP

1.6 THE QUALITY PROCESS (ESTABLISHING AND MONITORING QUALITY STANDARDS)

The aim of the Quality Process is to enhance the quality of the Student Experience for all ICMP students by identifying and supporting ICMP's development needs and measuring our progress against set goals and key performance and academic quality indicators. To this end, ICMP's Quality Process will:

1. Work to assure the maintenance of Academic Standards on behalf of our Awarding Bodies
2. Use reliable, valid and up-to-date evidence to evaluate and where identified improve the quality of students' learning opportunities
3. Assure that information published by ICMP about student learning opportunities is reliable and accurate
4. Engage our Students and use their feedback to plan and implement initiatives to enhance their learning opportunities

1.6.1 The establishment of quality standards

This quality manual establishes ICMP's Quality Standards taking in to account external reference points such as the UK QAA Quality Code.

The schedule of QAE related activities resulting from the implementation of the Quality Process held within this manual are planned and detailed within a 12-month period through the Quality Cycle, which in turn aligns to ICMP's yearly Academic Planner, providing a week by week schedule of activities planned to assure and enhance the quality of the student experience.

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

1.6.2 The monitoring of quality standards

The committees are arranged in such a way that minutes and decisions are cross-reported to other committees to ensure consistency and transparency of approach. Additionally, each committee has, as part of its standing agenda, a set of Academic Quality Indicators (AQIs). These indicators enable committees to effectively monitor the institutional activities relevant to both their remit, and ultimately, ICMP's Quality Standards.

In order to support the quality structure, ICMP - through consulting the Quality Code - has developed a wide range of policies, procedures and operational manuals which guide the decision making of every aspect of ICMP's operations. These policies, procedures and

manuals are periodically reviewed (at least annually) to gauge their continued fitness for purpose.

As stated previously, prior to the start of each academic year, a Quality Cycle is produced by the Academic Standards and Quality Committee and approved by the Executive Committee and endorsed by the Academic and Corporate Boards. The Quality Cycle details the quality-related activities that ICMP will undertake for the subsequent twelve-month period. This quality cycle includes guidance on matters such as when policies and committee ToR's are reviewed; when student representatives are elected; when specific reports are produced; and when key academic activities, such as progression and exam boards, are to be held. Aligned with the quality cycle is the Academic Planner which provides detail of the activities relating to the academic provision of each course that ICMP provides. The Academic Planner is approved by ExCo and endorsed by the Academic and Corporate Boards.

1.7 THE QUALITY PROCESS (SELF-EVALUATION AND QUALITY IMPROVEMENT PLANNING)

The monitoring of ICMP's activities via AQIs against quality standards leads to a process of self-evaluation and quality improvement planning. This process of self-evaluation draws upon quantitative datasets, e.g. Achievement statistics, Student Satisfaction etc., and cross references and analyses them against qualitative data such as student feedback. The analysis of a wide range of data allows for issues to be triangulated and verified and considered actions to be developed to improve an identified issue. Student feedback and engagement is key to this process as it ensures analysis is aligned to the student experience. Specifically, this aspect of the Quality Process entails all Programme Leaders producing an Annual Monitoring Review Report (AMR) that draws together the required strands of data and feedback to objectively evaluate the previous academic year of operation, while also identifying areas for development and improvement over the coming year. The AMR is discussed and endorsed by the relevant programme committee and submitted to the Learning, Teaching and Assessment Committee (LTA) to oversee a process of peer review. The AMR is passed to the Academic Standards and Quality Committee for approval and to provide a check against the data and 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

Following approval AMRs are analysed and emergent themes 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 Team. Once produced the SED and QIP are passed to the Academic Board for approval and then on to the Executive Committee and Corporate Board for endorsement; once approved and endorsed the annual Operational Plan and the five-year strategy is updated (as required) to take account of the SED and QIP. As part of the cycle of continuous review and improvement the impact of each year's annual QIP is formally evaluated and detailed within the following year's SED, with any items still outstanding being rolled into that year's QIP.

The data that drives the Quality Process can be found in ICMP's Academic Quality Indicator (AQI) table.

PART 02: ACADEMIC AND CORPORATE GOVERNANCE

2.1 INTRODUCTION

ICMP's Quality Process incorporates clear lines of responsibility and accountability, by means of ICMP's Quality Assurance Structure

This Quality Manual details the locus of responsibility for implementation and monitoring of the various elements of the Quality Process detailed within. ICMP reviews all of its policies and accompanying procedures on an annual basis, to achieve this, each policy is assigned an owner linked to the relevant department/team responsible for that policy's implementation. When scheduled, policy owners work with their department/team to critically review and update each policy (as required) with the Executive Committee compiling and maintaining a Policy Version Control Log that records when a policy has been updated and the next date of review. Any alterations required outside of the Policy Review cycle are submitted to the Executive Committee on an 'as needs' basis, in order to maintain the accuracy of the Policy Version Control Log.

2.2 THE QUALITY ASSURANCE FRAMEWORK

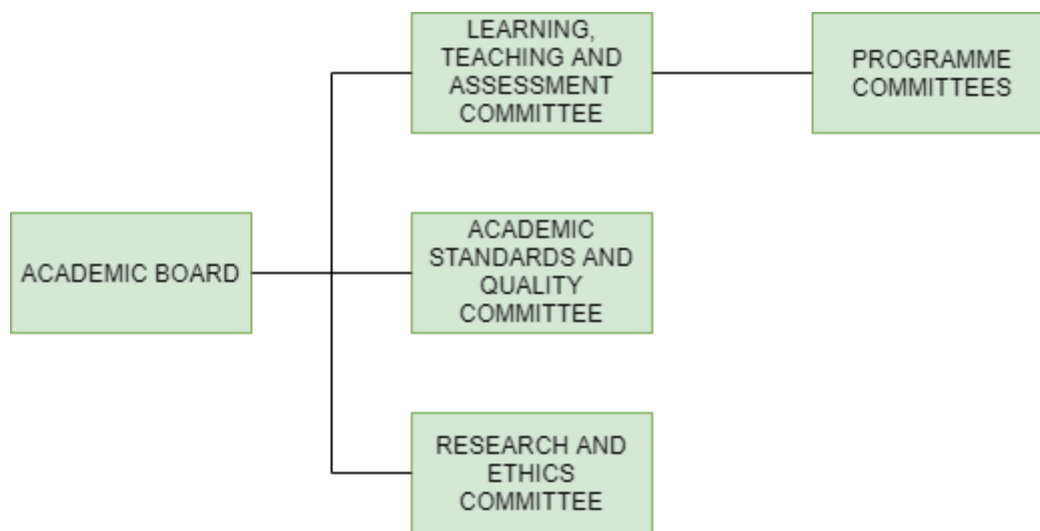
The development, approval and implementation of ICMP's framework for managing standards and quality is achieved through a blend of corporate and academic governance responsibilities.

Fundamentally, the academic governance responsibilities for the quality assurance of the student experience rest with ICMP's academic committees; corporate governance responsibilities with the Corporate Board, the Executive Committee, the Chief Executive and the Heads of Function.

Academic and corporate governance responsibilities are brought together through the Quality Assurance Structure via the implementation of this Quality Manual, which works to align live data, feedback reviewed by, and the resulting decisions of the academic committees with the overall strategic and operational planning processes of the institution, which necessarily requires that the organisation acts as a whole to ensure resources are properly allocated.

2.3 THE ACADEMIC GOVERNANCE FRAMEWORK

At the heart of the Academic Governance Framework sits the Academic Board. This Board is overall accountable for the development, management, oversight, monitoring and quality of all education programmes across ICMP. The Academic Board is the supreme academic authority of ICMP and ultimate guardian of the academic integrity and quality of all ICMP education courses. It approves both the annual Self Evaluation Document (SED) and the Quality Improvement Plan (QIP).



Each committee has its own clearly stated Terms of Reference (ToR) and regularly reviews a range of 'Academic Quality Indicators' (AQIs) which enables the monitoring of academic activities via the use of data and information.

This committee structure and the composition and terms of reference of each committee are periodically reviewed (at least annually) and any changes passed to the Corporate Board for approval.

2.4 THE CORPORATE GOVERNANCE FRAMEWORK

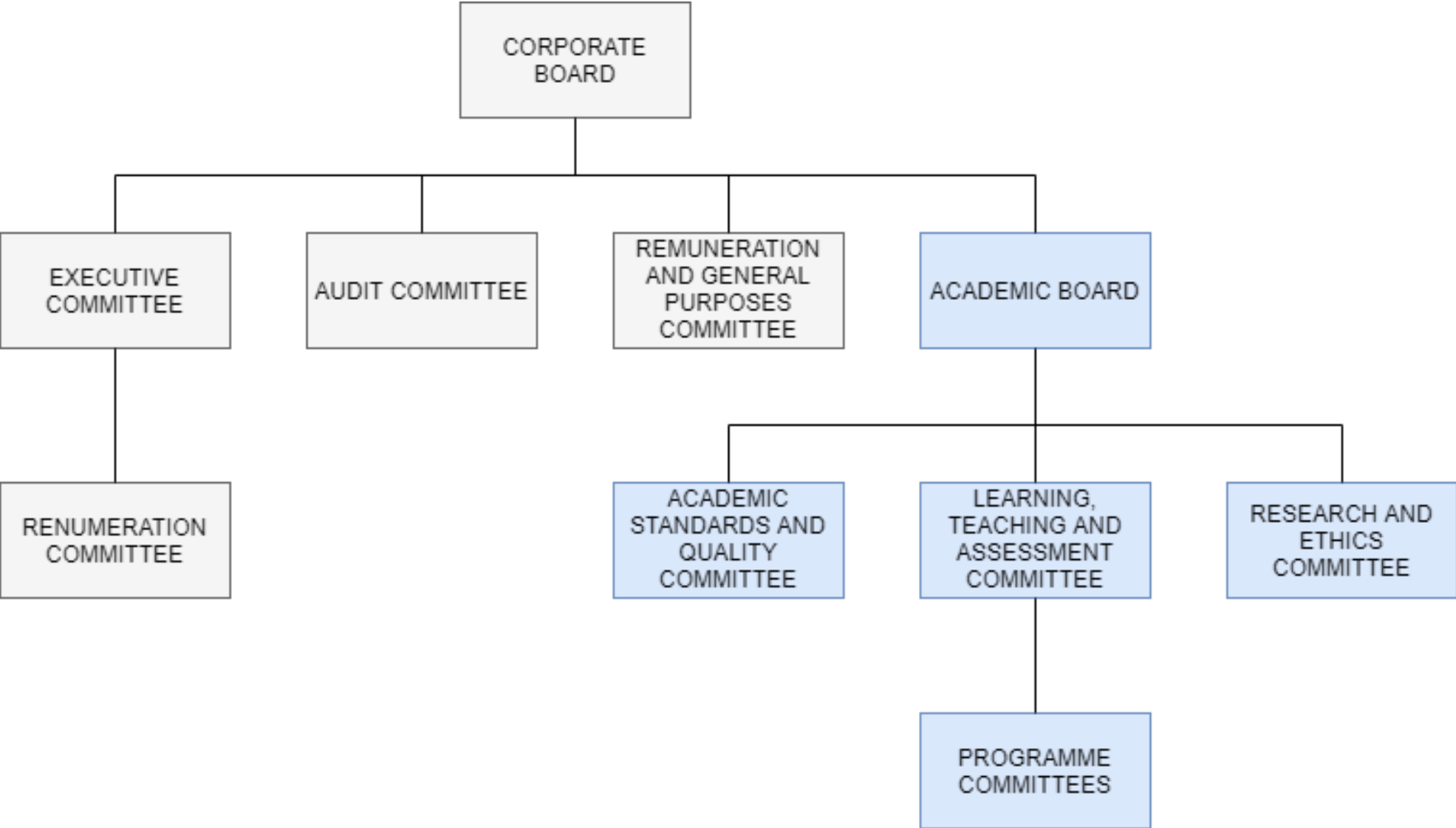
The Corporate Governance Framework is overseen by two principal committees – the Corporate Board and the Executive Committee.

Each of these committees have well-developed ToR's and, additionally, have in recent years been developing codes of conduct which guide the way in which they function. The composition and terms of reference of these two committees are periodically reviewed (at least annually) and any changes to either are ultimately approved by the Corporate Board.

Supporting these two committees is an organisational structure that is led by the Chief Executive and managed by Heads of Department. For more information please see ICMP's Organisational Structure.

2.5 COMBINING THE FRAMEWORKS

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



2.5.1 CORPORATE BOARD

The Corporate Board is the primary governing body of ICMP and has overall responsibility for overseeing ICMP activities, determining its future direction and fostering an environment in which ICMP's mission is achieved and the potential of all students is maximised.

For more information please see the Corporate Boards' terms of reference.

2.5.2 EXECUTIVE COMMITTEE

The Executive Committee (ExCo), reporting to the Corporate Board, 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.

For more information please see the Executive Committees' terms of reference.

2.5.3 ACADEMIC BOARD

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

For more information please see the Academic Board's terms of reference.

2.5.4 ACADEMIC STANDARDS AND QUALITY COMMITTEE

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 programmes across ICMP on behalf of the Academic Board.

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

For more information please see the Academic Standards and Quality Committees' terms of reference.

2.5.5 LEARNING, TEACHING AND ASSESSMENT COMMITTEE

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

For more information please see the Learning, Teaching and Assessment Committees' terms of reference.

2.5.6 RESEARCH AND ETHICS COMMITTEE

Reporting to the Academic Board, the Research and Ethics Committee (REC) is accountable for supporting and promoting research and scholarly activities.

For more information please see the Research and Ethics Committees' terms of reference.

2.5.7 PROGRAMME COMMITTEES

The Programme Committee Meeting provides a formal communication channel between students and staff to discuss the quality of the programme and seek views on student experience.

The Programme Committee is responsible for approving the Programme Review report and action plan, and for monitoring its implementation. Any modifications to a programme, must be received by the Programme Committee.

For more information please see the Programme Committees' terms of reference.

PART 03: PORTFOLIO DEVELOPMENT

This section considers the process and principles for new programme proposals and recommendations for re-validation of ICMP programmes.

3.1 PROGRAMME APPROVAL

Proposed programmes are presented to the Executive Committee on the new programme proposal template. The template considers the rationale for the new programme, financial implications, demand, resourcing requirements and alignment to the ICMP operational and strategic plans

All programme proposals will be submitted to the Academic Board to confirm alignment to ICMP's Portfolio Strategy plans before being submitted to the Corporate Board for final approval.

If approved by the Corporate Board, LTA, under the direction of the Academic Board, will receive the proposal and will appoint a working party with a nominated Programme Leader charged with developing the programme.

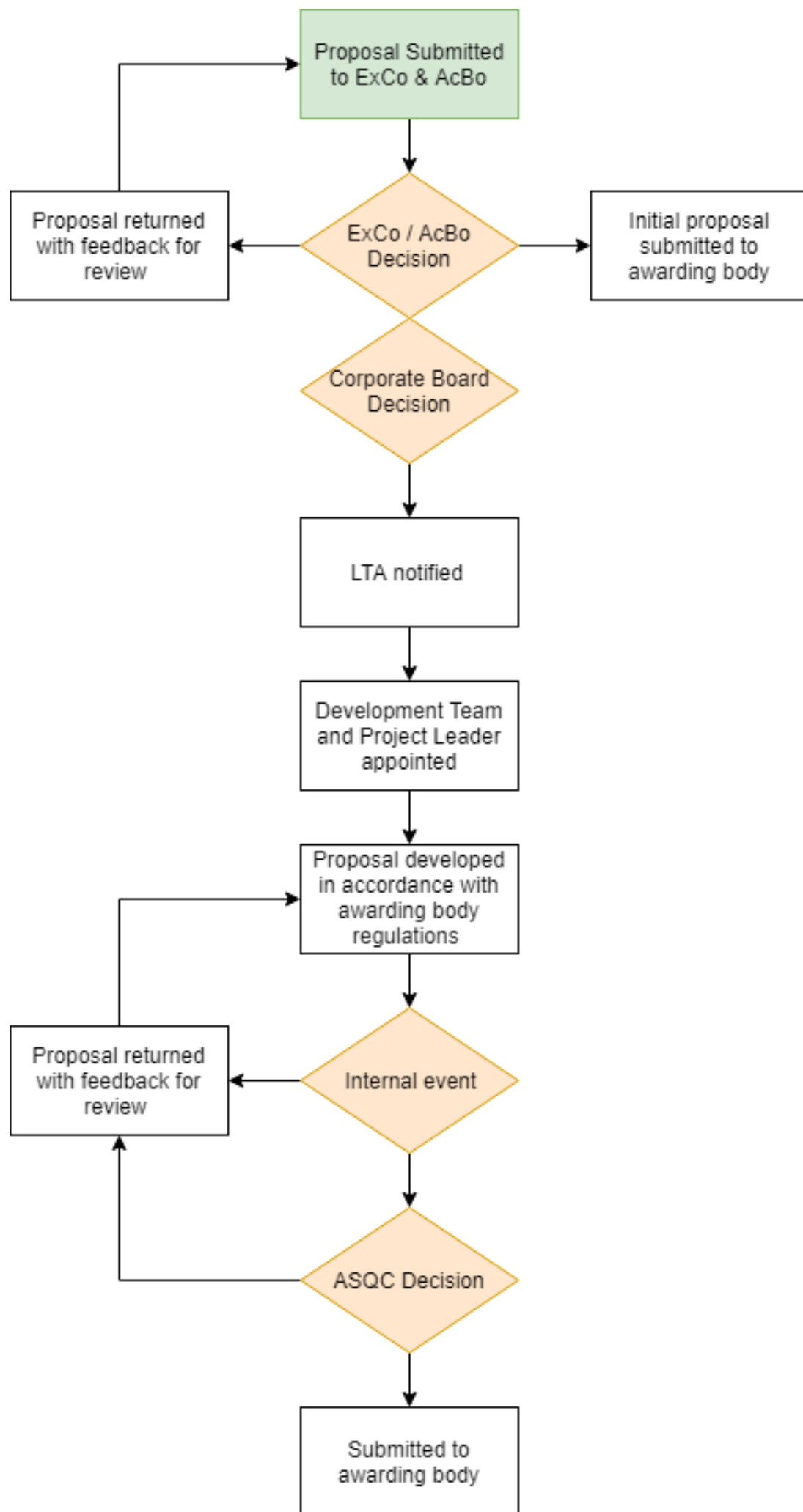
In developing the programme proposal, the Programme Leader will take account of the academic framework of ICMP's proposed awarding body. The Programme Leader will also be making use of industry and Higher Education sector experts, the RQF and FHEQ, the Subject Benchmarks, and ICMP Tutors in order to develop the programme and any necessary Validation Documentation, Programme Specifications and Programme Handbooks in good time for any validation event.

The completed programme documents can then be submitted to LTA for an internal validation check. If successful, the documentation is submitted to ASQC for consideration in-line with Awarding Body procedures, before submission to that awarding body.

Internal Validation Event Note: An Internal Validation Event ensures that the programme goes through internal quality processes and checks the suitability of the programme prior to submitting to the awarding body. A list of required documents can be found in Part 06 of this Handbook.

Post validation of a programme, the 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.

This process is shown in the Pre-validation Programme Design Procedure overleaf.



3.2 INTERNAL PROGRAMME REVIEW

An Internal Programme Review is an opportunity to undertake an in-depth analysis of the performance of a Programme over a period of time.

The Procedure is details in the Internal Programme Review Procedure on [MyICMP](#).

3.3 PROGRAMME RE-VALIDATION

Degree programmes are re-approved through each relevant Awarding Body's Periodic Review process in accordance with a five-year cycle. In general, groupings of programmes are considered together, although certain courses may be considered individually, particularly where professional, statutory or regulatory bodies are involved. If ICMP wishes to take a programme through revalidation (for developmental purposes) outside this cycle, it must notify the validating institution of its desire to do so, and work with that institution's Quality Assurance & Enhancement team or nominee (and calendar cycle) for re-approval and revalidation.

Where ICMP wishes to take a programme through revalidation, the proposed is presented to the Executive Committee on the programme revalidation proposal template.

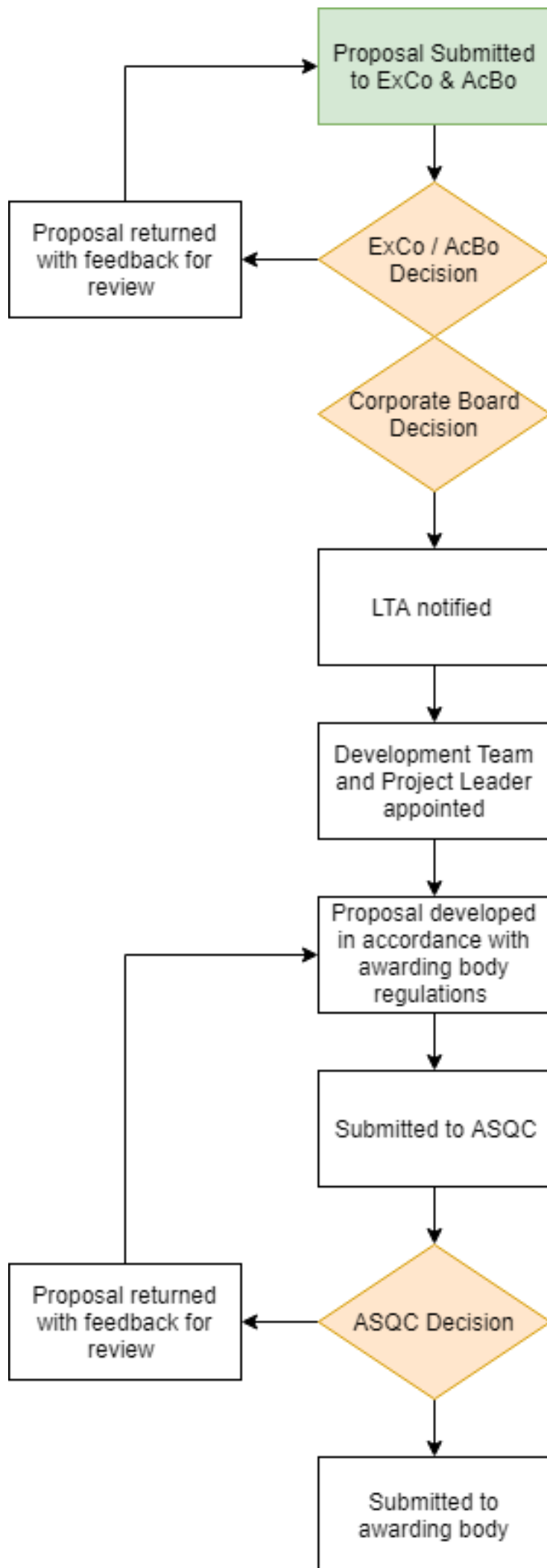
All proposed programme revalidations will be submitted to the Academic Board to confirm alignment to ICMP's Portfolio Strategy plans before being submitted to the Corporate Board for final approval.

If approved by the Corporate Board, LTA, under the direction of the Academic Board, will receive the proposal and will appoint a working party with a nominated Programme Leader charged with developing the programme.

In developing the re-validated programme proposal, the Programme Leader will take account of the academic framework of ICMP's proposed awarding body. The Programme Leader will also make use of student consultation, industry and Higher Education sector experts, the RQF and FHEQ, the Subject Benchmarks, and ICMP Tutors in order to develop the programme and any necessary Documentation, Programme Specifications and Programme Handbooks in good time for any re-validation event.

The completed programme documents can then be submitted to ASQC for consideration in-line with Awarding Body procedures before submission to that awarding body.

Post re-validation of a programme, the 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.



PART 04: ANNUAL MONITORING AT ICMP

Annual monitoring provides ICMP with an opportunity to reflect upon the learning, teaching and the operation of all programmes over the previous academic year. The activity also aims to identify areas of good practice and programme success which could be shared across the institution.

All annual monitoring reports are discussed and endorsed by the relevant programme committee and submitted to the Academic Standards and Quality Committee, Academic Board and relevant Awarding Body.

4.1 PURPOSE

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 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.

4.2 RESPONSIBILITIES

Each module leader is responsible for producing a Module Leader Report.

The Module Leader Report will form part of the evidence base for Programme Annual Monitoring reports.

Each programme leader is responsible for producing a Programme Annual Monitoring report that considers Module Leader reports, External Examiner reports, data relating to recruitment, achievement, retention and success and student feedback.

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.

Quality will produce an institutional report identifying trends and actions for consideration. The themes and discussions are captured within ICMP's annual SED and QIP.

Data will generate statistical reports which form the evidence base for Annual Monitoring.

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

4.3 TIMESCALES

	Undergraduate	Postgraduate
September	Annual Monitoring Preparations	Annual Monitoring Preparations
October	Annual Monitoring Event Programme Committee Meeting [2]	Annual Monitoring Event Programme Committee Meeting [1]
November	REP submission deadline (UEL) Review point 2 (USW)	REP submission deadline (UEL)
December	Annual Monitoring outcomes (AcBo) Module Evaluations (Sem 1)	Annual Monitoring outcomes (AcBo) Module Evaluations (Sem 1)
January	Module Leader Reports (Sem 1) Programme Committee Meeting [2]	Module Leader Reports (Sem 1)
February	Mid-year AMR update Review point 3 (USW)	Mid-year AMR update Programme Committee Meeting [2]
March	Module Evaluations (Sem 2) Programme Committee Meeting [3]	Module Evaluations (Sem 2)
May	Review point 4 (USW) Module Leader Reports (Sem 2)	Module Leader Reports (Sem 2)
June		Programme Committee Meeting [3]
July	Review point 1 (USW)	Module Evaluations (Sem 3)
August	NSS	Module Leader Reports (Sem 3)

4.4 STUDENT ENGAGEMENT IN ANNUAL MONITORING

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

4.5 ANNUAL MONITORING PROCESS

4.5.1 Module

Module Leader reports will be produced upon completion of a module and will form part of the evidence base for the Programme Annual Monitoring report.

The Module Leader report will provide an overview of the module, review progress against module improvement plans and consider student module feedback.

4.5.2 Programme

The programme Annual Monitoring report will consider:

1. Module Leader reports;
2. External Examiner Reports;
3. Review and analysis of Programme datasets against benchmarks and trends:
 - Recruitment and Enrolment;
 - Retention;
 - Progression;
 - Achievement;
 - Completion;
 - Attainment;
 - Student Survey results;
 - Student Destination.
4. The annual monitoring report will also consider
 - Student Feedback
 - Good and Innovative Practice
 - Staff Development
 - Previous year Action Plan

4.5.3 Peer Review and Sharing Best Practice

Following completion of the AMR, the Learning, Teaching and Assessment Committee will oversee a process of peer review.

PART 05: MODIFICATIONS

Programme and module modifications may be necessary to enhance the delivery of the programme or to respond to student and external examiner feedback.

Where a programme wishes to make a module or programme modification, guidance should be sought from the Quality Department to ensure the relevant awarding body procedures are followed.

The proposal is then presented to ASQC for consideration in-line with Awarding Body procedures before submission to that awarding body.

5.1 INDICATIVE GUIDANCE ON MODIFICATIONS

	List of examples <i>(this is not exhaustive)</i>	Evidence required	Approval	Other Action
Annual updates that do not require approval	Module leader changes, reading lists and other learning resources		N/A	The Quality Department should be notified of any updates to the module specifications
Minor Modification	Changes to option modules, changes to core modules that do not change curriculum content or learning outcomes; changes to learning and teaching hours.	Supporting rationale; evidence of student and external examiner consultation; revise module specification.	Awarding Body	The finalised documentation must be submitted to the Quality Department prior to submission to the awarding body.
Major Modification	Changes to a core module e.g. change to credit weighting, change to curriculum content, change to learning outcomes	Supporting rationale; evidence of student and external advisor consultation (on external advisor consultation template)	Awarding Body	The finalised documentation must be submitted to the Quality Department prior to submission to the awarding body.
Note: Modifications cannot be applied retrospectively and can only be implemented at the start of term of academic session following awarding body approval.				

PART 06: PROGRAMME DOCUMENTATION

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.

6.1 PROGRAMME SPECIFICATION

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.

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.

6.2 MODULE SPECIFICATION

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

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

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

6.3 CRITICAL EVALUATION DOCUMENT (CED)

(internal programme review only)

The CED 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.

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

The CED 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 07: EXTERNAL EXAMINING

External examiners or verifiers are appointed by ICMP's Awarding Bodies for all courses. They ensure that academic standards are maintained and that individual students are treated fairly.

7.1 EXTERNAL EXAMINER NOMINATION

External examiners or verifiers 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 or verifiers.

7.2 EXTERNAL EXAMINER REPORTS

Each external examiner is required to submit an annual report commenting on the standard of marking and the quality of candidates' work, in relation to the level of the award, with reference to standards at other institutions. External Examiners' reports are a key component in ICMP's standards and quality assurance procedures. All External Examiner reports are received by the relevant Awarding Body and Programme Team. External Examiner Reports are used in conjunction with datasets to triangulate areas for development or identify areas of good practice.

PART 08: FORMAL STUDENT ENGAGEMENT ACTIVITIES

8.1 PURPOSE

Students 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.

8.2 PROGRAMME COMMITTEE MEETINGS

Students on ICMP courses are represented by their peers in formal meetings (normally a programme committee meeting) that meet at least once each semester.

The function of the Programme Committee is to provide a platform to consult and gather feedback from student and staff representatives.

Each programme must have a formal meeting process to engage with student representatives and gather feedback.

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, or where appropriate representation per discipline.

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.

A formal record of the Programme Committee Meeting will be made available to the Quality Department for committee effectiveness and annual monitoring purposes.

The remit of the Programme Committee Meeting is outlined in Part 13.

Aspects not covered by the Programme Committee Meeting are:

- 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.

8.3 RESPONSIBILITIES

This section should be read in conjunction with the Student Charter

8.3.1 ICMP

ICMP will:

- provide opportunities for students to engage in the quality of their education experience;
- provide opportunities for students to engage in the development, assurance and enhancement of the quality of their educational experience;
- ensure that students can speak freely, and views are treated with due seriousness and respect;
- Offer students the opportunity to become a student representative.

8.3.2 PROGRAMME LEADERS

The Programme Leaders will:

- ensure that student representatives are selected by the student body in the timescales agreed above;
- ensure a programme committee takes place at least once each semester;
- ensure that dates for the meeting and agendas will be published in advance of the meeting;
- ensure that students can speak freely, and views are treated with due seriousness and respect;
- ensure that feedback gathered from Programme Committee meetings, and from informal interactions is used to plan and manage improvements to the student experience.

8.3.3 STUDENT REPRESENTATIVES

Student Representatives will:

- attend Programme Committee meetings;
- communicate the voice of their peers;
- be proactive in suggesting improvements to the programme;
- take feedback processes seriously;
- encourage students to participate in feedback activities.

8.3.4 QUALITY AND STUDENT ENGAGEMENT DEPARTMENT

The Quality and Student Engagement Department will:

- build student feedback activities in to the quality cycle
- provide training for student representatives
- monitor the effectiveness of student engagement activities

8.4 STUDENT PRESIDENT AND STUDENT VICE-PRESIDENT

The Student President acts as the figurehead of the student body and ensures that views are represented throughout ICMPs academic governance structure.

The Student President is supported by the Student Vice-President

8.5 THE STUDENT SENATE

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

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.

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.

Specifically, the Student Senate:

1. receives reports from student representatives on good practice and areas for improvement at institutional-level;
2. updates the student cohort on progress made against 'Your Voice, Your ICMP';
3. receives reports from student representatives on any matters affecting them relating to Facilities, Student Services or other ICMP functions;
4. communicates key updates to the student body.

8.6 STUDENT REPRESENTATIVES ON ACADEMIC COMMITTEES

As part of ICMPs commitment to enabling students to provide feedback on their educational experience, the Academic Board and Learning, Teaching and Assessment Committee will have student representation.

8.7 STUDENT SURVEYS

All students are invited to complete module evaluations and the annual student satisfaction survey.

Satisfaction scores are made available to the Academic Board, chaired by the Dean of Academic Studies, and its sub-committees. The committees develop an action plan and take action based on feedback from students.

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.

PART 09: RECRUITMENT, SELECTION AND ADMISSIONS

ICMP seeks to ensure that our recruitment, selection and admission processes are accessible, clear, transparent and fair. All admission decisions are made in accordance with our Admissions Policy.

9.1 ADMISSIONS

Each course page set out the minimum requirements for admission. ICMP's Admissions team advises on the acceptability of overseas qualifications, drawing on its own expertise and the advice of recognised authorities such as NARIC if necessary. Minimum standards for English language competence are set in line with UKVI and OfS requirements.

ICMP's website and prospectus both carry information on general entrance requirements and the specific initial offer standard for each programme. The latter may vary from year to year and at the time of confirmation of offers in the light of supply and demand factors, but ICMP maintains minimum acceptance criteria. Approval of the initial offer standard for full-time and undergraduate courses and any subsequent adjustment is given by the Admissions Panel as part of the process to manage the student intake.

9.2 DATA REPORTING

ICMP's Data Team produces 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.

9.3 RECOGNITION OF PRIOR LEARNING

Where entry is granted with advance standing, programme leaders are required to complete the RPL template to map achieved credit to ICMP modules. The form will then be submitted to the Academic Standards and Quality Committee for consideration before being sent to the relevant Awarding Body.

PART 10: GOOD PRACTICE PRINCIPLES IN LEARNING, TEACHING AND ASSESSMENT

10.1 LEARNING, TEACHING AND ASSESSMENT

ICMP places considerable emphasis on the quality of learning, teaching and assessment; the Learning, Teaching and Assessment Strategy is developed by the Learning Teaching and Assessment Committee (LTA) as a three-year plan encompassing how to improve the quality of LTA activity. The implementation of the Learning, Teaching and Assessment Strategy is monitored by the LTA Committee, following formal approval by Academic Board.

10.2 ASSESSMENT

Assessment Policies and Practices

ICMP requires a range of assessment methods to be used, and for the assessment to be appropriate to the level of the programme and module. The appropriateness of strategies is judged at institutional level through ICMP's LTA Committee, with additional adjustments being made in light of comments from external examiners and students. Any adjustments to Awarding Body approved assessment strategies must be endorsed through LTA and checked via ASQC, before being submitted to Awarding Bodies for approval.

ICMP expects programme and module descriptions to provide information on intended learning outcomes, assessment strategies and performance criteria. This information is also contained in programme specifications, module specifications, module guides and the programme handbooks specific to the programme, which are required to be issued to students.

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 11

COMPLAINTS AND APPEALS

11.1 COMPLAINTS

ICMP is committed to providing a high-quality experience for students. It recognises that on occasion a student may be dissatisfied with the standard of service at ICMP and may wish to pursue this further.

Given that ICMP works with several different Awarding Bodies and organisations, ICMP has instigated a single interface which any student from any programme can approach as a first point of contact when seeking to raise a complaint or submit an appeal. This is the complaints@icmp.ac.uk

The complaints mailbox is monitored by the Quality Manager who on receipt of a complaint will contact the complainant to clarify the nature of the situation, before aligning it with correct procedure. Students are then supported by ICMP staff as much as possible throughout the procedure until resolution.

The management of student complaints at ICMP is guided by the Office for Independent Adjudicator for Higher Education's (OIA) Good Practice Framework.

11.1.1 COMPLAINTS MONITORING

The outcomes, and a brief description, of all complaints will be documented on ICMP's Complaints Database; periodic reports detailing the nature, outcomes of and investigating officer's recommendations, arising from complaints made against ICMP will be delivered by the Quality Manager to the ASQ Committee. All such reports will be appropriately redacted to protect the confidentiality of all parties involved.

11.2 DISCIPLINARY PROCEDURES

Where a complaint investigation reveals that a student may have acted in breach of ICMP Regulations (ICMP General Regulations, The Student Charter and the Student Disciplinary Procedure), the matter will be dealt with in accordance with the appropriate disciplinary procedures.

The ICMP disciplinary procedure is detailed in the Programme Handbook and on My ICMP.

11.3 APPEALS

Academic Appeals are dealt with by the relevant Awarding Body. However, students are **strongly advised** to make every reasonable effort to resolve their appeal informally, through meeting with the member of staff most directly concerned with the matter, such as the Programme or Module Leader, before proceeding to submission of a formal Academic Appeal.

The appeals procedure may vary according to programme and Awarding Body, but details of appeals procedures are sign-posted in each Programme Handbook. Any student unsure of the nature of their complaint and/or appeal, and the correct procedure to raise it, should email complaints@icmp.ac.uk.

This mailbox is monitored by the Quality Manager who will align each complaint/appeal to the correct procedure.

PART 12: ACCURACY OF PUBLIC INFORMATION

12.1 ACCURACY OF PUBLIC INFORMATION

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).

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 13: TERMS OF REFERENCE

Corporate Board 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 staffing and facilities plans; overall financial objectives and plans; and the annual operating budgets. 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 this activity and retains overall responsibility for strategic portfolio and curriculum development and relevant investment activity.

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

The Chair is responsible for the leadership of the Corporate Board and is ultimately responsible for its effectiveness. The Chair also ensures the institution communicates effectively with its stakeholders. All members exercise their responsibilities in the interests of the institution as a whole rather than as a representative of any constituency, and the institution maintains a register of interests of members of the Board. And 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 and the monitoring of identified academic quality indicators (AQIs);
3. 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 and responds to regulatory reports where required;
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. Reviewing and approving appropriate remuneration packages for the Chief Executive and other Senior Post Holders
9. 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 Board's responsibilities include:
 - i. Ensuring the solvency of the institution and safeguarding its assets;
 - ii. Establishing relevant sub-committees to enable effective discharge of the 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.

10. 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;
11. 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
12. 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;
13. Acting as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

BOARD COMPOSITION

The Board is comprised of nine Directors (as at September 1st, 2018) as follows:

- Professor Dan Howard, Chairman
- Paul Kirkham, Chief Executive
- Pete Whittard, Director
- David Howell, Director
- Syra Vahidy, Non-Executive Director
- Roxanne Stockwell, Non-Executive Director
- Martin Day, Non-Executive Director
- Joanne King, Director
- Tony Harris, Director

The Chairman plus three of these Directors are Independent (non-executive) and five are Executive. The 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 Board to effectively meet its primary responsibilities and to ensure confidence is instilled across a range of identified stakeholders.

BOARD MEETINGS

The Board meets four times per annum 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 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 Board body as a whole.

From time to time, and at the discretion of the Chairman, certain items may be declared to be 'reserved', that is, business which for reasons of confidentiality is not open to discussion by the whole Board with the result that certain categories of members may be excluded at the discretion of the Board itself from time to time.

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

QUORACY

The quorum for transaction of business at a 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 four Directors including the Chairman and/or senior non-executive Director and at least two 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 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 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 and legislation, and these are approved by the Board.

SENIOR MANAGEMENT REMUNERATION

The Corporate Board is responsible for approval of senior management 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 evaluations of its effectiveness and that of its committees, at least every five years. Results of these evaluations when completed will be widely published, for example in the company's annual report and on the company's website.

Audit Committee 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

1. To consider and advise the Corporate Board on its long-term audit strategy
2. To oversee The Institute's management of risk.
3. To consider and advise the Corporate Board on the criteria for selection, appointment and terms of engagement of an external audit service, the audit fee and any questions of resignation or dismissal of external auditors.
4. To recommend, consider and advise the Corporate Board on the criteria for selection and appointment of an internal audit service.
5. To consider elements of the annual financial statements in the presence of the external auditors in accordance with normal accounting practice.
6. To monitor the implementation of approved recommendations relating to any internal and external audit reports.
7. To review ICMP's procedures for the detection of fraud or irregularity
8. To approve ICMP's policy on business continuity.
9. In the event of the merger or dissolution of The Institute, to ensure that the necessary financial actions are completed, including arranging for a final set of financial statements to be completed and signed.

MEMBERSHIP

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

In attendance

Head of Finance

Meeting Frequency	Twice per annum at minimum
Quorum	Two of the three full committee members
Reporting Mechanism	Responsibility for reporting shall rest with the Chair, who shall provide a report to the Corporate Board as required.

Remuneration & General Purposes Committee Terms of Reference

Remuneration & General Purposes Committee

Reports to: The Corporate Board

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.

Terms of Reference

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

MEMBERSHIP

The Committee shall be chaired by the Senior Non-Executive Director, and additionally comprise up to two other Non-Executive Directors and up to two Executive Board Members.

In attendance:

The Servicing Officer

Meeting Frequency	At least twice per annum and additionally as required from time to time.
Quorum	At least three committee members including at least one Executive Board Member.

Executive Committee Terms of Reference

Executive Committee

Reports to: The Corporate Board

TERMS OF REFERENCE

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.

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

1. Producing regular strategic and operational plans for Board approval and organizational execution;
2. Executing, managing and monitoring strategic and operational plans, through the business cycle, principally Quarterly Business Reviews, monthly budget reviews, business sand enhancement cases and monthly departmental and major project reports;
3. Conduct Quarterly Business Reviews (QBRs) to monitor performance against the strategic plans of the institution
4. Managing and, where relevant, advising the Board about the financial and resource implications of all business activities including facilities provision;
5. Ensuring the sector regulatory requirements are complied with and that the institution engages widely with the wider UK HE sector
6. Ensuring key targets are achieved in terms of student satisfaction, graduate outcomes, student non-continuation and associated metrics
7. Allocating and monitoring the resource needs of the institution, including facilities (e.g. the learning environment), staffing, capital expenditure and operational budgets etc;
8. Formally considering and where relevant approving proposals for collaboration with other institutions, [Note: Major proposals, such as investments, acquisitions or significant expenditure require Board approval];
9. Evaluating, primarily from an operational, market demand and fiscal perspective while ensuring such proposals align with the operational and strategic plans of the institution, all proposals for programme and portfolio development and all proposed academic/educational operational investment and change;

10. Ensuring that there is adequate feedback and communication concerning the actions that the Executive Committee has taken to all boards and committees and other stakeholders;
11. Approving the establishment of contracted staff posts and the filling of contracted staff vacancies and through the recommendations of the RRC approving changes to salary, grade, pay spine and associated elements of remuneration;
12. Managing and monitoring risk through the Company Risk Register and periodically reviewing the ICMP's Risk Management Procedures to ensure they are fit for purpose and work to identify and properly manage key risks affecting the institution, making recommendations to the Board accordingly;
13. Managing and monitoring safeguarding, health and safety, security and disciplinary processes and procedures;
14. Approving all tuition fees for all ICMP courses;
15. Approving, monitoring and evaluating all major projects undertaken by the ICMP, where necessary recommending approval or otherwise to the Corporate Board;
16. Contributing to the evaluation of the ICMP's Quality Assurance and Enhancement process to gauge that it remains fit for purpose and fully compliant with all statutory and regulatory requirements (this activity being formally led by the Academic Board);
17. Periodically reviewing and monitoring Institutional Governance practice and procedure, the Quality Assurance Structure, Quality Assurance Policies, procedures and processes across the ICMP (this activity being formally led by the Academic Board);
18. Reviewing and monitoring both the annual Self-Evaluation Document (SED) and Quality Improvement Plan (QIP) (this activity being formally led by the Academic Board);
19. Ensuring that action is taken in response to institutional issues identified through the application of Quality Assurance and Enhancement procedures and the QAA Quality Code.

MEMBERSHIP

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. As of 2018/19 it has been agreed that Heads 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. As at September 2018, membership is therefore as follows:

Chair, Chief Executive
Head of Student & Staff Services
Commercial Director/Registrar
Dean of Academic Studies
Head of Finance
Marketing Director
Business Development Director

In attendance

Servicing Officer, Quality Manager

Meeting Frequency	As confirmed by ICMP Quality Cycle
Quorum	Three ExCo 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, who shall provide a report and presentation to the Board of Directors as required, but typically four times per year. As for all ICMP committees, the 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.

Academic Board Terms of Reference

Academic Board

Reports to: The Corporate Board
Sub-Committees: Learning, Teaching and Assessment Committee
Academic Standards and Quality Committee
Research and Ethics Committee
Admissions Panel

TERMS OF REFERENCE

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

The Academic Board maintains leadership, direction and oversight of ICMP's quality assurance and enhancement activities to ensure that enhancements and improvements are driven by ICMP's academic quality indicators. It approved 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 Ethics Committee; and to scrutinize strategic and operational detail in relation to the LTA Strategy, the RSP Strategy, retention, achievement, success, attendance, CPD, QAE, validation, portfolio development, TEF, REF, 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; the proposal of external examiners; 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, 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.

MEMBERSHIP

Chair, Dean of Academic Studies	
Senior Academic Manager	
Programme Leader (x2)	
Head of Student Services	
Student President, or nominee	
Chair of LTA Committee	
Chair of ASQC	
Staff Representative	Careers & Employability Manager

Nominated Members

Non-executive Academic Board Member	Hema Tank
Non-executive Academic Board Member	Dr Gill Scott
Non-executive Academic Board Member	Vacant

In attendance

Servicing Officer, Administration Manager

Meeting Frequency	The 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 including 1 non-executive member.
Record of the Meeting	Responsibility for the secretariat shall rest with the Servicing Officer
Reporting Mechanism	<p>Responsibility for reporting shall rest with the Chair, who shall provide a report to the Corporate Board as required.</p> <p>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.</p>

Academic Standards and Quality Terms of Reference

Academic Standards and Quality

Reports to: The Academic Board

TERMS OF REFERENCE

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

ASQC is accountable for monitoring the implementation of ICMP Quality Manual and accompanying annual Quality Cycle and Quality Process. ASQC is responsible for ensuring that ICMP meets the expectations as set out in the revised Quality Code for Higher Education. *Specifically, the Academic Standards and Quality Committee is responsible for:*

Quality Assurance and Enhancement

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

Annual Programme Monitoring

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

Programme Approval and Review

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

External Examiners

10. Noting nominations for External Examiners prior to forwarding to Academic Board.
11. 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;

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

Recognition of Prior Learning

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

General

15. Setting the direction of the work of the Learning, Teaching and Assessment Committee.

MEMBERSHIP

Chair, Registrar and Commercial Director
--

Quality Manager
Chair of Academic Board
Chair of LTA
Data Manager
Administration Manager
Programme Leader (x2)

In attendance

Servicing Officer, Quality Officer

Meeting Frequency	As confirmed by ICMP Quality Cycle
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	<p>Responsibility for reporting shall rest with the Chair. Minutes of the Academic Standards and Quality Committee are sent to the Academic Board for information. Minutes of meetings are available to staff and students via the VLE.</p> <p>As for all ICMP committees, the ASQC produces an annual review of effectiveness as part of the overall ICMP governance practices.</p>

Learning, Teaching and Assessment Committee Terms of Reference

Learning, Teaching and Assessment Committee

Reports to: The Academic Board

TERMS OF REFERENCE

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

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

Specifically, the Learning, Teaching and Assessment Committee is responsible for:

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

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

MEMBERSHIP

Chair, Associate Dean (Learning and Teaching)

Senior Academic Manager
E-Learning Manager
Student Vice-President
Programme Leader (x2)
Teaching Faculty Representative (x2)

In attendance

Servicing Officer, Quality Officer

Meeting Frequency	As confirmed by ICMP Quality Cycle
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	<p>Responsibility for reporting shall rest with the Chair. Minutes of the Learning, Teaching and Assessment Committee are sent to the Academic Board for information. Minutes of meetings are available to staff and students via the VLE.</p> <p>As for all ICMP committees, the LTA produces an annual review of effectiveness as part of the overall ICMP governance practices.</p>

Research & Ethics Committee

Terms of Reference

Research and Ethics Committee

Reports to: The Academic Board

TERMS OF REFERENCE

The Research & Ethics Committee is accountable for supporting and promoting research and scholarly activities undertaken at, or in connection with, ICMP. The Committee is responsible for the design and implementation of the Research and Scholarly Practice Strategy, overseeing the systematic integration of research and advanced scholarship into teaching; ensuring research is linked to institutional strategy; engaging with current debates about research; 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 & Ethics Committee is also responsible for scrutinising and championing research funding applications and monitoring the impact of funded research upon the staff and student experience at ICMP. Finally, the Research & Ethics Committee is responsible for maintaining high standards of ethical conduct in ICMP's research practices and, where appropriate, considering student and staff research proposals in keeping with our Awarding Bodies' Ethics Policies.

Terms of Reference:

1. Managing an annual budget for research activities at ICMP as assigned by the Executive Committee
2. Investigating opportunities for external research funding to support ICMP's activities in this regard
3. Investigating and maintaining strategic relationships with collaborative partners
4. Commissioning research identified by the Committee as in line with ICMP Learning & Teaching and Research Strategies
5. Scrutinising and supporting the development of research bid applications
6. Setting appropriate targets for the annual value of research bid applications, conversion-to-funding rates, and research income
7. Supporting research 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

8. Planning and organising research conference and research-informed events within the Executive Committee approved parameters of time and cost
9. Encouraging (within reasonable budgetary confines) direct ICMP involvement in relevant scholarly events in the UK and/or internationally
10. Producing and maintaining ICMP Research and Scholarly Practice Strategy
11. Promoting, publicising and disseminating research activity at ICMP in creative and engaging ways.
12. Promoting and nurturing research, scholarly activity among staff at ICMP, and ensuring the ongoing maintenance of mechanisms that support staff development
13. To act as and provide the services of ICMP's 'Ethics Panel', with the remit of maintaining high standards of ethical conduct in student and staff research. Duties in this respect include:
 - i. Maintaining appropriate processes that assure the ethical integrity of student and staff research
 - ii. Considering and approving for ethical clearance all student research proposals which include human subjects in keeping with our Awarding Bodies' Ethics Policies
 - iii. Considering and approving for ethical clearance all staff research proposals in keeping with our Awarding Bodies' Ethics Policies

MEMBERSHIP

Chair, Dean of Academic Studies

Senior Academic Manager
Teaching Faculty Representative (x3)

In attendance

Servicing Officer, Senior Programme Support Officer

Meeting Frequency	As confirmed by ICMP Quality Cycle
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	<p>Responsibility for reporting shall rest with the Chair. Minutes of the Research and Ethics Committee are sent to Academic Board for information. Minutes of meetings are available to staff via the VLE.</p> <p>As for all ICMP committees, the REC produces an annual review of effectiveness as part of the overall ICMP governance practices.</p>

Programme Committee Terms of Reference

Programme Committee

Reports to: Learning, Teaching and Assessment Committee

TERMS OF REFERENCE

The Programme Committee Meeting provides a formal communication channel between students and staff to discuss the quality of the programme and seek views on student experience.

The Programme Committee is responsible for approving the Programme Review report and action plan, and for monitoring its implementation. Any modifications to a programme, must be received by the Programme Committee.

Specifically, the Programme Committee will:

1. Provide a forum in which students can express their views about the management of the programme, and the content, delivery and assessment of modules, or equivalent, in order to identify appropriate actions to be taken in response to the issues raised and to ensure that the implementation of these actions is tracked;
2. Identify and formally recognize areas of innovation and good practice to be noted by the Learning, Teaching and Assessment Committee;
3. Provide formal, annual student feedback on the programme and input into the preparation of the Annual Monitoring Review Report;
4. Consider student survey (including NSS) and module evaluation outcomes;
5. Receive, consider and approve the Annual Monitoring Review Report and External Examiner Report and identify responsibilities for action to be taken;
6. Review progress on Annual Monitoring Review Action Plans and Module Improvement Plans at each meeting;
7. Review proposals for modification of the programme structure (validated programmes only) and noting implementation arrangements for modifications;

MEMBERSHIP

Chair, Programme Leader
Student Representatives
Tutors delivering on the Programme
Quality Manager or nominee

In attendance

Servicing Officer, Programme Support Officer
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Meeting Frequency	As confirmed by ICMP Quality Cycle
Quorum	At least 1 student representative in conjunction with half of committee members
Record of the Meeting	Responsibility for the secretariat shall rest with the Servicing Officer
Reporting Mechanism	Responsibility for reporting shall rest with the Programme Leader, who shall provide an Annual Programme Review Report to the Learning, Teaching and Assessment Committee, and to any Collaborative Partner once per year. Minutes of each meeting shall be included as an appendix to the Programme Review Report and will be made available to staff and students via the VLE.