Governance at the London School of Science and Technology

Document Information

Version	**12.3**

Document owner(s)*:	The London School of Science and Technology Limited
Approved by:	The Board of Governors
Date of next review:	September 2022
Document Status:	IN USE
Dissemination:	For general publication

*The document owner is responsible for maintaining and updating the content of this document and ensuring that it reflects current practice at the School.

Foreword: Governance within the Context of the Higher Education Regulatory Environment

The Office for Students (OfS) establishes a regulatory environment which emphasises the theme of students' protection as consumers of Higher Education, with acknowledgement of the need to ensure that higher education learning opportunities offer genuine, lasting value where Higher Education Institutions (HEIs) are in receipt of public funding, which includes student financial support from Student Finance England.

The purpose of this Governance Framework is to:

i. establish sound mechanisms of academic and institutional oversight, characterised by principles of transparency, regularity, propriety and accountability for the use of public funds;

ii. ensure that the constituent boards and committees of governance are appropriately linked and serviced with reliable, objectively assured information;

iii. ensure stakeholders understand their role of oversight within the School.

This Governance Framework defines a configuration of committees, reporting protocols and delegated authority limits underpinning the functions of School's Governing Body, which is appropriate to the size and complexity of the School, whilst supporting its longer-term objectives for institutional growth and aspirations for acquiring degree-awarding autonomy.

The terms of reference within this framework have been mapped to the Primary Code Elements of the *Committee of University Chairs' Higher Education Code of Governance*[1], in order to provide suitable assurance to the regulator that the London School of Science and Technology (LSST) Limited operates with due regard for its Conditions of Registration, and in accordance with the expectations of an approved HEI in receipt of public funds.

Approach to Regulation

The OfS affects an approach to regulatory monitoring where risk to students is evaluated through diagnostic reviews of institutional returns and judgments by OfS Officers. One of the key diagnostics in assessing risk relates to an institution's financial sustainability, management and governance. Registered HEIs must offer evidence that they are financially sustainable, that financial management is sound and a clear relationship exists between the Institution's financial policies and the safeguarding of the quality and standards of its provision. The HEI must also offer evidence that it is governed and managed effectively, with clear and appropriate lines of accountability for its academic responsibilities and with formal corporate governance arrangements in place

This governance framework seeks to address the above requirements.

---

[1] The Higher Education Code of Governance https://universitychairs.ac.uk/wp-content/uploads/2015/02/Code-Final.pdf

The CUC HE Code of Governance (2014)

LSST's Governance Framework will, as far as is practicable, embody the Primary Elements of the CUC Higher Education Code of Governance, and hold itself to standards of probity on par with those of a 'publicly-founded' HEI. Members of the School's Governance and those with senior management responsibilities shall be 'fit and proper persons' within the definition of the OfS' *Public Interest Governance Principles*[2], and shall at all times conduct the School's business in accordance with the *Nolan Principles of Public Life*[3].

Emphasis is placed on the principles of collegiality and trust; the Governing Body will respect the autonomy of the Academic Board and other bodies involved in academic governance but will receive assurance that academic risks (such as those involving partnerships and collaboration, recruitment and retention, data provision, quality assurance and research integrity) are being effectively managed. Exigencies warranting the intervention of the Governing Body in institutional management will be clearly defined.

Overview of Governance Structure

Governance at LSST is structured primarily within three domains; this document is arranged into the following sections describing the key committees and functions of each, namely:

- **Strategic governance at Board-level (Section A):**

- **Institutional management undertaken by the Executive (Section B):**

- **Governance of Quality and Standards overseen by the Academic Board and its subcommittees (Section C)**

The full terms of reference for all Governance and Management bodies are outlined herein.

Governance during the COVID-19 Pandemic

The emergence of the COVID-19 (Coronavirus) pandemic in early 2020, and the ongoing need for governments to effect emergency restrictions on interpersonal contact ("social distancing") has profoundly affected the strategic priorities of higher education providers across the UK.

For most providers, including LSST, this has necessitated the inclusion of remote course delivery methods and changes to assessment regulations, as well as adaptations to physical learning and working environments.

The resolve of UK higher education's regulatory bodies at this time has been clear; regardless of how higher education providers seek to comply with social distancing restrictions, they must continue to offer a high quality academic experience that satisfies the conditions of the OfS' Regulatory Framework and upholds the expectations of the UK Quality Code.

---

[2] https://www.officeforstudents.org.uk/advice-and-guidance/regulation/public-interest-governance-principles/
[3] https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2

In addition, providers must continue to comply with Consumer Protection Law and ensure that prospective students receive sound guidance and reliable information about how programmes will be delivered during the pandemic.

To ensure the success of their students at this time, providers will be expected consider how the pandemic may affect the needs of their students and bolster the support they provide accordingly, particularly where students may be deemed to be vulnerable or at academic risk.

Principles

For the duration of the COVID-19 pandemic, LSST's governing bodies will adopt a principled approach to decision-making which emphasises the physical safety of individuals above all else. The School has set out Exceptional Regulations and Procedures to safeguard its academic standards and ensure the continuity of Higher Education Programmes in line with sector expectations.

The role of students' engagement in committee oversight at this time is critical. There is growing concern within sector that students do not feel their investment in higher education has delivered value commensurate with their reasonable expectations. The School's governance functions must therefore predicate on students' and representatives' impressions of value for money and accessibility and respond accordingly; the School will continually review and enhance the avenues through which students can submit concerns or frustrations to governing bodies and senior academics, as well as external bodies where appropriate.

Authority

Whilst the social distancing restrictions remain in force, LSST will preserve the mechanisms of governance and delegated authority described herein. There will be no changes to the quoracy or terms of reference of committee meetings, which will be held remotely using video conferencing software during times of elevated risk.

As the pandemic situation has proven to develop suddenly and unexpectedly, the CEO of LSST will be empowered to take decisive action at short notice where matters arise concerning compliance with government directives or the safety and wellbeing of individuals. This prerogative will be used with discretion and such decisions will be reviewed by the Board of Governors retrospectively.

Looking forward

It is unclear how long the disruption caused by COVID-19 will last, or the long-term effects it will have on the education sector and the industries for which LSST provides routes to employment. The School will remain cognisant of its market position at this time and ensure that its Business and Healthcare offerings remain relevant given the impact that COVID-19 may have on these sectors.

Procedures for the Conduct of Meetings of the Boards and Committees

These procedures will normally apply to all board and committee meetings, unless otherwise specified.

1. Meetings of all boards and committees will be scheduled annually, in advance, to ensure each reports upward with sufficient time in advance of the quarterly meetings of the LSST Board of Governors.

2. An agenda and supporting papers for each meeting of a board or committee will normally be sent to each of its members five working days before the meeting is scheduled to be convened and no later than three working days, unless otherwise specified. This applies to all ordinary and extraordinary meetings.

3. The Chair will set a deadline for receipt of all documents in order that the agenda may be distributed to the members in a timely fashion.

4. No business will be transacted at an ordinary meeting other than that specified in the agenda paper, except for any matter of which the Chair has been advised of in advance, and which the Chair considers is urgent. No papers may be tabled without the prior consent of the Chair.

5. Meetings of the board and committees will normally be held in private. Attendance of non-members at meetings will be at the invitation of the Chair of the meeting. Persons invited to attend will withdraw from the meeting if required by a resolution of the members present

6. The Chair of each board and committee may, at any time, call an extraordinary meeting.

7. Notice of any extraordinary meeting of a board or committee will be issued to its members and the Board of Governors no later than three working days before the meeting is scheduled to be convened.

8. The agenda and notice for any extraordinary meeting will only contain papers relevant to the issue(s) to be discussed at that meeting. The members will not be asked to approve the minutes of any previous meeting nor deal with any other matters not set out in the agenda.

9. The draft minutes of meetings will be circulated to the members as soon as possible after the meeting. Prior to their circulation, the draft minutes must be accepted by the Chair of the meeting.

10. Minutes relating to non-confidential business of the Board of Governors may be posted on the Staff Portal.

11. All members and attendees of board and committee meetings must familiarise themselves with all documents to be tabled at the meeting.

12. The agendas of all board and committee meetings must include reserved items where matters under discussion are of a sensitive nature for reasons of protocol, commercial interest or because they relate to an individual or identifiable member of staff or student of the LSST.

13. The quorum for all board and committee meetings will be one-half of its total membership, unless otherwise specified. No formal business may be transacted at a meeting without a quorum present.

14. Where a motion is put to the vote at a meeting, a decision of the majority of those present and voting will be binding. If the numbers of votes for and against a motion are equal, the chairman has a casting vote.

15. The first business of every ordinary meeting will be the confirmation of the minutes of the previous meeting.

16. The Chair is responsible for the conduct of the meeting. Members are required to co-operate with the Chair to ensure the fair and effective transaction of business, and the observance of the courtesies of debate.

17. Meetings must be conducted in a constructive, non-confrontational manner and the authority of the Chair must always be respected. Members who are guilty of obstructive or offensive behaviour will be warned by the Chair that their behaviour is unacceptable. If this behaviour continues, they may, at the discretion of the Chair, be asked to leave the meeting.

18. These procedures may only be amended by an ordinary meeting of the Board of Governors.

SECTION A:
Strategic Governance

The LSST Board of Governors

Purpose:

The Board of Governors shall be comprised of the governors of the LSST who have the appropriate expertise in academic and governance matters. The Board of Governors is responsible for the overall management and governance of the LSST and is ultimately accountable for all actions and decisions of the LSST.

The Board of Governors will be supported by the following boards and committees each of which will report directly to the Board on all matters set out in their terms of reference: Advisory Board, Academic Board, Finance Board, Audit Committee, Executive Committee and Remuneration Committee.

External Reference Points:

- *Higher Education Code of Governance (Council of University Chairs)*
- *OfS Regulatory Framework for Higher Education in England; with due regard for the Public Interest Governance Principles*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Chief Executive Officer

Membership:

The Governors of the LSST;
By invitation: Student Union President

Quorum:

As determined by LSST's articles of association.

Frequency:

Quarterly
(4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Board of Governors are mapped against, and aligned with, the Primary Elements of the Higher Education Code of Governance. These responsibilities are set out below.

   i.   To receive and review, in accordance with their duties to manage and govern the LSST, the minutes and any reports of the Academic Board, Finance Board, Audit Committee, and Remuneration Committee, and, where appropriate, approve and authorise the actions of these boards and committees.

Continued over:

The LSST Board of Governors

ii.　To decide on, contribute to and approve the LSST's mission and strategic vision, through the approval of the corporate strategic plans, associated academic and business plans, and budgets designed to support the achievement of the mission and vision.

iii.　To monitor the LSST's performance against agreed strategies and ensure processes are in place to monitor and evaluate the performance and effectiveness of the LSST against the strategic and operational plans and approved key performance indicators (KPIs), benchmarked against comparable institutions.

iv.　To ensure the LSST has systems in place to meet its legal obligations, particularly with regard to equality & diversity, health & safety, data protection and security, the Prevent Duty and procurement.

v.　To ensure that appropriate systems of control and accountability are in place to secure the solvency of the LSST and the safeguarding of its assets, including financial and operational controls and risk management procedures, and that such systems are subject to audit.

vi.　To ensure that appropriate supporting strategies are in place in relation to key matters of the LSST, such as estates, finance and human resources.

vii.　To assess the effectiveness of academic and human resource management of the LSST.

viii.　To monitor the audits and/or reconciliations undertaken systematically on admissions, attendance, records of students held by SLC and SMS.

ix.　To review and report to the shareholders annually on the effectiveness of the Board and its members, including the overall performance with reference to its responsibilities as set out in these terms of reference. In addition, it will review the relevance of each of these terms of reference and recommend appropriate changes to the shareholders.

x.　To review and evaluate all institutional reports produced for and received by third parties (such as but not limited to OFSTED, QAA, OfS, HESA, DfE), and associated action plans and reports produced by LSST in response to such reports.

xi.　To evaluate, at least annually, the risk register of the LSST to ensure key risks are effectively managed and monitored.

xii.　To manage the business of the LSST in accordance with 'best practice' in academic governance.

Continued over:

The LSST Board of Governors

xiii.   To review the academic management and annual quality planning cycle of the LSST across all campuses and to keep under regular review, the policies, procedures and limits within such management functions.

xiv.   To review the Strategic Enhancement Plan to confirm and evaluate the progress of the deliberate management actions in support of enhancing the student learning environment.

xv.   To maximise the physical, electronic and human resources available to the LSST and ensuring their effective, efficient and economical use.

xvi.   To review its terms of reference, composition and effectiveness.

Advisory Board

Purpose:

The Advisory Board advises on the general strategy of the School in order for it to achieve its objectives. The Board will meet once a year to hear reports on current plans, activities and to hear from the Board of Governors about their views on this and on future priorities and key issues in research, policy and practice.

External Reference Points:

- *Higher Education Code of Governance (Council of University Chairs)*
- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*

Chair:	Membership:
Academic Advisor	Independent members: Academic, Legal & Finance

Quorum:	Frequency:
75%	Once per year

Terms of Reference:

The Advisory Board will meet annually to:

i.   advise on general strategy for the School in order to achieve overall objectives; acting as critical friend in relation to the overall shape, academic direction and policy development.

ii.   advise on potential sources of funding opportunities for commissioned projects.

iii.   advise on publications and other outputs.

iv.   act as ambassadors on behalf of the School, attending key events where possible and networking with key players/ audiences on its behalf.

v.   receive and comment on annual reports from the School for submission to the annual Advisory Board meeting.

vi.   attend the Advisory Board which will normally meet one per year.

The work of the Board will be based to some extent on virtual communication and consultation. However, the Board will meet face to face at least one per year.

Audit Committee

Purpose:

The Audit Committee is responsible for advising the Board of Governors on financial reporting, risk management and audit matters.

Reports to: Board of Governors

External Reference Points:

- *Higher Education Code of Governance (Council of University Chairs)*
- *OfS Regulatory Framework for Higher Education in England;*
- *with due regard for the Public Interest Governance Principles*
- *UK (Revised) Quality Code for Higher Education*

Chair:	Membership:
Director of Finance	Independent Finance Member, Legal Advisor, Deputy CEO, Finance & Payroll Officer

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Audit Committee are set out below.

i.   To advise the Board of Governors on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors, and any questions of resignation or dismissal of the external auditors.

ii.   To discuss with the external auditors, before the audit begins, the nature and scope of the audit.

iii.   To discuss with the external auditors' problems and reservations arising from the interim and final audits, including a review of the management letter, incorporating management responses, the external auditor's opinion on whether public grant funding (if any) has been used for the purposes intended, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).

Continued over:

Audit Committee

iv.   To consider and advise the Board of Governors on the appointment and terms of engagement of the internal audit (and the head of internal audit if applicable}, the audit fee, the provision of any non-audit services by the internal auditors, and any questions of resignation or dismissal of the internal auditors.

v.   To review the internal auditors' audit risk assessment, strategy and programme; consider major findings of internal audit investigations and management's response; and promote co-ordination between the internal and external auditors. The committee will ensure that the resources made available for internal audit are sufficient to meet the LSST's needs (or make a recommendation to the governing body as appropriate).

vi.   To require an annual report by the internal auditors offering clear opinions on risk management, control, governance and value for money.

vii.   To review the LSST's corporate risk register, keep under review the effectiveness of the risk management, control and governance arrangements, and in particular review the external auditors' management letter, the internal auditors' annual report.

viii.   To monitor the implementation of agreed audit-based recommendations, from whatever source.

ix.   To ensure that all significant losses have been properly investigated and that the internal and external auditors have been informed.

x.   To keep under review the LSST's policy and procedures for detecting fraud and irregularity, including being notified of any action taken under that policy.

xi.   To keep under review the LSST's policy and procedures for the prevention of bribery and receive reports on non-compliance.

xii.   To review regular reports from the Money Laundering reporting Officer and the adequacy and effectiveness of the LSST's anti-money laundering systems and controls.

xiii.   To review regular reports from the compliance officer and keep under review the adequacy and effectiveness of the LSST's compliance function.

xiv.   To satisfy itself that suitable arrangements are in place to promote economy, efficiency and effectiveness.

xv.   To monitor annually the performance and effectiveness of the external and internal auditors, including any matters affecting their objectivity, and make recommendations to the governing body concerning their reappointment, where appropriate.

Continued over:

xvi.   To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion.

Audit Committee

xvii.   To consider significant accounting policies, any changes to them and any significant estimates and judgements.

xviii.   Where the accounting treatment is open to different approaches, to consider whether the LSST has adopted appropriate accounting standards and, where necessary, made appropriate estimates and judgements taking into account the views of the external auditor.

xix.   To review the clarity and completeness of disclosures in the financial reports and statements and consider whether the disclosures made are set properly in context.

xx.   To review any material information presented with the financial statements, (insofar as it relates to the audit and risk management).

xxi.   To receive and review the minutes and any reports of its sub-committees.

xxii.   To provide copies of its minutes and an annual report to the Board of Governors.

xxiii.   To review its terms of reference, composition and effectiveness.

Remuneration Committee

Purpose:

The purpose of the Remuneration Committee is to advise the Board of Governors on the framework and policy of remuneration for the governors, officers and senior management of LSST.

Reports to: Board of Governors

External Reference Points:

- *Higher Education Code of Governance (Council of University Chairs)*
- *OfS Regulatory Framework for Higher Education in England; with due regard for the Public Interest Governance Principles*

Chair:	Membership:
Independent Member (Finance)	Independent Legal Advisor, Independent Academic member & Head of HR Visiting member: Deputy CEO

Quorum:	Frequency:
50%	1 meeting per annum to be held after or before Financial year

Terms of Reference:

The primary responsibilities of the Remuneration Committee are set out below.

i. To advise the Board on the framework and policy for the remuneration of the governors, chairs and any other such members of the senior management as it is designated to consider (no person may be involved in any decision as to their own remuneration).

ii. To review the ongoing appropriateness and relevance of the remuneration policy, taking into account any relevant legal requirements.

iii. To advise the Board of Governors on the design of, and determine targets for, any performance related pay schemes operated by the LSST and approve the total annual payments made under such schemes.

iv. To advise the Board of Governors on the policy for, and scope of, pension arrangements for each of the governors and other senior officers of the LSST.

Continued over:

Remuneration Committee

    v.   To ensure that contractual terms on termination, and any payments made, are fair to the individual and the LSST, that failure is not rewarded and that the duty to mitigate loss is fully recognised.

    vi.   Within the terms of the agreed policy and in consultation with the Board of Governors, to advise the Board of Governors on the total individual remuneration packages for each governor and senior manager including bonuses and incentive payments.

    vii.   To review and note annually the remuneration trends across the LSST.

    viii.   To oversee any major changes in employee benefits structures across the LSST.

    ix.   To review and advise the Board of Governors on the policy for authorising claims for expenses from the governors and from the chairs.

    x.   To ensure that all provisions regarding disclosure or remuneration, including pensions, are fulfilled.

    xi.   To be exclusively responsible for establishing selection criteria, appointing and setting terms of reference for any remuneration consultants who advise the committee.

    xii.   To obtain reliable up to date information about remuneration in other similar institutions.

    xiii.   To receive and review the minutes and any reports of its sub-committees.

    xiv.   To provide copies of its minutes and an annual report to the Board of Governors.

    xv.   To review its terms of reference, composition and effectiveness.

Finance Board

Purpose:

The Finance Board is established to review, monitor and report on all matters relating to the financial affairs of the LSST, encompassing the areas of strategic financial planning, resources management, financial monitoring and policy related issues.

Reports to: Board of Governors

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England; with due regard for the Public Interest Governance Principles*
- *Financial Reporting Standard (FRS102)*

Chair:	Membership:
Director of Finance	CEO, Deputy CEO, Principal, Non-Executive Finance member, Marketing Director, Head of Registry

Quorum:	Frequency:
50%	Bi-annually (2 meetings per annum to be held after or before every school term)

Terms of Reference:

The primary responsibilities of the Finance Board are set out below.

i.   To consider the annual operating budget and recommend its approval to the Board of Governors.

ii.   To monitor and review the current and projected levels of income and expenditure across individual areas of the LSST.

iii.   To review the LSST's Finance Strategy on at least annually and recommend its approval to the Board of Governors.

Continued over:

Finance Board

iv.   To confirm, if appropriate, to the Board of Governors that it is satisfied that the Annual Report is an appropriate and reasonable representation of the financial position of the LSST for the year and that the narrative in the introduction and the Operating & Financial Review are appropriate and consistent with the LSST's financial position and strategy.

v.   To receive and consider reports from the External Auditors relating to the annual financial statements.

vi.   To monitor the LSST's cash flow performance, forecasts and overall liquidity position.

vii.   To consider material financial risks and monitor the financial sustainability of the LSST.

viii.   To prepare and submit financial statements to Companies House, and other external authorities, if required to do so and approved by the Board of Governors.

ix.   To monitor and review expenditure on a regular basis and ensure compliance with the overall financial plan of the LSST and drawing any matters of concern to the attention of the Board of Governors.

x.   To receive and review the minutes and reports of its sub-committees.

xi.   To provide copies of its minutes and an annual report to the Board of Governors.

xii.   To review its terms of reference, composition and effectiveness.

Student Union Committee

Purpose:

The Student Union is independent with its very own constitution. The Student Union Committee is the highest decision-making forum of the student body. The main purpose of this committee is to discuss all student ideas and issues in order to discuss matters in the relevant LSST's boards, committees and panels affecting student experience, as well as propose further enhancement opportunities for students as required by the student body.

Reports to: Board of Governors

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement "– "Student Engagement"*

Chair:	Membership:
Student Union President	Vice Presidents, Secretary, Student Representatives from each programme and Representatives from Satellite campuses.

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Student Union Committee are set out below.

i.   To receive, consider and propose action of matters raised through Student Representatives.

ii.   To be the principal body representing its members' views and interests within their Institution.

iii.   To develop the student community through the provision of entertainment, media, social and other services, and support for a wide variety of student led cultural, recreational and sporting groups.

iv.   To provide support to students encountering problems with student life and to minimise the likelihood of such problems occurring.

v.   To consider and report on such matters as may be referred to the committee.

Continued over:

Student Union Committee

vi.   To facilitate, promote, represent and control all activities of members.

vii.   To review and evaluate the effectiveness of students' elections and propose improvements (if any).

viii.   To ensure that relevant Student Representatives are allocated according to the membership requirements on relevant panels and committees.

ix.   At the end of Academic Year to review Student Union Constitution and propose any improvements (if any).

x.   During the allocated executive meetings, and at any time (if required) as well as at the end of each academic year to produce a summary report for the consideration of the Academic Board and the Board of Governors by summarising key aspects the student union committee has agreed to communicate and also suggest any improvements as proposed and agreed by the student body.

xi.   To receive and review the minutes and any reports of its sub-committees.

xii.   To provide copies of its minutes and an annual report (if required) to the Board of Governors

xiii.   To review its terms of reference, composition and effectiveness.

SECTION B:
The Executive

Executive Committee

Purpose:

The Executive Committee is responsible for such matters as shall be delegated to it by the Board of Governors

Reports to: Board of Governors

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance;*
- *OfS Regulatory framework for Higher Education in England*

Chair: Membership:

Deputy CEO   Principal, Deans, Head of Quality, Partnerships Manager, Head of Registry, Director of Marketing & Admissions, Head of IT, Head of Student Support, Head of Operations, Legal Advisor

Quorum: Frequency:

50%   As required.
Reasonable notice to be provided to all members

Terms of Reference:

The Executive Committee has primary responsibility to deal with the day-to-day management and operations of LSST together with such matters as are delegated to it by the Board of Governors. The primary responsibilities of the Executive Committee are set out below.

    i.   To deal with the day to day management and operations of LSST.

    ii.   To receive and review the minutes and reports of its sub-committees.

    iii.   To provide copies of its minutes and an annual report to the Board of Governors.

    iv.   To review its terms of reference, composition and effectiveness.

    v.   To receive, consider and recommend approval of all information and documentation to the Board of Governors.

Operations Committee

Purpose:

The Operations Committee supports the delivery of the LSST's strategic objectives, oversees the effective operations of the LSST and exercises management responsibility for all non-academic implementation. It also advises the Quality Enhancement Committee on all matters relating to the resources; Learning Resource Centre, Information Technology provision, facilities, including the purchase of new equipment and overall Health and Safety and Security.

Reports to: Executive Committee / Quality Enhancement Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *Award validating / franchise partners' regulations*

Chair:	Membership:
Operations Manager	Operations Managers, IT Manager, Head of Security, Head of Library, Student Union President

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Operations Committee are set out below.

i.   To maximise the physical, electronic and human resources available to the LSST, in line with the committee's brief and ensure their effective and efficient use.

ii.   To monitor the effectiveness of Health, Safety and Security Policies against regulations.

iii.   To monitor the outcome of health and safety audits, accidents and incidents, significant issues arising from the various channels of communications and determine an appropriate course of action.

iv.   To advise the Executive Committee on resources, computing, telecommunications, library, facilities, canteen (where applicable), Health and Safety, and any other relevant aspects in order to maintain a healthy and safe environment across all campuses.

Continued over:

Operations Committee

v. To advise the Executive Committee on the use of computers within the LSST, including such matters as the choice of hardware and software, computer networking and security, and the provision of capital and recurrent funds for computing.

vi. To ensure that all licenses and employer certificates are up-to-date.

vii. To review and maintain accuracy and currency of the LSST's responsibilities checklist for providers against degree awarding bodies' regulations.

viii. To allocate fire marshals, first aiders and designated safeguarding officers in order to ensure that such list is updated and staff receive the required training and certificates when needed according to their designated responsibilities.

ix. To ensure that Health and Safety equipment (such as fire extinguishers and first aid kits) are up to date and current.

x. To monitor and disseminate developments relating to enhancement of resources.

xi. To receive and review the minutes and any reports of its sub-committees.

xii. To provide copies of its minutes and an annual report (if required) to the Quality and Enhancement Committee.

xiii. To review its terms of reference, composition and effectiveness.

Operations Panel

Purpose:

Campus Operations Panel(s) advise the Operations Committee on all matters relating to the resources; Learning Resource Centre, Information Technology provision, facilities, including the purchase of new equipment, Health and Safety and Security, building issues (if any) and any other relevant aspects.

Reports to: Operations Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *Award validating / franchise partners' regulations*

Chair:	Membership:
Operations Manager	IT Officer, Security Officer, Library Officer, Canteen, Student Reps

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Operations Panel are set out below.

i.   To maximise the physical, electronic and human resources available to the LSST and ensuring their effective, efficient and economical use.

ii.   To monitor the effectiveness of Health, Safety and Security Policies against regulations.

iii.   To monitor the outcome of health and safety audits, accidents and incidents, significant issues arising from the various channels of communications and determines an appropriate course of action.

iv.   To advise the Operations Committee on resources, computing, telecommunications, library, facilities, canteen, Health and Safety, and all other relevant aspects in order to maintain a healthy and safe environment in the campus.

Continued over:

Operations Panel

    v.   To advise the Operations Committee on the use of computers within the campus including such matters as the choice of hardware and software, computer networking and security, and the provision of capital and recurrent funds for computing.

    vi.   To ensure that all licenses and employer certificates are up-to-date.

    vii.   To review and maintain accuracy and currency of the LSST's responsibilities checklist for providers against degree awarding bodies' regulations.

    viii.   To allocate fire marshals, first aiders and designated safeguarding officers in order to ensure that such list is updated, and staff receive the required training and certificates when needed.

    ix.   To ensure that Health and Safety equipment (such as fire extinguishers and first aid kits) are up to date and current.

    x.   To monitor and disseminate developments relating to enhancement of resources.

    xi.   To receive and review the minutes and any reports of its sub-committees.

    xii.   To provide copies of its minutes and an annual report (if required) to the Operations Committee.

    xiii.   To review its terms of reference, composition and effectiveness.

Data Management Panel

Purpose:

The Data Management Panel is responsible for management of data.

Reports to: Board of Governors / Academic Board (via QEC) / Registry Committee

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *HESA Published Guidance*
- *Applicable UK Data Protection Laws*
- *UK (Revised) Quality Code for Higher Education*

Chair:	Membership:
Data Manager	Head of Registry, Assistant Registrar, Deans, Course Leaders, Quality Manager, Head of Student Support Services, Attendance Officer

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Data Management Panel are set out below.

  i. To enable the effectiveness of the accuracy of data generated by current systems in use for generating such data.

  ii. To maintain accurate student data and records, including management and review of Registry systems.

  iii. To maintain accurate records on all relevant aspects on students' continuation, achievement, retention and on other data as requested by different departments.

  iv. To ensure ongoing liaison with all external authorities and maintain knowledge levels in light with external benchmark requirements.

  Continued over:

Data Management Panel

     v.   To maintain safe environments for the maintenance of data and ensure backups are taking place regularly.

    vi.   To observe Data Protection guidelines and fully take into consideration other data legal requirements.

   vii.   To receive and review the minutes and any reports of its sub-committees.

  viii.   To provide copies of its minutes and an annual report (if required) to the Board of Governors,

    ix.   To review its terms of reference, composition and effectiveness.

Publications Committee

Purpose:

The Publications Committee is responsible for the consideration, development and monitoring of all information produced by the School to ensure that it is fit for purpose, accessible and trustworthy.

Reports to:
1. **Executive Committee (**to recommend approval by Board of Governors)
2. **Quality Enhancement Committee (**to receive, consider and report to Academic Board of the fitness for purpose of organisational information)

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *CMA UK higher education providers – advice on consumer protection law*
- *UK (Revised) Quality Code for Higher Education*

Chair:	Membership:
Principal (or a delegated member of the Quality Team)	Principal, Deans, Course Leaders, Head of Academic Support, Director of Marketing & Admissions, Head of Finance, Head of Registry, Head of Student Support, Student Union President, Operations Managers, Head of Library, Head of IT Support, VLE Manager, Work Placement and Careers Manager

Quorum:	Frequency:
50%	The Committee convenes as appropriate under the management coordination of the Quality Office.

Terms of Reference:

The primary responsibilities of the Publications Committee are set out below.

i. To ensure that all key LSST information (such as the School's Mission Statement), organisational facts (such as accreditations and approvals) and legal and regulatory licenses and memberships (such as OIA, CMA HEA) and key policies are clearly visible to all stakeholder groups via the LSST's website.

ii. To ensure that information clearly shows the LSST's campuses, key facilities and main expectations from both a student's and the LSST's perspectives.

Continued over:

Publications Committee

iii.   To review and consider all relevant internal and external information, in line with the Published Information Policy, so that information released is accurate, up-to-date and trustworthy, and reports to the to the Executive Committee assuring the fitness for purpose of all organisational information.

iv.   To ensure information for prospective students is available on printed publications and online (website and social media platforms), in a clear and straightforward style and in a manner that demonstrates that the LSST application and admission processes are fair, transparent and consistent.

v.   To enable prospective students to make an informed decision about their proposed course of study, the Publications Committee will ensure all relevant information is available on line and on printed publications.

vi.   To ensure that students are able to access all information relating to the academic and pastoral support available to them.

vii.   To ensure that all relevant information on the many and diverse LSST handbooks such as the student handbook and course handbooks are up-to-date and accurate.

viii.   To ensure that the LSST makes clear how it engages with students at a course, faculty and school level and make sure that all policies and procedures relevant to students are published on the website and student portal (VLE).

ix.   To ensure that information and guidance is available to students on how to access their personal records of study and achievements, upon completion of their course and exit before completion.

x.   To ensure that information is available to all relevant stakeholders, about how the LSST manages academic standards, learning, teaching and assessments, how it aims at enhancing students' overall experiences at the LSST and how it ensures that information is accurate, up-to-date and trustworthy.

xi.   To receive requests from all other committees for change(s)/addition(s) to public information.

xii.   To receive and review the minutes and any reports of its sub-committees.

xiii.   To review its terms of reference, composition and effectiveness.

SECTION C:

Governance of Academic Standards and Quality

Academic Board

Purpose:

The Academic Board is established to review, monitor and report to the Board of Governors on principal academic matters and delivery of education of the School, in relation to the requirements of partner awarding bodies, UK legislation, and external guidelines and benchmarks relating to the delivery of Higher Education in the UK, including the Revised UK Quality Code and associated guidance published by the Quality Assurance Agency (QAA) for Higher Education.

Reports to: **Board of Governors**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *Awarding Bodies' Academic Regulations*

Chair:	Membership:
Principal	Deputy CEO, Deans, Course Leaders, Head of Quality & Quality Manager, Director of Marketing & Admissions, Head of Registry, Head of Student Support, Student Union President

Quorum:	Frequency:
50%	Once per semester (three times annually)

Terms of Reference:

The primary responsibilities of the Academic Board are set out below.

   i.   To maintain, further promote and enhance the LSST's academic standards, the quality of students learning opportunities, the enhancement of students learning opportunities and the accuracy of public information to all stakeholder groups.

   ii.   To receive and consider reports by its committees as indicated by the terms of reference.

   iii.   To advise the Board of Governors on the development of academic activities and the resources needed to support these activities.

   iv.   To develop and keep under review a framework of the principles and regulations to be complied with by all programmes of study delivered by the LSST.

Continued over:

Academic Board

    v.   To keep under review policies and procedures on matters relating to the admission of students, teaching, curriculum content, assessment and examination of the academic performance of students, in line with partner awarding bodies' requirements and other diverse external benchmarks.

    vi.   To appoint and, if necessary, to remove internal verifiers and where appropriate, recommend the appointment of examiners to external validating bodies.

    vii.   To establish policies for the management of risk to academic standards and quality, and to receive regular reports on academic standards and quality.

    viii.   To establish and maintain such other sub-committees as it deems appropriate.

    ix.   To review its terms of reference, composition and effectiveness.

    x.   To advise on such other matters as the Board of Governors may refer to it.

    xi.   To ensure compliance with the UK Quality Code for Higher Education.

    xii.   To review the annual Self Evaluation Document and Quality Improvement Plan, reporting on relationships and interactions with other boards and committees.

    xiii.   To receive and review the minutes and reports of its sub-committees.

    xiv.   To provide copies of its minutes and an annual report to the Board of Governors.

Quality Enhancement Committee

Purpose:

The Quality Enhancement Committee is responsible for the management of quality assurance and enhancement in the LSST.

The committee has working responsibility for the implementation and management of robust and effective structures and policies for the oversight and maintenance of academic standards, quality assurance and enhancement of learning opportunities.

Reports to: **Academic Board**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance;*

Chair:	Membership:
Head of Quality	Deputy CEO, Deans, Quality Unit Manager, Head of Assessment, Lead Personal Academic Tutor; Director of Marketing & Admissions, Head of Registry, Chair of PDRG Committee, Head of Student Support, Student Union President (Course Leaders by invitation as appropriate)

Quorum:	Frequency:
50%	Once per semester to coincide with Academic Board (usually 2 weeks prior)

Terms of Reference:

The Quality Enhancement Committee primary responsibilities to determine the procedures which will assure the quality and standards of the LSST's higher education provision and receive assurance that these have been carried out. The primary responsibilities of the Quality Enhancement Committee are set out below.

   i.   To develop and review the LSST's strategic quality framework, policies and procedures for assuring, enhancing and maintaining standards and quality of provision and ensure the LSST's policies and procedures in support of these are consistently and effectively implemented.

   ii.   To identify, implement and ensure the dissemination of practices which enhance the quality of the student learning experience.

Continued over:

Quality Enhancement Committee

   iii.   To establish, as appropriate, relevant sub-committees or working groups as the committee requires to fulfil its role.

   iv.   To advise the Academic Board on responses to external quality reviews and initiatives where appropriate and to be responsible for ensuring appropriate follow-up actions arising from external regulatory functions.

   v.   To monitor and review programmes including consideration of external examiner reports and the assessment of students.

   vi.   To provide appropriate oversight of student complaints and appeals procedures.

   vii.   To develop & review School & Programme level quality assurance arrangements, handbooks and policies.

   viii.   To ensure that the LSST's higher education programmes meet the requirements of awarding body partners, external reference points, the expectations of the QAA UK Quality Code for Higher Education and PSRB requirements.

   ix.   To formulate and recommend to the Academic Board strategies and policies on all matters relating to academic quality, academic standards, student enhancement, student engagement and published information.

   x.   To review the Strategic Enhancement Framework (Strategy & Plan), and the Student Engagement Strategy to further develop future enhancement opportunities based on students' comments, staff initiatives, comments received from other committees and instructions received by the Board of Governors.

   xi.   To review and maintain the accuracy and currency of the LSST's responsibilities checklist for providers against degree awarding bodies' regulations.

   xii.   To monitor and disseminate developments in the sector relating to regulations, quality, enhancement and engagement.

   xiii.   To assure Academic Board through the Annual Report on Academic Quality and Standards that the LSST's academic quality and standards are being maintained and processes for quality enhancement are secure.

   xiv.   To review the LSST's engagement with external agencies including QAA, HE Academy and receive reports and outcomes from accreditation visits as well as oversee the responses to be made concerning quality and standards to follow up actions.

Continued over:

Quality Enhancement Committee

xv.   To monitor outputs from internal and external monitoring and reviews, which includes Periodic Reviews, QAA and other external agencies reviews, External Examiner reports, identify risk areas for enhancement and discuss and approve actions.

xvi.   To monitor reports from validations, approvals and terminations and discuss and approve actions.

xvii.   To monitor regularly all guidance and requirements issued by the QAA, particularly in relation to Higher Education Review and the UK Quality Code for Higher Education, initiating and coordinating action as appropriate.

xviii.   To monitor a range of relevant risk and performance indicators, including risk indicators monitored by the QAA, such as:

- statistical data on the performance of programmes;
- student feedback and survey results as appropriate (NSS and other student-experience surveys); and
- annual reports regarding complaints, appeals, misconduct, fitness to practice and cases submitted to the Office of the Independent Adjudicator.

xix.   To have oversight of the LSST's approach to assuring the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students.

xx.   To produce the annual Quality Management Cycle for review by Academic Board.

xxi.   To receive and review the minutes and reports of its sub-committees.

xxii.   To provide copies of its minutes and an Annual Self-Assessment Report (SAR) to Academic Board.

xxiii.   To review its terms of reference, composition and effectiveness.

Learning and Teaching Forum

Purpose:

The Learning and teaching forum meets periodically to support staff in further developing their awareness and understanding of higher education pedagogy and the identification, and sharing of, good practice for the enhancement of the student learning experience.

Reports to: Quality Enhancement Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance;*

Chair:	Membership:
Deans (on rotation)	Course Leaders, Module Leaders, Teaching Staff, Students and external members (by invitation)

Quorum:	Frequency:
50%	3 – 4 times annually, including sessions to be scheduled after teaching observations and peer observations to reflect on outcomes

Terms of Reference:

The primary responsibilities of the Admissions and Marketing Committee are set out below.

i.   To identify and share good practice in teaching and learning.

ii.   To invite contributions from internal and external practitioners.

iii.   To initiate enhancements to teaching and learning practice in support of quality enhancement.

iv.   To receive and review the minutes and any reports of its sub-committees.

v.   To provide copies of its minutes and an annual report (if required) to the Quality Enhancement Committee and Academic Board.

vi.   To review its terms of reference, composition and effectiveness.

Admissions and Marketing Committee

Purpose:

The Admissions and Marketing Committee oversees the development and implementation of the LSST's policies and procedures in the areas of marketing, recruitment and admission of students.

Reports to: Quality Enhancement Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education: and
  QAA Published Guidance - "Admissions, Recruitment and Widening Access'
  CMA Higher Education: Consumer Law Advice for Providers*

Chair:	Membership:
Director of Admissions & Marketing	Marketing Officers, Admissions Officers and Chair of Data Management Panel

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Admissions and Marketing Committee are set out below.

i.   To oversee and monitor the delivery of the School Student Recruitment Strategy and progress against targets and Key Performance Indicators.

ii. To develop, review and revise the LSST's recruitment strategies especially:

- Digital / Electronic Marketing;
- Applications Processing;
- Affiliation Marketing / Advertising;
- Events and Activities (Open and Visiting Days) Social Media;
- Publications;
- Retention marketing;
- Internal marketing and communications Widening participation and social; inclusion Offer Making; and
- Entry Requirements.

iii. To monitor success against targets set in the strategies set out above.

Admissions and Marketing Committee

iv. To ensure compliance with legislation and good practice (including CMA).

v. To monitor that public information related to marketing and admissions is clear, accessible, accurate and up-to-date.

vi. To establish and disseminate good practice in recruitment, marketing, admissions and widening access activities.

vii. To oversee and monitor the LSST's admissions policy and marketing plans.

viii. To continue reviewing the effectiveness of the implementation of the Recognition of Prior Learning Policy

ix. To monitor the implementation and effectiveness of admissions policies, to ensure that practices remain fair, transparent, promote equality of opportunity and are consistently applied in relation to all the LSST provision.

x. To review the LSST's Admissions Policy and Procedures and to ensure that they continue to support the LSST's Vision, Mission and Values.

xi. To monitor application and conversion rates as the admission cycle progresses as well as the forecasted intake(s).

xii. To consider and develop the LSST's Widening Participation and Access Strategy, ensuring it is aligned with the LSST's Strategy.

xiii. To review Admissions complaints and appeals.

xiv. To analyse and review annual statistics regarding how many applicants have transitioned into fully enrolled students.

xv. To receive and consider Annual Admissions Planning report.

xvi. To monitor and disseminate developments relating to enhancement of admissions.

xvii. To receive and review the minutes and any reports of its sub-committees.

xviii. To provide copies of its minutes and an annual report to Quality Enhancement Committee.

xix. To review its terms of reference, composition and effectiveness.

Admissions Panel

Purpose:

The Admissions Panel reviews all applications to study at the School that require discretionary contributions from senior academics and those with particular expertise; it considers chiefly matters relating to applicants with special educational needs, safeguarding concerns, other cases which fall outside of the standard admissions procedure. The Admissions Panel additionally considers appealed decisions of refusal.

Reports to: Admissions and Marketing Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education:*
- *QAA Published Guidance "Admissions, Recruitment and Widening Access"*
- *Relevant UK legislation: The Equality Act (2010) The Data Protection Act (1998) Rehabilitation of Offenders Act 1974*

Chair:	**Membership:**
Director of Admissions and Marketing, or a delegated Senior Admissions Officer	The Committee's membership shall vary in accordance with the expertise required for cases under discussion.
	The Chair may additionally invite following to contribute as required Head of Registry and Student Support; Course Leader(s); Academic Interviewers, Finance Officer(s); Student Support Officers; the School's Legal Advisor.

Quorum:	**Frequency:**
One Admissions Officer; One Course Leader per programme of studies; One Associate Dean;	The panel will meet at least twice per semester, and may be also convened by the Chair on an ad-hoc basis as required.

Terms of Reference:

The primary responsibilities of the Admissions Panel are to.

i.   administer the School's admissions policy in respect of applicants with special educational needs, safeguarding concerns, other cases which fall outside of standard admissions procedure;

ii.   ensure decisions of admissions falling outside the standard process are made with the benefit of appropriate expertise and sound judgement;

Admissions Panel

iii. consider applications for advanced standing with specific credit and direct entry to any stage other than Stage 1;

iv. consider applications with prior criminal convictions;

v. promote fairness, consistency and transparency in the LSST's recruitment and admissions practices;

vi. monitor compliance in relation to the Admissions Policy, relevant Programme, Quality Assurance statements and external Codes of Practice;

vii. receive and consider appeals against admissions decisions;

viii. provide copies of its minutes and an annual report (if required) to the Admissions and Marketing Committee;

ix. periodically review its terms of reference, composition and effectiveness.

Re-Admissions Panel

Purpose:

The Re-Admissions Panel considers applications from students who have previously attended and may be able to apply for readmission to the LSST.

Reports to: **Admissions and Marketing Committee**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education:*
- *QAA Published Guidance "Admissions, Recruitment and Widening Access"*
- *Award Validating Partners' Regulations and applicable validation / franchise agreements*

Chair:	Membership:
Senior Admissions Officer	Admissions Officers, Registry Officer(s), Finance Officer(s), Student Support Officer(s)

Quorum:	Frequency:
One Admissions Officer; One Registry Officer; One Finance Officer; One Student Support Officer	As and when required

Terms of Reference:

The primary responsibilities of the Re-Admissions Panel are set out below.

i. To consider returning students case by case depending on each individual circumstances. Evidence from the student may be requested depending on the circumstances.

ii. To promote fairness, consistency and transparency in the LSST's recruitment and admissions practices.

iii. To monitor the quality of students that are re-admitted (if any) at the LSST.

iv. To receive and review the minutes and any reports of its sub-committees.

v. To provide copies of its minutes and an annual report (if required) to the Admissions and Marketing Committee.

Programme Development and Review Group

Purpose:

The Programme Development & Review Group has delegated responsibility to consider and recommend development proposals for the addition, withdrawal, and significant alteration of programmes of study at the LSST.

Reports to: Academic Board (via QEC)

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Course Design and Development" – "Monitoring and Evaluation"*

Chair:	Membership:
Associate Dean	Deans for Luton, Birmingham, Elephant & Castle and Alperton, Head of Registry, Head of Assessments, Head of Academic Support Services, Director of Marketing & Admissions, Student Union President

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Programme Development and Review Group are set out below.

i. To contribute to the academic strategy development of the LSST and Quality Enhancement Framework and advise on priorities, such as new pedagogical developments and other strategic initiatives and recommend to the Academic Board, the viability of such developments and academic programmes.

ii. To oversee and consider academic development and enhancement of the LSST's provision and consider major amendments to taught programmes of study.

iii. To review all new developments and existing partnerships within the LSST.

iv. To ensure that proposals are underpinned by appropriate market research and link clearly to the LSST's Strategic Plan.

Continued over:

v. To ensure that relevant Staff Development is in place in the context of the needs relating to

Programme Development and Review Group

        academic staff's awareness and understanding of the requirements of the Framework for Higher Education Qualifications (FHEQ).

vi.   To review and ensure effectiveness of resources on programmes and recommend to the LSST, the need for additional resources appropriate to support academic standards and quality of learning and enhancement of teaching.

vii.   To report to, and advise, the Academic Board and Quality Enhancement Committee on proposed developments in making recommendations to the Board of Governors for approval.

viii.   To receive and review the minutes and any reports of its sub-committees.

ix.   To provide copies of its minutes and an annual report (if required) to the Academic Board and Quality Enhancement Committee.

x.   To review its terms of reference, composition and effectiveness.

Course Committees

Purpose:

The Course Committees are responsible for monitoring and dealing with all issues associated with programme delivery. The purpose of Course Committees is to provide a forum for the discussion of all matters, which affect the operation of a course. It should keep under review the academic quality of the course and ensure that the course is delivered in accordance with the aims and objectives defined at validation. In doing so it should monitor:

- feedback from students, tutors and the operational team; and
- statistics relating to pass rates, progression, retention.

Reports to: Quality Enhancement Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement" – "Monitoring and Evaluation" – "Student Engagement" – "External Expertise"*

Chair:	Membership:
Course Leader	Module Leaders and tutors, Attendance Officer, Head of Student Support, , Lead Personal Academic Tutor, Student Representatives, Awarding body Link Tutor

Quorum:	Frequency:
50%	Termly

Terms of Reference:

The primary responsibilities of the Course Committees are set out below.

    i.   To discuss and advise on general course organisation, administration and student attendance.

    ii.   To review of programme delivery, academic regulations, assessment, and examination methods for the course.

    iii.   To review and identify actions on student performance and pass rates.

Continued over:

Course Committees

iv.   To monitor and evaluate of the academic standards and effectiveness of the course and drawing up necessary action plans as a consequence.

v.   To review resources required by the course and making recommendations to the Academic Board as appropriate.

vi.   To identify and propose to the Learning and Teaching Forum and the Quality Enhancement Committee training needs to be provided by link tutors and other individuals from respective awarding body.

vii.   To collect feedback from students and tutors and to review module(s) term surveys in support of the preparation of Annual Programme Review reports as part of the LSST's Annual Monitoring Framework

viii.   To receive reports on the operation of the course and ensuring that matters relating to the course's effectiveness and student satisfaction are followed up.

ix.   To act upon External Examiner Reports identified actions and recommendations.

x.   To discuss and review programme specific student engagement and enhancement matters.

xi.   To monitor and disseminate developments relating to enhancement of students on academic programme.

xii.   To review and monitor placements.

xiii.   To provide minutes for discussion at Faculty Planning meetings.

xiv.   To receive and review the minutes and any reports of its sub-committees.

xv.   To provide copies of its minutes and an annual report (if required) to the Learning and Teaching Forum and Quality Enhancement Committee.

xvi.   To review its terms of reference, composition and effectiveness.

Registry Committee

Purpose:

The Registry Committee is responsible for central student administration. It plans, monitors and reviews all Registry procedures and processes (appeals, complaints, disciplinary issues, timetabling and attendance including all registrations with the external awarding bodies) ensuring that student learning and achievement is enhanced.

Reports to: **Quality Enhancement Committee**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *OfS Regulatory Framework for Higher Education in England;*
- *Applicable UK Data Protection Laws*

  - *The Data Protection Act (2018)*
  - *EU Regulation 2016/679 General Data Protection Regulation ("GDPR")*

Chair:	Membership:
Head of Registry	Deputy CEO, Assistant Registrar, Attendance Officer, Head of Assessments, Senior Admissions Officer, Representatives from campuses

Quorum:	Frequency:
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Registry Committee are set out below.

  i.   To ensure the integrity and alignment of processes with the LSST's strategic aims.

  ii. To audit student records and ensure that the LSST's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations.

  iii. To promote fairness, consistency and transparency in the LSST's enrolment and attendance practices.

Continued over:

Registry Committee

iv. To ensure all the students are enrolled with the external awarding bodies.

v. To discuss all the withdrawn/at risk students as notified by the Attendance Panel.

vi. To discuss all the students withdrawn/terminated from examination board.

vii. To make decisions regarding students' certification for those students who have completed their course.

viii. To monitor and disseminate developments relating to enhancement of Registry services.

ix. To report annually to the Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.

x. To report annually to the Quality Enhancement Committee on the efficacy of the Registry regulations, making recommendations for improvement where appropriate.

xi. To discuss the students with disciplinary cases, non-academic appeals and complaints.

xii. To receive and review the minutes and any reports of its sub-committees.

xiii. To provide copies of its minutes and an annual report (if required) to the Quality Enhancement Committee.

xiv. To review its terms of reference, composition and effectiveness.

Student Attendance Panel

Purpose:

The Student Attendance Panel reviews students whose academic status is considered 'at risk' owing to poor attendance and/or punctuality; the Panel is charged with making recommendations to the Principal, on a case by case basis, regarding 'at risk' students' continuance or withdrawal.

Reports to: Registry Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement"*

Chair:	Membership:
Head of Data	Head of Registry, Assistant Registrar, Course Leaders*, Head of Student Support, Lead PAT
	Only the Course Leaders of students under review by Panel will be required to attend.

Quorum:	Frequency:
50%	Weekly or as required

Terms of Reference:

The primary responsibilities of the Student Attendance Panel are as follows:

i.   To uphold the School's Attendance Monitoring Policy and ensure a consistent approach to reporting and addressing student attendance concerns.

ii.   To make decisions regarding the academic status and continuance of student who are persistently absent or habitually unpunctual.

iii.   To approve the list of students to be classified as 'On Notice of Impending Withdrawal' and to authorise the suspension of any maintenance payments of which they are in receipt.

iv.   To receive and consider reports from the Appeals Panel relating to students 'On Notice of Impending Withdrawal'.

Continued over:

Student Attendance Panel

    v.   To set any conditions of continuation to be applied where students have successfully appealed a provisional decision to withdraw them for non-attendance or poor punctuality.

    vi.   To authorise the withdrawal of students who have no reasonable chance of successfully completing their programme.

    vii.   To provide copies of its minutes and an annual report (if required) to the Registry Committee and the Principal.

    viii.   To periodically review its terms of reference, composition and effectiveness.

The Panel shall maintain an efficient and systematic way or working, and may make decisions concerning individual cases or specify actions affecting wider groups of students as it deems necessary or most practical.

Mitigating Circumstances Panel

Purpose:

The Mitigating Circumstance Panel considers applications for mitigating circumstances claims thus assisting the LSST in meeting its obligation to ensure that matters affecting student performance are considered fairly, consistently and equitably.

Reports to: Registry Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement"*

Chair:	Membership:
Head of Assessments	Course Leader, Head of Student Support, Head of Registry, Attendance Officer

Quorum:	Frequency:
50%	Termly, or as required

Terms of Reference:

The primary responsibilities of the Mitigating Circumstances Panel are set out below.

i.   To make objective, impartial decisions about the validity of mitigating circumstances claims submitted by students in the programme.

ii.   To determine the most appropriate course of action for the circumstances in hand.

iii.   To ensure that all claims are supported by appropriate evidence.

iv.   To ensure that mitigation is only applied to the affected module(s).

v.   To ensure that mitigation is only applied once for each assessment.

vi.   To ensure that EC claims are processed in a timely manner.

Continued over:

vii.   To ensure that EC claims remain confidential to the EC Panel.

Mitigating Circumstances Panel

viii.   To report annually to the Assessment Board and Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.

ix.   To report to the Assessment Board and Quality Enhancement Committee on the efficacy of the mitigating circumstances regulations, making recommendations for improvement where appropriate.

x.   To receive and review the minutes and any reports of its sub-committees.

xi.   To provide copies of its minutes and an annual report (if required) to the Assessment Board.

xii.   To report annually to the Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.

xiii.   To report annually to the Quality Enhancement Committee on the efficacy of the mitigating circumstances regulations, making recommendations for improvement where appropriate.

xiv.   To review its terms of reference, composition and effectiveness.

Student Status Panel

Purpose:

The Student Status Panel reviews and maintains the accuracy of the student records.

Reports to: Registry Committee

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement" - "Assessment"*

Chair:	Membership:
Assistant Registrar	Head of Registry, Attendance Officer, Course Leaders, Head of Assessments, Examinations Officer & Lead Personal Academic Tutor

Quorum:	Frequency:
50%	Termly

Terms of Reference:

The primary responsibilities of the Students Status Panel are set out below.

i. To review student records with the aim of identifying students who have completed their studies but are still on the active register with the awarding bodies and report to the Registry Committee.

ii. To audit student records and ensure that the LSST's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations.

iii. To review student records and propose to the Registry Committee actions about students who need to be taken off the system and be placed onto historic archives.

iv. In conjunction with the Exam Office, to identify past students who have completed their programme of study, but no unit certificates and/or full certificates have been ordered for.

v. To implement all changes on records identified from items 1-3 and ensure that the student database is updated accordingly.

vi. To receive and review the minutes and any reports of its sub-committees.

vii. To provide copies of its minutes and an annual report (if required) to the Registry Committee.

Appeals Panel

Purpose:

The Appeals Panel has been established to consider formal appeals received by the Registry.

Reports to: **Registry Committee**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Complaints Concerns and Appeals"*
- *Office of the Independent Adjudicator (OIA) Good Practice Framework*

Chair:	**Membership:**
Assistant Registrar	Head of Registry, Course Leader (elected on rotation), Head of Assessments, Senior Assessments Officer, Head of Student Support, Attendance Officer, Lead Personal Academic Tutor and other staff members on request subject to the nature of appeals.

Quorum:	**Frequency:**
50%	Termly, or as required

Terms of Reference:

The primary responsibilities of the Appeals Panel are set out below.

  i.   To review appeals in conjunction with relevant colleagues and decide whether or not individual claims should be accepted.

  ii.   To establish that the evidence is valid, i.e. authentic and appropriate and that it has been submitted by the required date.

  iii. To make decisions on individual cases.

  iv.   To inform the student in writing of its decision together with brief reasons for its decision.

  v.   To make recommendations for improvements to the effectiveness and efficiency of the procedure.

  vi.   To update Registry records and update relevant parties accordingly.

  vii. To receive and review the minutes and any reports of its sub-committees.

  viii. To provide copies of its minutes and an annual report (if required) to the Registry Committee.

Student Complaints Panel

Purpose:

The Student Complaints Panel considers complaints that have reached stage three, which is the final stage of complaints procedure.

Reports to: **Registry Committee**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Complaints Concerns and Appeals"*
- *Office of the Independent Adjudicator (OIA) Good Practice Framework*

Chair:	Membership:
Head of Registry	Assistant Registrar, allocated investigating officer and other members on request according to the nature of complaint.

Quorum:	Frequency:
50%	Termly, or as required

Terms of Reference:

The primary responsibilities of the Student Complaints Panel are set out below.

i. To consider each complaint on its own merits in the light of documentation received.

ii. To ensure that the complainant(s) involved is on an equal footing procedurally and able to participate fully in the proceedings.

iii. To ensure that no student is disadvantaged as a consequence of making a complaint.

iv. To receive and review the minutes and any reports of its sub-committees.

v. To provide copies of its minutes and an annual report (if required) to the Registry Committee.

vi. To review its terms of reference, composition and effectiveness.

Internal Assessment Board

Purpose:

Internal Assessment Boards (IABs) take place ahead of the formal Assessment/Examination boards where assessment of students' achievement against set learning objectives is ratified. The IAB is responsible for the quality control of internal assessment marking, prior to recommending the approval of assessment grades to external examiners and/or awarding body moderators.

The purpose of IAB is to:

i.   ensure that examinations and assessment procedures are carried out in accordance with LSST and awarding bodies' regulations, as well as any PSRB regulations that may be applicable;

ii.   detect and resolve any anomalous patterns or inconsistencies in recommended assessment marks before they are given to external examiners and awarding bodies.

Note: Formal Assessment/Examination boards are led by the School's awarding body partners, who determine the terms of reference for these boards. These ToR's are kept separately under each partnership agreement and will vary between partnerships.

Reports to: Quality Enhancement Committee; and
Formal Assessment/Exam Boards (Partner-led)

External Reference Points:

- *UK (Revised) Quality Code for Higher Education; &*
- *QAA Published guidance ["Assessments"]*
- *Award validating Partners' Assessment Regulations*

Chair:	Membership:
Head of Assessments	Senior Assessment Officer, Principal, Deans*, Course Leaders*, Head of Registry, Assistant Registrar, Lead Personal Academic Tutor. *Only Deans and Course Leaders whose students are under review need attend the IAB*

Quorum:	Frequency:
50%	Termly, after the end of the assessment marking period and no less than one week prior to a formal Assessment/Exam board. For LMU programmes, an internal assessment board should be convened within three weeks of an assessment to ensure provisional results can be issued within the specified timeframe.

Internal Assessment Board

Terms of Reference:

The primary responsibilities of the IAB are to:

i. Ensure that the rules and regulations relating to assessment and progression are applied consistently and in line with awarding bodies' published guidelines.

ii. Review students' assessed achievement against set learning outcomes and formulate recommendations regarding students' academic status for the Formal Assessment/Exam Board.

iii. Take a holistic view of internal grading to ensure a consistent approach across all subject areas.

iv. Identify and undertake to resolve any inconsistency or anomalous instances or patterns within marking.

v. Resolve any instances of borderline pass/fail grades and oversee the validity of judgements of higher attainment (e.g. merits / distinction, etc.)

vi. Receive and consider recommendations on mitigating circumstances from the Mitigating Circumstances Panel.

vii. Detect any areas of underperformance in assessments and report these accordingly.

viii. Make recommendations for the conferment of the approved awards for those students who have completed the course.

ix. Periodically review its terms of reference, composition and effectiveness.

x. Monitor and disseminate developments relating to enhancement of student assessment process.

xi. Provide reports to the Quality Enhancement Committee.

Academic Misconduct Panel

Purpose:

The purpose of the Academic Misconduct Panel is to examine allegations of academic misconduct following a procedure that satisfies the accepted standards of fairness, by applying regulations / policies to the facts, as presented by evidence.

Reports to: Assessment Board

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement" - "Assessment"*

Chair:	**Membership:**
Head of Assessments	Senior Assessments Officer, Course Leader, relevant Module Leader and other staff members (if required)

Quorum:	**Frequency:**
50%	Termly, or as required

Terms of Reference:

The primary responsibilities of the Academic Misconduct Panel are set out below.

i. To assess the evidence available and make a decision based on that assessment.

ii. To ensure that the hearing process is fair and transparent.

iii. To review the process taken in the identification, investigation and awarding of the penalty.

iv. To review the record of penalties applied to ensure the penalty applied is consistent; for University of West London programmes refer to university according to agreed processes.

v. To report annually to the Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.

vi. To report annually to the Quality Enhancement Committee on the efficacy of the Misconduct regulations, making recommendations for improvement where appropriate.

vii. To receive and review the minutes and any reports of its sub-committees and to provide copies of its minutes and an annual report (if required) to the Assessment Board.

Student Support and Welfare Committee

Purpose:

In recognition of the diversity of students, to take an institutional overview of the LSST's support for students (other than direct academic support) and to identify opportunities to enhance this support.

Reports to: **Academic Board (via QEC)**

External Reference Points:

- *UK (Revised) Quality Code for Higher Education*
- *QAA Published Guidance - "Enabling Student Achievement "– "Student Engagement*

Chair:	**Membership:**
Head of Student Lifecycle	Mental Health and Welfare Officer, Lead Personal Academic Tutor, Employability & Careers Officer, Campus Deans, Student Union President.
	Ex officio: Principal, Deputy CEO, Designated Prevent Lead

Quorum:	**Frequency:**
50%	Quarterly (4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Student Support and Welfare Committee are set out below.

i. To review performance of services provided by the Student Support Services.

ii. To advise the Academic Board on any policy proposals that specifically affect student focused non-academic activity.

iii. To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development student support.

iv. To monitor activities and data relating to the support for students and report on matters which could impede delivery of the LSST's objectives.

v. To monitor and disseminate developments relating to enhancement of student support.

vi. To provide copies of its minutes and an annual report (if required) to the Academic Board