



LONDON SCHOOL
OF SCIENCE
& TECHNOLOGY

Governance at the London School of Science and Technology

Version 13.4



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

Higher Education in England is governed by the Higher Education and Research Act (HERA) 2017, which established a regulatory environment emphasising the protection of students, with the Office for Students (OfS) as the regulator of higher education provision. Institutions seeking to operate as registered providers of higher education (HEPs) must meet the initial and ongoing conditions of registration set out in the Regulatory Framework for Higher Education in England (2018). The OfS is responsible for considering applications for registration and making judgements about whether the conditions of registration have been met, this includes requiring providers to demonstrate that their management and governance arrangements are appropriate for its size, complexity and risk environment.

The purpose of the Governance Framework for the London School of Science and Technology (LSST) is to:

- i. Define 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 powers.

The governance arrangements at LSST are informed by the Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021) and have adopted the ten principles of the Code, namely:

1. Clarity of Roles
2. Collective Responsibility
3. Academic Governance
4. Risk Management
5. Size and Skill
6. Effectiveness
7. Integrity
8. Remuneration
9. Fair reporting
10. External and student engagement

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, and shall at all times conduct the School's business in accordance with the Nolan Principles of Public



Life. 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

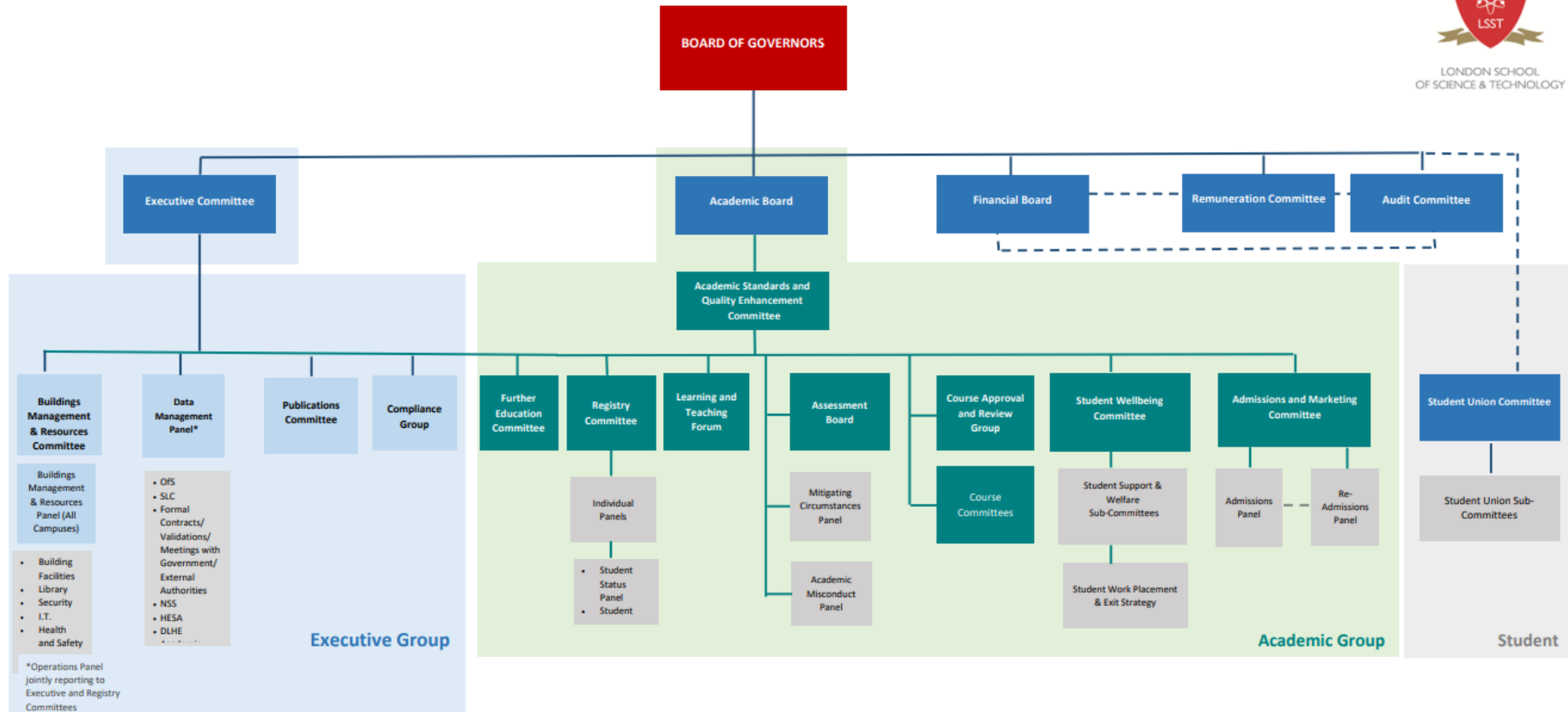
Governance at LSST is structured primarily within three domains; this document is arranged into the following sections describing the key committees and functions of each, namely:

- **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.



Configuration of governance and deliberative committees at LSST:



*Operations Panel jointly reporting to Executive and Registry Committees

London School of Science & Technology
Governance Structure; Version 3



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: Academic Board, Finance Board, Audit Committee, Executive Committee and Remuneration Committee.

External Reference Points:

- *The Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021)*
- *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:

Chair

Membership:

Chief Executive Officer (Executive Director), Finance Director (Executive Director), Three Independent Governors (Non-Executive Directors), Principal (ex-officio attendee – non-voting), Vice Principal (ex-officio attendee – non-voting), Student Union President (ex-officio attendee – non-voting)

Quorum:

As determined by LSST's articles of association.

Frequency:

Quarterly (4 meetings per annum) as a minimum; the Chair may convene extraordinary meetings in accordance with business need.

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:

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



The LSST Board of Governors

- 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, inclusion, health and safety, data protection, the Prevent Duty, and procurement.
- v. To uphold and protect academic freedom and freedom of speech within the law, in accordance with its legal and regulatory obligations and the values of higher education.
- vi. 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.
- vii. To ensure that appropriate supporting strategies are in place in relation to key matters of the LSST, such as estates, finance, and human resources.
- viii. To assess the effectiveness of academic and human resource management of the LSST across LSST campuses, ensuring alignment with strategic goals and staff/student needs.
- ix. To monitor the audits and/or reconciliations undertaken systematically on admissions, attendance, records of students held by SLC and SMS.
- x. 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.
- xi. 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.
- xii. To evaluate, at least annually, the risk register of the LSST to ensure key risks are effectively managed and monitored (including academic risks).
- xiii. To manage the business of the LSST in accordance with 'best practice' in academic governance.
- xiv. 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.
- xv. 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.



The LSST Board of Governors

- xvi. To maximise the physical, electronic, and human resources available to the LSST and ensuring their effective, efficient and economical use.
- xvii. To ensure that suitable arrangements are in place to secure value for money in the use of LSST's resources, including oversight of strategies that promote economy, efficiency, and effectiveness, and to receive and consider relevant reports from the Audit Committee and external auditors.
- xviii. To ensure the LSST has effective policies and procedures in place for detecting fraud, irregularity, and bribery; to receive assurance from the Audit Committee on the adequacy and implementation of these measures; and to be notified of any significant incidents or non-compliance.
- xix. To consider recommendations from the Audit Committee regarding material international funding arrangements (including donations, grants and research funding), assess associated regulatory, reputational, and academic freedom risks, and determine final approval or rejection in accordance with the institution's Freedom of Speech and Academic Freedom Code of Practice.
- xx. To ensure periodic external/independent review is conducted for its terms of reference, composition, and effectiveness.



Audit Committee

Purpose:

The Audit Committee is established to provide objective oversight to the Board of Governors on matters of financial reporting, internal controls, risk management, audit arrangements (internal and external), and value for money. The Committee assures the Board that effective arrangements are in place to support the integrity and sustainability of the institution, with due regard to sector expectations including the OfS Regulatory Framework and IHE Code of Governance.

Reports to: Board of Governors

External Reference Points:

- *The Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021)*
- *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:

Independent
Finance Consultant

Membership:

Independent Governor, Director of Finance, Finance & Payroll Officer

Quorum:

50%

Frequency:

Bi-annually

Terms of Reference:

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

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



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.
- 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 satisfy itself that suitable arrangements are in place to promote economy, efficiency, and effectiveness.
- xiv. To annually monitor 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.
- xv. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion.
- xvi. To consider significant accounting policies, any changes to them, and any significant estimates and judgements.



Audit Committee

- xvii. 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.
- xviii. 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.
- xix. To review any material information presented with the financial statements, (insofar as it relates to the audit and risk management).
- xx. To review and scrutinise all proposed material international funding arrangements (including donations, endowments, research funding), assess associated risks - particularly those relating to academic freedom, freedom of speech, regulatory compliance, financial integrity, and institutional reputation - and make formal recommendations to the Board of Governors accordingly.
- xxi. To provide copies of its minutes and an annual report to the Board of Governors.
- xxii. 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:

- *The Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021)*
- *OfS Regulatory Framework for Higher Education in England; with due regard for the Public Interest Governance Principles*

Chair:

Independent Governor

Membership:

Independent Finance Consultant, Director of Finance, HR Officer

Quorum:

50%

Frequency:

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:

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



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:

Director of Finance

Membership:

CEO, Head of Registry, Independent Finance Consultant, Finance & Payroll Officer

Quorum:

50%

Frequency:

Bi-annually
(2 meetings per annum to be held after or before every academic term)

Terms of Reference:

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

- To consider the annual operating budget and recommend its approval to the Board of Governors.
- To monitor and review the current and projected levels of income and expenditure across individual areas of the LSST.
- To review the LSST's Finance Strategy at least annually and recommend its approval to the Board of Governors.
- 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.



Finance Board

- 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 assess distributable reserves and recommend the declaration and payment of dividends.
- xi. To receive and review the minutes and reports of its sub-committees.
- xii. To provide copies of its minutes and an annual report to the Board of Governors.
- xiii. To review its terms of reference, composition, and effectiveness.



Student Union Committee

Purpose:

The Student Union is independent with its 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:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Student Union President

Membership:

Vice Presidents, Secretary, Student Representatives from each programme and Representatives from Satellite campuses.

Quorum:

50%

Frequency:

Bi-annually

Terms of Reference:

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

- To receive, consider, and propose action of matters raised through Student Representatives.
- To be the principal body representing its members' views and interests within their Institution.
- 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.
- To provide support to students encountering problems with student life and to minimise the likelihood of such problems occurring.
- To consider and report on such matters as may be referred to the committee.
- To facilitate, promote, represent and control all activities of members.



Student Union Committee

- 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:

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

Chair:

CEO

Membership:

Principal, Vice-Principal, Dean of Learning and Teaching, Deans, Head of FE, Head of Academic Standards and Quality, Quality Manager, Partnerships Manager, Head of Registry, Marketing Manager, Head of Admissions, IT Manager, Head of Student Lifecycle, Head of Operations, Legal Counsel, HR

Quorum:

50%

Frequency:

As required (minimum 2 meetings per year).
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:

- To deal with the day-to-day management and operations of LSST.
- To receive and review the minutes and reports of its sub-committees.
- To provide copies of its minutes and an annual report to the Board of Governors.
- To review the LSST's corporate risk register, keep under review the effectiveness of the risk management, control, and governance arrangements.
- To review regular reports from the Compliance Group and keep under review the adequacy and effectiveness of the LSST's compliance function.



- vi. To keep under review any circumstances which may constitute reportable events to the OfS, and advising the Board of Governors appropriately, together with recommending possible mitigating actions.
- vii. To review its terms of reference, composition, and effectiveness.
- viii. To receive, consider, and recommend approval of all information and documentation to the Board of Governors.



Building & Estate Management Committee

Purpose:

The Building & Estate Management 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 Executive 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

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *Award validating / franchise partners' regulations*

Chair:

Head of
Operations

Membership:

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

Quorum:

50%

Frequency:

Quarterly
(4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Building & Estate Management Committee are set out below:

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



Building & Estate Management 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) is 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.



Building & Estate Management Panel

Purpose:

Building & Estate Management Panel (s) advise the Building & Estate Management Committee on all matters relating to the localised (campus) 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:

- *OfS Regulatory Framework for Higher Education in England*
- *Award validating / franchise partners' regulations*

Chair:

Operations Manager

Membership:

IT Officer, Security Officer, Library Officer, Canteen, Student Reps

Quorum:

50%

Frequency:

Quarterly
(4 meetings per annum)

Terms of Reference:

The primary responsibilities of the Building & Estate Management Panel are set out below:

- To maximise the physical, electronic, and human resources available within the campus and ensuring their effective, efficient, and economical use.
- To monitor the effectiveness of Health, Safety, and Security Policies against regulations.
- 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.
- To advise the Building & Estate Management 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.



Building & Estate Management Panel

- v. To advise the Building & Estate Management 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 Building & Estate Management Panel 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 / Executive Committee

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *HESA Published Guidance*
- *Applicable UK Data Protection Laws*

Chair:

Head of Registry

Membership:

Data Manager, Assistant Registrar, Deans, Course Leaders, Quality Manager, Head of Student Lifecycle, Attendance Officer

Quorum:

50%

Frequency:

Quarterly
(4 meetings per annum)

Terms of Reference:

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

- To enable the effectiveness of the accuracy of data generated by current systems in use for generating such data.
- To maintain accurate student data and records, including management and review of Registry systems.
- To maintain accurate records on all relevant aspects on students' continuation, achievement, retention, and on other data as requested by different departments.
- To ensure ongoing liaison with all external authorities and maintain knowledge levels in light with external benchmark requirements.
- To maintain safe environments for the maintenance of data and ensure backups are taking place regularly.
- To observe Data Protection guidelines and fully take into consideration other data legal



Data Management Panel

requirements.

- vii. To provide copies of its minutes and an annual report (if required) to the Board of Governors, and Executive Committee.
- viii. To review its terms of reference, composition, and effectiveness.



Compliance Group

Purpose:

The Compliance Group is established to ensure the institution's adherence to all external regulatory and compliance requirements, particularly with respect to the Office for Students (OfS). This group will oversee compliance with reportable events, the Office of the Independent Adjudicator (OIA) processes, student complaints, and all other external compliance obligations.

Reports to: Executive Committee

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *OIA Good Practice Framework*
- *UK higher education providers – advice on consumer protection law 2023*

Chair:

Quality Manager

Membership:

CEO, Principal, Vice Principal, Head of Academic Standards and Quality, Head of Student Lifecycle and Partnerships Manager, Deans, Head of Admissions, Head of Registry

Quorum:

50%

Frequency:

Every two months

Terms of Reference:

The primary responsibilities of the Compliance Group are set out below:

- To collectively monitor and ensure compliance with the general ongoing OfS registration conditions.
- To act as a sounding board for members on the conditions of registration that they are responsible for interpreting and implementing.
- To closely monitor specific conditions of registration.
- To monitor Reportable Events - monitoring, identifying, and reporting significant changes or risks as per OfS guidelines.
- To closely monitor specific conditions of registration, including:



Compliance Group

- Access and Participation Plan compliance (Condition A1)
 - Financial sustainability, management, and governance (Condition D)
 - Student protection plans (Condition C3)
 - Quality and standards (Condition B)
 - Prevent Duty compliance (Condition E2)
 - Transparency information (Condition F1)
 - Student complaints scheme (Condition C2)
 - Provision of information to the OfS (Condition F3)
 - Cooperation with the OfS (Condition F4)
 - Management and governance (Condition E1)
- vi. To act as a forum for discussing and resolving issues related to compliance with regulatory requirements.
- vii. To ensure compliance with relevant external regulatory frameworks, e.g., Office for Students: conditions of registration, Consumer Markets Authority (CMA) guidance, and the Office of the Independent Adjudicator (OIA).
- viii. To review and manage formal student complaints, ensuring they are processed according to institutional and external guidelines.



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: Executive Committee

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:

Quality Manager

Membership:

CEO, Principal, Vice-Principal, Head of Academic Standards and Quality, Dean of Learning and Teaching, Deans, Marketing Manager, Head of Admissions, Head of Registry, Head of Student Support, Student Union President, Head of Operations, Senior Librarian, IT Manager, VLE Manager, (other staff members as applicable)

Quorum:

50%

Frequency:

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:

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



Publications Committee

- iv. To ensure information for prospective students is available on printed publications and online, 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 review its terms of reference, composition, and effectiveness.



SECTION C:

Governance of Academic Standards and Quality



Academic Board

Purpose:

The Academic Board is the senior deliberative Committee established to review, monitor, and report to the Board of Governors on principal academic matters, relating to research, academic standards, quality, scholarship, and teaching of our courses, and the delivery of education in the School. It considers the strategic development of our academic activities and resources needed to support them.

It operates in the context of requirements of partner awarding bodies, UK legislation, and external guidelines and benchmarks relating to the delivery of Higher Education in the UK, including the regulatory framework of Office for Students, and the UK Quality Code and associated guidance published by the Quality Assurance Agency (QAA).

Academic Board fulfils its Terms of Reference via its own activity and by oversight of its reporting Committees.

Reports to: Board of Governors

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *The OfS Conditions of Registration including any specific reporting requirements for LSST*
- *UK (Revised) Quality Code for Higher Education*
- *Awarding Bodies' Academic Regulations*

Chair:

Principal

Membership:

CEO, Vice-Principal, Dean of Learning and Teaching, Deans, Course Leaders, Head of Academic Standards and Quality, Quality Manager, Head of Admissions, Head of Registry, Head of Student Lifecycle and Partnerships Manager, Head of Learning Resources, Head of DET, Head of FE, Student Union President (other staff members as applicable)

Quorum:

50%

Frequency:

3 meetings per annum - Once per semester (three times annually); in March following the end of Semester One, in July following the end of Semester Two, and in early September following the end of the Summer Semester and student assessment resits.

Terms of Reference:

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



Academic Board

- i. To maintain, promote, and enhance the LSST's academic standards, the quality and enhancement of students' learning opportunities, and the accuracy of public information to all stakeholder groups.
- ii. To maintain and enhance the quality of and assure the academic standards of LSST's awards and qualifications, including all matters relating to accreditation by external bodies and compliance with the Conditions of Registration of the Office for Students.
- iii. To receive and consider reports by its reporting committees as indicated by the terms of reference.
- iv. To advise the Board of Governors on the development of academic activities and the resources needed to support these activities.
- 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 in line with the conditions of registration of the Office for Students for its own validated awards under New Degree Awarding Powers.
- vi. To approve the appointment of external examiners to the School's courses delivered under New Degree Awarding Powers.
- vii. To develop and keep under review a framework of the principles and academic regulations for all courses of study delivered by the LSST under its New Degree Awarding Powers.
- viii. To approve award titles and courses of study leading to its own awards and award LSST degrees, diplomas and certificates under New Degree Awarding Powers.
- ix. To receive and consider an Annual Quality Report and refer it to the Board of Governors to enable the Board to confirm its confidence in Academic Standards.
- x. To receive and consider an annual report on academic misconduct, appeals, student discipline and complaints.
- xi. To advise on matters the Board of Governors may refer to it.
- xii. To safeguard and promote the freedom of academic staff and students to pursue research, teaching, and intellectual discourse without fear of censorship or reprisal.
- xiii. To receive and review the minutes and reports of its reporting committees.



Academic Standards and Quality Enhancement Committee

Purpose:

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

The committee has working responsibility delegated by Academic Board 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, both with Partner institutions and in future under New Degree Awarding Powers (NDAPs).

The Committee ensures development and review of an appropriate framework and methodologies for the approval of well-designed, high-quality courses and their monitoring and review in line with the Office for Students Regulatory Framework and the QAA Revised UK Quality Code for Higher Education.

The Academic Standards and Quality Committee is responsible for securing an appropriate framework for regulations and quality assurance to ensure that the standards of awards granted by the School under New Degree Awarding Powers (NDAPs) maintain their comparability and value over time.

Reports to: Academic Board

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *The OfS Conditions of Registration including any Conditions specific to LSST or other reporting requirements*
- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *OFSTED Further Education and Skills Inspection Handbook*
- *Awarding Bodies' and Partner Institutions' Academic Regulations and Policies*

Chair:

Head of Academic Standards and Quality

Membership:

CEO, Principal, Vice-Principal, Deans, Dean of Learning and Teaching, Head of FE, Head of DET, Quality Manager, Quality Officers, Head of Admissions, Head of Registry, Head of Student Lifecycle and Partnerships Manager, Course Leaders, Student Union President

Quorum:

50%

Frequency:

Once per semester to coincide with Academic Board (usually 2 weeks prior)



Academic Standards and Quality Enhancement Committee

Terms of Reference:

The Academic Standards and 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 Academic Standards and Quality Enhancement Committee are set out below:

Partnership Arrangements

- i. To review and maintain the accuracy and currency of the LSST's responsibilities checklist for providers against our degree awarding partners' regulations.
- ii. To monitor partnership activities and consider, review, and audit reports from formal engagement with partners.
- iii. To monitor External Examiner reports for partner courses, and the responses prepared by LSST course leaders.
- iv. To consider and advise on proposed new partnerships, monitoring progress and reporting to Academic Board.

Academic Quality and Standards

- v. To develop and review the LSST strategic quality framework and ensure it is consistently and effectively implemented.
- vi. To approve the annual Quality Management Cycle and Academic Calendar for receipt by Academic Board.
- vii. To ensure the receipt and discussion and monitoring of a range of relevant risk and performance indicators and key metrics, including statistical data on course performance, course and module reports and action plans.
- viii. To receive and consider reports from external bodies and monitor any actions arising from these events; advise the Academic Board on responses where appropriate and ensure appropriate follow-up actions.
- ix. To approve an annual report to Academic Board to enable the assurance of the Board of Governors on the quality and standards of LSST awards.
- x. To monitor and disseminate developments in the sector relating to regulations, quality, standards and enhancement, in particular all guidance and requirements issued by the OfS, initiating and coordinating action as appropriate.
- xi. To maintain oversight of the LSST Further Education portfolio through the FE group, including the arrangements for quality assurance, City and Guilds monitoring, and Ofsted inspections.



Academic Standards and Quality Enhancement Committee

- xii. To establish working groups as required to fulfil the Committee's role.

Degree Awarding Powers

- xiii. To monitor LSST progress through the probationary period of New Degree Awarding Powers.
- xiv. To develop and recommend to the Academic Board appropriate processes for the approval, monitoring and review, reapproval, and closure of courses leading to London School of Science and Technology awards, ensuring alignment with national frameworks.
- xv. To maintain oversight of the development and enhancement of the LSST provision and consider and approve amendments to courses and modules.
- xvi. To oversee the development and review of the LSST academic regulations and curriculum and awards framework through the work of an Academic Regulations group, and recommend their approval to Academic Board.
- xvii. To consider and approve the recommendations from Course Approval processes, and receive and monitor reports on the outcomes and action plans of course approvals, re-approvals, periodic reviews, and closures.
- xviii. To ensure appropriate arrangements to maintain degree standards and their comparability including the framework for the appointment, induction, and review of external examiners.
- xix. To review the appropriate Professional, Statutory, and Regulatory Bodies accreditation of LSST awards.



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: Academic Board

External Reference Points:

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

Chair:

Dean of
Learning and Teaching

Membership:

Course Leaders, Module Leaders, Teaching Staff, Students and external members (by invitation)

Quorum:

50%

Frequency:

3 meetings per annum, including sessions to be scheduled after teaching observations and peer observations to reflect on outcomes

Terms of Reference:

The primary responsibilities of the Forum are set out below:

- To identify and share good practice in teaching and learning.
- To invite contributions from internal and external practitioners.
- To initiate enhancements to teaching and learning practice in support of quality enhancement.
- To receive and review the minutes and any reports of its sub-committees.
- To provide copies of its minutes and an annual report to the Academic Board.
- To review its terms of reference, composition and effectiveness.



Further Education Committee

Purpose:

The Further Education (FE) Committee has responsibility for oversight of strategic and student issues relating to FE and skills provision.

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 Standards and Quality Enhancement Committee

External Reference Points:

- *Ofsted Education Inspection Framework*
- *Ofsted Guidance Inspecting Further Education and Skills*
- *Awarding Bodies*
- *Funding Agencies*
- *Department of Education*

Chair:

Head of FE

Membership:

Head of Student Lifecycle and Partnerships Manager, Head of Academic Standards and Quality, Quality Manager, Course Leader (DET), Senior Quality Officer (FE), Lead IVs, Academic Registrar, Designated Safeguarding Lead, Prevent Lead, President, Students' Union or nominee, Head of Careers, MIS Manager

Quorum:

50%

Frequency:

3 meetings per annum

Terms of Reference:

The primary responsibilities of the Forum are set out below:

- To act as a governance forum for all LSST provision subject to Ofsted Inspection.
- To oversee strategic issues, data and funding, student support matters including provision for SEND, and the student experience for FE provision.
- To receive regular reports on the above provision including student data (student outcomes, Exam Board results, attendance, withdrawals), funding and teaching and learning.



Further Education Committee

- iv. To receive reports from Lesson and Peer Observations.
- v. To receive EQA reports.
- vi. To review student satisfaction.
- vii. To review quality assurance arrangements for FE.
- viii. To receive and approve the Self-Assessment Report.
- ix. To ensure compliance with external regulatory body audit and reporting requirements, by maintaining oversight of audit and reporting cycles, reviewing and approving submissions to those bodies where required and confirming and overseeing appropriate actions and lines of responsibility and accountability to achieve this.
- x. 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: Academic Board

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education: and*
- *CMA Higher Education: Consumer Law Advice for Providers*

Chair:

Head of Admissions

Membership:

Marketing Manager, Marketing Officers, Admissions Officers and Head of Registry

Quorum:

50%

Frequency:

Bi-annually

Terms of Reference:

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

- To oversee and monitor the delivery of the School Student Recruitment Strategy and progress against targets and Key Performance Indicators.
- 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.
- 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 analyse and review annual statistics regarding how many applicants have transitioned into fully enrolled students.
- xiv. To receive and consider Annual Admissions Planning report.
- xv. To monitor and disseminate developments relating to enhancement of admissions.
- xvi. To receive and review the minutes and any reports of its sub-committees.
- xvii. To provide copies of its minutes and an annual report to Academic Standards and Quality Enhancement Committee.
- xviii. 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:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education:*
- *Relevant UK legislation: The Equality Act (2010) The Data Protection Act (1998) Rehabilitation of Offenders Act 1974*

Chair:

Head of Admissions

Membership:

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; Senior Admissions Officer(s).

Quorum:

50%

Frequency:

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:

- 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.
- 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.
- x. To review Admissions complaints and appeals.



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:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education:*
- *Award Validating Partners' Regulations and applicable validation / franchise agreements*

Chair:

Senior Admissions Officer

Membership:

Admissions Officers, Registry Officer(s), Finance Officer(s), Student Support Officer(s)

Quorum:

50%

Frequency:

As and when required

Terms of Reference:

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

- To consider returning students case by case depending on each individual circumstances. Evidence from the student may be requested depending on the circumstances.
- To promote fairness, consistency, and transparency in the LSST's recruitment and admissions practices.
- To monitor the quality of students that are re-admitted (if any) at the LSST.
- To receive and review the minutes and any reports of its sub-committees.
- To provide copies of its minutes and an annual report (if required) to the Admissions and Marketing Committee.



Course Approval and Review Group

Purpose:

The Course Approval and Review Group has delegated responsibility to consider and recommend development proposals for the addition, withdrawal, and significant alteration of courses at LSST.

Reports to: Academic Board

External Reference Points:

- *OfS Regulatory framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*
- *QAA Frameworks for Higher Education Qualifications of UK Degree-awarding Bodies*

Chair:

Vice Principal

Membership:

CEO, Principal, Head of Academic Standards and Quality, Quality Manager, Deans, Head of Registry, Head of Student Lifecycle, Head of Admissions, Tutor Librarian, Student Union President

Quorum:

50%

Frequency:

Bi-annually

Terms of Reference:

The primary responsibilities of the Course Approval and Review Group are set out below:

- To oversee and consider academic development and enhancement of LSST provision and consider major amendments to taught courses of study.
- To review all proposals for new developments and partnerships within LSST.
- To ensure that proposals are underpinned by robust and appropriate market research and that they link clearly to the LSST Strategic Plan.
- To contribute to LSST academic strategy development and advise on priorities, such as new pedagogical developments and other strategic initiatives, recommending to Academic Board the viability of such developments and academic courses.
- To receive at each meeting the report of agreed minor changes to LSST courses.
- To maintain oversight of the schedule of periodic reviews or revalidation of existing LSST courses.



Course Approval and Review Group

- vii. To ensure that relevant staff development is in place to support awareness and understanding of the requirements of the QAA Frameworks for Higher Education Qualifications of UK Degree awarding Bodies and the Office for Students Regulatory Framework.
- viii. To review and ensure effectiveness of resources on programmes and recommend to LSST the need for additional resources appropriate to support academic standards and quality of learning and enhancement of teaching.
- ix. To report to and advise the Academic Board on proposed developments to support the Board's recommendations to the Board of Governors for approval.
- x. To provide copies of its minutes and an annual report to the Academic Board.
- xi. 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: Academic Board

External Reference Points:

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

Chair:

Course Leader

Membership:

Module Leaders and tutors, Attendance Officer, Head of Student Lifecycle, Student Representatives, Awarding body Link Tutor

Quorum:

50%

Frequency:

Termly

Terms of Reference:

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

- To discuss and advise on general course organisation, administration and student attendance.
- To review of programme delivery, academic regulations, assessment, and examination methods for the course.
- To review and identify actions on student performance and pass rates.
- To monitor and evaluate of the academic standards and effectiveness of the course and drawing up necessary action plans as a consequence.



Course Committees

- 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 Academic Standards 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: Academic Board

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education and associated guidance*
- *Applicable UK Data Protection Laws*
- *The Data Protection Act (2018)*
- *EU Regulation 2016/679 General Data Protection Regulation (“GDPR”)*

Chair:

Head of Registry

Membership:

Assistant Registrar, Attendance Officer, Senior Admissions Officer, Representatives from campuses

Quorum:

50%

Frequency:

3 meetings per annum

Terms of Reference:

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

- To ensure the integrity and alignment of processes with the LSST's strategic aims.
- To audit student records and ensure that the LSST's Student Management System and awarding bodies' platforms are accurate on students' enrolment and registrations.
- To promote fairness, consistency, and transparency in the LSST's enrolment and attendance practices.
- To ensure all the students are enrolled with the external awarding bodies.
- To discuss all the withdrawn/at risk students as notified by the Attendance Panel.



Registry Committee

- 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 Academic Standards and Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.
- x. To report annually to the Academic Standards and 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 Academic Standards and 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:

- *OfS Regulatory Framework for Higher Education in England;*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Head of Data

Membership:

Head of Registry, Deans, Assistant Registrar for Awarding Body, Student Support Co-ordinators, Student Support Manager, Vice Principal, Assessment/Examinations Officer, Head of Student Life Cycle, Academic Leads, Student Finance, Attendance Officer

**Only the Course Leaders of students under review by Panel will be required to attend.*

Quorum:

50%

Frequency:

Monthly or as required

Terms of Reference:

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

- To uphold the School's Attendance Monitoring Policy and ensure a consistent approach to reporting and addressing student attendance concerns.
- To make decisions regarding the academic status and continuance of student who are persistently absent or habitually unpunctual.
- To approve the list of students to be classified as 'At Risk of Withdrawal' and, of which, those to be issued Amber or Red attendance warnings.
- To approve the list of students to be classified as 'Suspended' in advance of impending withdrawal and to authorise the suspension of any maintenance payments of which they are in receipt.



Student Attendance Panel

- v. To receive and consider communication and evidence from students 'Suspended' in advance of impending withdrawal.
- vi. To set any conditions of continuation to be applied where students who's evidence/engagement following suspension has overridden a provisional decision to withdraw them for non-attendance or poor punctuality.
- vii. To authorise the withdrawal of students who have no reasonable chance of successfully completing their programme.
- viii. To confirm with the registry department the outcome of the panel and communication required to be made with students, either issuing warnings, actioning student suspensions and/or withdrawals.
- ix. To provide copies of its minutes following every monthly panel and an annual report (if required) to the Registry Committee and the Principal.
- x. To periodically review its terms of reference, composition and effectiveness.

The Panel shall maintain an efficient and systematic way of 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:

- *OfS Regulatory Framework for Higher Education in England;*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Assistant Registrar

Membership:

Course Leaders, Head of Student Support, Head of Registry, Attendance Officer

Quorum:

50%

Frequency:

Termly, or as required

Terms of Reference:

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

- To make objective, impartial decisions about the validity of mitigating circumstances claims submitted by students in the programme.
- To determine the most appropriate course of action for the circumstances in hand.
- To ensure that all claims are supported by appropriate evidence.
- To ensure that mitigation is only applied to the affected module(s).
- To ensure that mitigation is only applied once for each assessment.
- To ensure that EC claims are processed in a timely manner.
- To ensure that EC claims remain confidential to the EC Panel.



Mitigating Circumstances Panel

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



Appeals Panel

Purpose:

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

Reports to: Registry Committee

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *UK (Revised) Quality Code for Higher Education*
- *Office of the Independent Adjudicator (OIA) Good Practice Framework*

Chair:

Assistant Registrar

Membership:

Head of Registry, Course Leader (elected on rotation), Examination Officers, Head of Student Support, Attendance Officer, and other staff members on request subject to the nature of appeals.

Quorum:

50%

Frequency:

Termly, or as required

Terms of Reference:

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

- To review appeals in conjunction with relevant colleagues and decide whether or not individual claims should be accepted.
- To establish that the evidence is valid, i.e. authentic and appropriate and that it has been submitted by the required date.
- To make decisions on individual cases.
- To inform the student in writing of its decision together with brief reasons for its decision.
- To make recommendations for improvements to the effectiveness and efficiency of the procedure.
- To update Registry records and update relevant parties accordingly.
- To receive and review the minutes and any reports of its sub-committees.
- 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:

- *OfS Regulatory Framework for Higher Education in England UK (Revised) Quality Code for Higher Education*
- *Office of the Independent Adjudicator (OIA) Good Practice Framework*

Chair:

Head of Registry

Membership:

Assistant Registrar, allocated investigating officer and other members on request according to the nature of complaint

Quorum:

50%

Frequency:

Termly, or as required

Terms of Reference:

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

- To consider each complaint on its own merits in the light of documentation received.
- To ensure that the complainant(s) involved is on an equal footing procedurally and able to participate fully in the proceedings.
- To ensure that no student is disadvantaged as a consequence of making a complaint.
- To receive and review the minutes and any reports of its sub-committees.
- To provide copies of its minutes and an annual report (if required) to the Registry Committee.
- To review its terms of reference, composition, and effectiveness.



BNU In Year Retrieval Attempt Panel

Purpose:

The IYRA panel has two components:

1. To decide which assessments are eligible for in-year retrieval at the beginning of every semester.
2. To meet after each marking deadline for assessments held during the first semester (for level 3 and 4 students) to decide which students are eligible for the IYRA.

Reports to: Registry Committee

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England UK (Revised) Quality Code for Higher Education*
- *Office of the Independent Adjudicator (OIA) Good Practice Framework*

Chair:

Exams Coordinator

Membership:

BNU Exams Officer, Exams Coordinator, Course Leaders, Registry Assistant

Quorum:

50%

Frequency:

Following every L3 and L4 BNU marking deadline

Terms of Reference:

The primary responsibilities of the BNU In Year Retrieval Attempt Panel are set out below:

- i. To uphold the Academic Assessment Regulations (Awarding Body – BNU) Policy and ensure a consistent approach and fair application of the IYRA scheme.
- ii. To determine students who may benefit from IYRA following the publishing of feedback and grading of submissions.
- iii. To approve the list of students who are to be contacted regarding their eligibility to submit under the IYRA scheme.
- iv. To periodically review the implementation of IYRA at LSST is in line with BNU Policies and Procedures.



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

External Reference Points:

- OfS Regulatory Framework for Higher Education in England
- UK (Revised) Quality Code for Higher Education
- Award validating Partners' Assessment Regulations

Chair:

Head of Registry

Membership:

Senior Assessment Officer, Principal, Deans*, Course Leaders*, Assistant Registrar

**Only Deans and Program Managers whose students are under review need attend the IAB*

Quorum:

50%

Frequency:

Termly, after the end of the assessment marking period and no less than one week prior to a formal Assessment/Exam board



Internal Assessment Board

Terms of Reference:

The primary responsibilities of the IAB are to:

- i. To ensure that the rules and regulations relating to assessment and progression are applied consistently and in line with awarding bodies' published guidelines.
- ii. To review students' assessed achievement against set learning outcomes and formulate recommendations regarding students' academic status for the Formal Assessment/Exam Board.
- iii. To take a holistic view of internal grading to ensure a consistent approach across all subject areas.
- iv. To identify and undertake to resolve any inconsistency or anomalous instances or patterns within marking.
- v. To resolve any instances of borderline pass/fail grades and oversee the validity of judgements of higher attainment (e.g., merits / distinction, etc.).
- vi. To receive and consider recommendations on mitigating circumstances from the Mitigating Circumstances Panel.
- vii. To detect any areas of underperformance in assessments and report these accordingly.
- viii. To make recommendations for the conferment of the approved awards for those students who have completed the course.
- ix. To periodically review its terms of reference, composition and effectiveness.
- x. To monitor and disseminate developments relating to enhancement of student assessment process.
- xi. To provide reports to the Academic Standards and 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:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Head of Registry

Membership:

Senior Assessments Officer, Course Leader, relevant Module Leader and other staff members (if required)

Quorum:

50%

Frequency:

Termly, or as required

Terms of Reference:

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

- To assess the evidence available and make a decision based on that assessment.
- To ensure that the hearing process is fair and transparent.
- To review the process taken in the identification, investigation and awarding of the penalty.
- 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.
- To report annually to the Academic Standards and Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses.
- To report annually to the Academic Standards and Quality Enhancement Committee on the efficacy of the Misconduct regulations, making recommendations for improvement where appropriate.
- 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 Wellbeing Committee

Purpose:

To take an institutional overview of the LSST's holistic support for students by promoting student health and wellbeing, fostering a supportive and inclusive environment, and to identify opportunities to enhance students' support and wellbeing across the student lifecycle, ensuring that students thrive both academically and personally.

Reports to: Academic Board (via Academic Standards and Quality Enhancement Committee)

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Head of Student Lifecycle

Membership:

Dean of Learning and Teaching, Deans, Student Support Manager, Mental Health and Welfare Officer, Employability and Careers Manager, Employability & Careers Officer, Campus Student Support Co-ordinators, Campus Deans, Student Union President

Ex officio: Principal, Vice Principal, Head of Academic Standards and Quality, Quality Manager

Quorum:

50%

Frequency:

3 meetings per annum

Terms of Reference:

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

- To foster collaboration and sharing of good practice, ensure standardisation across Campuses and maximise the effectiveness and development of student facing services.
- To review and report on the performance, monitoring and evaluation of student facing support services, in particular:
 - To monitor the provision of Academic Support and Learning Support for students, ensuring its continuing fitness for purpose and effectiveness; and



Student Wellbeing Committee

- To have oversight of the Disability Support provision, ensuring its currency, fitness for purpose and effectiveness in supporting equitable outcomes for students living with disability.
- iii. To advise the Academic Board on any policy proposals that may impact student experience.
- iv. To monitor activities and data relating to the health and wellbeing of students and report on matters which could impede delivery of student outcomes.
- v. To maintain oversight of the Prevent policy and of Safeguarding at Higher Education level.
- vi. To address the development of actions deriving from internal and external student feedback, including the National Student Survey (NSS), Graduate Outcomes Survey, and overviews of module evaluation and similar surveys.
- vii. To maintain oversight of student Personal Development Plans as a mechanism to underpin students' post-graduation success and career development.
- viii. To monitor the Personal Academic Tutoring programme to ensure its ongoing effectiveness in supporting students.
- ix. To provide copies of minutes and an annual report to the Academic Board.



Appendix 1

Course Leader Operational Group (CLOG)

Purpose:

The Course Leader Operational Group for Buckinghamshire New University's courses shall take all reasonable and practicable steps to lead, promote and maintain an effective, high quality and engaging programme of study for every student at all stages of the student lifecycle in their respective courses. The Group will work with colleagues, students, and other stakeholders of the School to facilitate co-operation and collaboration in devising, developing and promoting practices and initiatives to improve programmes.

The Group will report directly to the Dean of Learning and Teaching. In the governance structure, it will report to Academic Standards and Quality Enhancement Committee.

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England; with due regard for the Public Interest Governance Principles*

Chair:

Course Leaders

Membership:

Team Leaders, Course Coordinators, Admissions Leads, Quality representatives, PAT Coordinators, Data Teams

Quorum:

50%

Frequency:

2 meetings in a term

Terms of Reference:

The primary responsibilities of the Course Leaders' Operational Group are set out below:

- To promote the development of systems, practices and approaches to teaching and learning in the College, to ensure that the requirements of regulatory and professional bodies are met for each course.
- To develop, promote, and monitor events, projects and activities aimed at increasing applications, enrolments, attendance, retention, progression and successful outcomes for all students.
- To own (where appropriate), monitor and review any actions and recommendations identified by the Group or other stakeholders to improve areas of course in the School (including, but not limited to actions and recommendations arising from Access and Participation plans, Course Committee meetings, Deep Dive reports, OfS recommendations, TEF outcomes and plans, NSS action plans, Engagement and Retention processes, minimum pass rates and programme quality improvement processes).



Appendix 1

Course Leader Operational Group (CLOG)

- iv. To support other School teams, groups and departments (where appropriate) with feedback, recommendations, actions and/or monitoring of programme-related projects, activities and outcomes.
- v. To monitor External Examiner coverage, ongoing relationships and ensuring feedback from external examiners is addressed and responded to.
- vi. To report issues that cannot be resolved at School level to the Teaching and Learning Committee and Academic Standards and Quality Enhancement Committee.