



LONDON SCHOOL
OF SCIENCE
& TECHNOLOGY

Governance at the London School of Science and Technology

Version 13



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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

Continued over:



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.

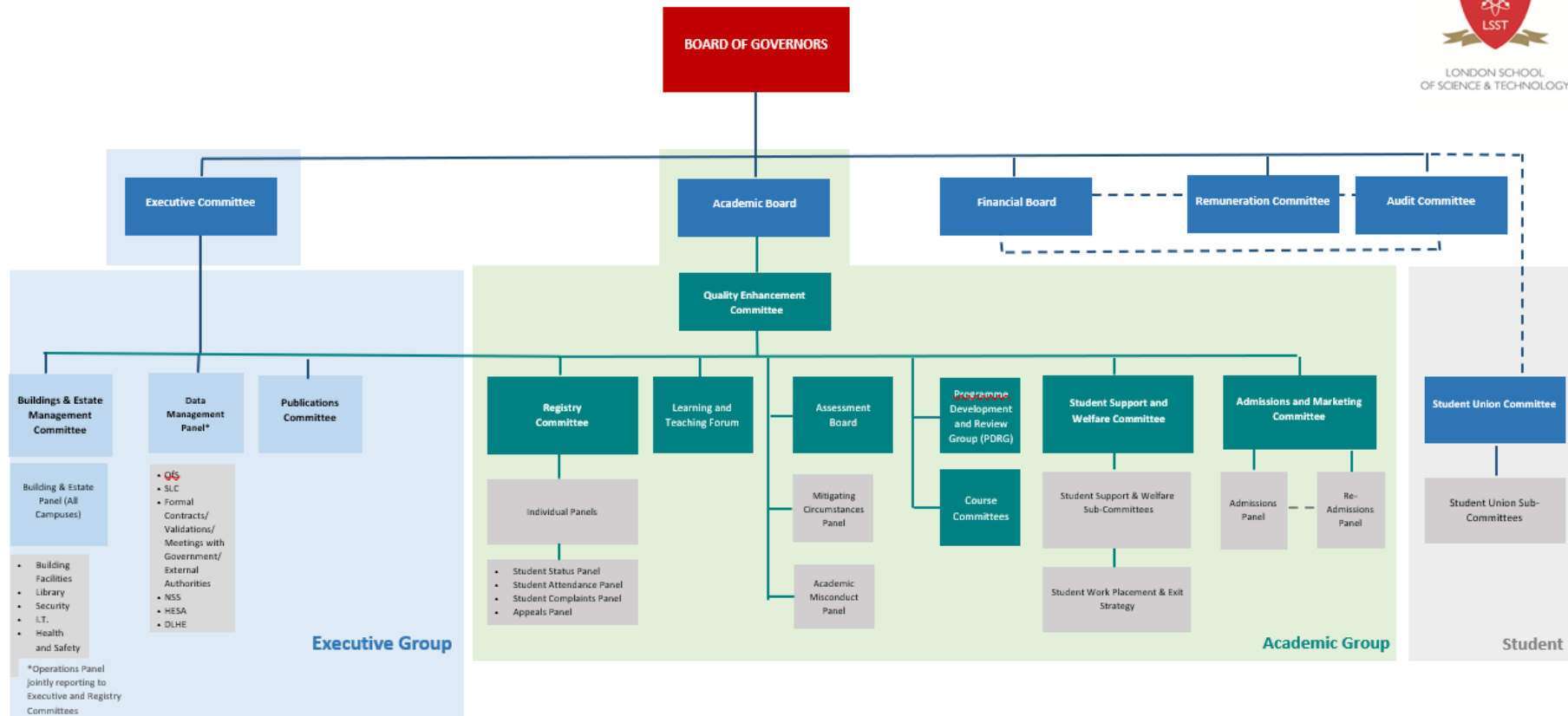
Overview of Governance Structure

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:



London School of Science & Technology
 Governance Structure; Version 2.8

*Operations Panel jointly reporting to Executive and Registry Committees

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:

- *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:

Chief Executive Officer

Membership:

Deputy CEO, Finance Director, Principal, Two Independent Academic Consultants
By invitation: Student Union President

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 Advisory Board, Executive Committee, 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 (including academic risks)
- xii. To manage the business of the LSST in accordance with 'best practice' in academic governance.
- 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.

Continued over:



The LSST Board of Governors

- 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 ensure periodic external/independent review is conducted for 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:

- *The Independent Higher Education (IHE) Code of Governance for Independent Providers of Higher Education (September 2021)*
- *OfS Regulatory Framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*

Chair:

Academic Advisor

Membership:

Independent academic consultants

Quorum:

75%

Frequency:

Once a year

Terms of Reference:

The Advisory Board will meet annually to:

- 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.
- advise on potential sources of funding opportunities for commissioned projects.
- Advise on Government policies, procedures and regulations related to the higher education industry.
- advise on publications and other outputs.
- act as ambassadors on behalf of the School, attending key events where possible and networking with key players/ audiences on its behalf.



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:

- *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
Consultant

Membership:

Finance Independent Academic Consultant, Director of Finance, Finance & Payroll Officer

Quorum:

50%

Frequency:

Quarterly
(4 meetings per annum)

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).

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

Continued over:



Audit Committee

- xvi. 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.
- xvii. To consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion.
- xviii. To consider significant accounting policies, any changes to them and any significant estimates and judgements.
- xix. 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.
- xx. 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.
- xxi. To review any material information presented with the financial statements, (insofar as it relates to the audit and risk management).
- 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:

- *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
Consultant

Membership:

Finance Independent Academic 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.

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:

Director of Finance

Membership:

CEO, Deputy 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 school 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 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:

- *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:

Quarterly
(4 meetings per annum)

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.



Student Union Committee

Continued over:

- 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:

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

Chair:

Deputy CEO

Membership:

Principal, Vice-Principal, Deans, Quality Manager, Partnerships Manager, Head of Registry, Marketing Manager, Head of Admissions, IT Manager, Head of Student Support, Senior Operations Manager, Legal Counsel

Quorum:

50%

Frequency:

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.

- 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 its terms of reference, composition and effectiveness.
- 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:

Senior
Manager

Operations

Membership:

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

Quorum:

50%

Frequency:

Quarterly
(3 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.

Continued over:



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) 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.



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
(3 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 determines 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.

Continued over:



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 Support, 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.

Continued over:



Data Management Panel

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



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:

Deputy CEO, Principal, Vice-Principal, Dean, Marketing Manager, Head of Admissions, Head of Registry, Head of Student Support, Student Union President, Operations Managers, 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 Executive Committee assuring the fitness for purpose of all organisational information.

Continued over:



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 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 regulatory framework of Office for Students, the UK Quality Code and associated guidance published by the Quality Assurance Agency (QAA) for Higher Education.

Reports to: Board of Governors

External Reference Points:

- *OfS Regulatory framework for Higher Education in England*
- *UK (Revised) Quality Code for Higher Education*
- *Awarding Bodies' Academic Regulations*

Chair:

Principal

Membership:

Deputy CEO, Vice-Principal, Deans, Course Leaders, Quality Manager, Head of Admissions, Head of Registry, Head of Student Support, Student Union President (other staff members as applicable)

Quorum:

50%

Frequency:

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. *

*This has been reduced from 4 times annually to align with the School's academic cycle and the release of monitoring information.

Terms of Reference:

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

- 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.
- To receive and consider reports by its committees as indicated by the terms of reference.
- To advise the Board of Governors on the development of academic activities and the resources needed to support these activities.



Academic Board

Continued over:

- 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.
- 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 Office for Students conditions related to the academic quality and standards.
- 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:

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

Chair:

Quality Manager

Membership:

Deputy CEO, Principal, Vice-Principal, Deans, Quality Unit Officers, Head of Admissions, Head of Registry, Chair of PDRG Committee, Head of Student Support, Student Union President (Course Leaders by invitation as appropriate)

Quorum:

50%

Frequency:

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.

- 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.
- 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 OfS 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 OfS, QAA, Advance HE 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, OfS 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 OfS, particularly in relation to quality and standards, initiating and coordinating action as appropriate.
- xviii. To monitor a range of relevant risk and performance indicators, including risk indicators monitored by the OfS, 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: 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 – 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 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.



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:

Quarterly
(4 meetings per annum)

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

Continued over:

- 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 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.

- 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;

Continued over:



Admissions Panel

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



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

External Reference Points:

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

Chair:

Dean (on rotation)

Membership:

Deputy CEO, Principal, Quality Manager, Deans for Luton, Aston, Elephant & Castle and Wembley, Head of Registry, Head of Academic Support, Head of Admissions, Student Union President

Quorum:

50%

Frequency:

Quarterly
(4 meetings per annum)

Terms of Reference:

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

- 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.
- To oversee and consider academic development and enhancement of the LSST's provision and consider major amendments to taught programmes of study.
- To review all new developments and existing partnerships within the LSST.
- To ensure that proposals are underpinned by appropriate market research and link clearly to the LSST's Strategic Plan.



Programme Development and Review Group

Continued over:

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

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: 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:

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

Quorum:

50%

Frequency:

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:

- *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

Continued over:

- 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

Continued over:

- 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.



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: 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.

Continued over:



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:

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

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

Chair:

Head of Student Support

Membership:

Mental Health and Welfare Officer, Employability and Careers Manager
Employability & Careers Officer, Campus Deans, Student Union President +
one Student Support Team representative from each campus to be present

Ex officio: Principal, Deputy CEO,

Quorum:

50%

Frequency:

Quarterly
(3 meetings per annum)

Terms of Reference:

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

- To review performance of services provided by the Student Support.
- To advise the Academic Board on any policy proposals that specifically affect student focused non-academic activity.
- To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development of student support.
- To monitor activities and data relating to the support for students and report on matters which could impede delivery of the LSST's objectives.
- To monitor and disseminate developments relating to enhancement of student support.
- To provide copies of minutes and an annual report to the Academic Board.



Appendix 1:

Student Outcomes Steering Group

Purpose:

The Student Outcomes Steering Group is charged with overseeing LSST's performance with respect to student outcomes as per the B3 conditions set out by the Office for Students (OfS') [Regulatory advice 20: Regulating Student Outcomes](#). Specifically, this includes meeting and exceeding the OfS' numerical thresholds for continuation, completion and progression across LSST and its subject disciplines.

Reports to: Academic Board

External Reference Points:

- *OfS Regulatory Framework for Higher Education in England;*
- *Higher Education Statistics Agency – Graduate Outcomes*

Chair:

Vice-Principal

Membership:

Deputy CEO, Principal, Registrar, Head of Student Lifecycle, Head of Employability and Careers, Head of Admissions, Dean of Learning and Teaching, Academic Deans, Quality Manager, Quality Officer (secretary)

Quorum:

50%

Frequency:

Quarterly

Terms of Reference:

The primary responsibilities of the Student Outcomes Steering Group.

- i. Designing and regularly review mechanisms for internal tracking of progress against factors which impact on student outcomes (e.g., student engagement with classes and assessments, student attainment, engagement with careers services).
- ii. Set and review performance against KPIs for senior management, campuses, service departments and staff aligned with OfS' thresholds and LSST's own ambitions to be sector leading.



Student Outcomes Steering Group

- iii. Furnishing Academic Board with regular updates with respect to LSST's performance against student outcomes, including reports on the effectiveness of mechanisms and interventions designed by the steering group.
- iv. Highlighting differential performance for student outcomes between campuses, subject disciplines, cohorts, awarding bodies and other indicators in order to support the design of targeted interventions to ensure standardisation, and therefore consistent performance across LSST with respect to student outcomes.