GOVERNANCE AT
LONDON SCHOOL OF SCIENCE & TECHNOLOGY

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Contents

Procedures for the Conduct of Meetings

These procedures will normally apply to all Committees except where specific provision is made.

1.   Meetings of all Committees will be scheduled annually in advance, to allow the orderly conduct of business through to the four meetings of the LSST Board of Governance.

2.   The Chair of each Committee may at any time call an extraordinary meeting.

3.   Notice of an extraordinary meeting will be issued a minimum of three working days before the meeting is convened.

4.   The agenda for an extraordinary meeting will only contain papers relevant to the issue(s) under discussion. The meeting will not be asked to approve minutes, deal with any matters arising, nor will any other business be allowed.

5.   An agenda paper and supporting papers for each meeting will be sent to each member not later than the third working day before the scheduled meeting and normally five working days before. This applies to ordinary and extraordinary meetings.

6.   The Chair will set a deadline for receipt of papers in order that the agenda may be distributed to Committee members in a timely fashion.

7.   No business will be transacted at an ordinary meeting other than that specified in the agenda paper except for any matter of which the Chair has been advised in advance, which he/she considers urgent, and which has arisen too late to be specified in the agenda. No papers may be tabled without the consent of the Chair.

8.   Meetings of the Board and its committees are normally held in private. Attendance of non-members at meetings shall be at the invitation of the Chair of the meeting. Persons invited to attend shall withdraw from the meeting if so required by a resolution of the members present.

9.   The draft minutes of meetings will be circulated to the Members as soon as possible, following the meeting. Prior to circulation, minutes will be cleared by the Chair of the meeting.

10.   Minutes of General Management Committee non-confidential business will be posted on the Staff Portal.

11.   All attendees must make themselves aware of the documents before the meeting.

12.   The agendas of LSST Board of Governance and other Committees and Sub-Committees as appropriate, shall include reserved items where matters under discussion are of a sensitive nature for reasons of protocol or commercial interest or because they relate to individual or identifiable staff or students.

13.   There will be a quorum for all Committees which unless specified otherwise will be one-half of the membership. No formal business may be transacted at meetings without a quorum of members present.

14. Where motions are put to the vote, a majority of those present and voting will be binding. Should the Committee be equally divided, the Chair may exercise a casting vote.

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

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

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

18. These procedures may be amended only by an ordinary meeting of LSST Board of Governance.

BOARD OF GOVERNORS

Primary Aims
The Board of Governors is the combination of Board of Directors, shareholders, non-executive directors and independent 'lay' members, and is the highest governing body of LSST. The Board of Directors play a distinctive role within the Board of Governors. The Board of Governors exists to oversee the management of LSST, with special emphasis on strategic leadership and accountability.

Informed by HE Sector expectations and structures, LSST maintains a distinction through Academic Governance driven by the Academic Board, its sub-committees; (Quality Enhancement Committee, Programme Committees & Examination Boards etc.) and Academic Regulations and Executive Governance. |
| **Reference to External Reference Points** |
| Higher Education Code of Governance

UK Quality Code for Higher Education – overall |
| **Reporting to:** |
| Board of Directors & Shareholders |
| **Chair:** |
| Director (CEO) of LSST |
| **Membership:** |
| Director (CEO), Deputy CEO, Director of Marketing, Director of Finance, Non-Executive Academic Member, Non-Executive Finance Consultant |
| **Frequency:** |
| Quarterly 4 meetings |
| **Quorum:** |
| 50% of members |
| **Primary Responsibilities & Terms of Reference:** |
| The Board of Governors:
The primary responsibilities of the LSST Board of Governors are mapped against, and aligned with, the Primary Elements of the HE Code of Governance. These responsibilities are:

1. The Board of Governors, in accordance with their oversight of Executive & Academic matters receives, approves and authorises the actions of both the Executive Board & Management Board

2. To contribute to and approve the School's (Group) mission and strategic vision, through the approval of the corporate strategic plan and associated |

academic and business plans and budgets designed to support the achievement of the mission and vision

3. To monitor the School's (Group) performance against agreed strategies and ensure processes are in place to monitor and evaluate its effectiveness against the plans and key approved performance indicators (KPIs), benchmarked against comparable institutions

4. To ensure the School has systems in place to meet its legal obligations, particularly with regard to equality & diversity, health & safety, data protection/security and procurement

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

6. To ensure that appropriate supporting strategies are in place in relation to key Board interests such as estates, finance and human resources

7. To delegate to the Principal and Deputy CEO, the academic management of the School

8. To assess and provide feedback on the effectiveness of academic and human resource management of the institution to the shareholders

9. To monitor and comment on quarterly audits and/or reconciliations undertaken systematically on Admissions; Attendance, Records of Students held by SLC and School IMF

10. Review annually the effectiveness of the Board and its members including overall performance compared with its responsibilities laid out in the ToRs. In addition, it will review the relevance of each of these terms of reference and recommend appropriate changes to shareholders.

11. Review and evaluate all institutional reports produced for/received by external bodies (eg: Ofsted, QAA, Ofsted HEFCE, HESA, BiS & OfS) and associated action plans/reports produced by the School in response to such requirements

12. To evaluate on a minimum annual basis on the applicability of the School's Risk Register and substantial change of status evidenced

13. To conduct its business in accordance with 'best practice' in academic Governance

14. To receive and review the minutes of a) Executive Committee b) Academic Board and c) Senior Management Team

The School aligns its governance framework to the Higher Education Code of Governance (Council of University Chairs - CUC) and has mapped the Board of Governors primary responsibilities (set out below) against the Code's 'Seven Primary Elements of Higher Education Governance'

	This Code identifies the following primary elements of governance that underpin the values and beliefs outlined in the Core Values of Higher Education	
	HE Code Primary Elements	**Primary responsibilities of the LSST Board**
1	The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit	Informed by HE-sector expectations and structures, LSST maintains a distinction through Academic Governance driven by the Academic Board, its sub-committees (Quality Enhancement Committee, Programme Committees & Examination Boards) and Academic Regulations and Executive governance. **PR 1.** The LSST Board of Governors, in accordance with their oversight of Executive and Academic matters must receive, approve and authorise the actions of both the Executive Board & Management Board
2	The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature and followed	**PR 3.** To monitor the School's performance against agreed strategies **PR 4.** To ensure that the School has systems in place to meet its legal obligations, particularly with regard to equality & diversity, health & safety, data protection/security and procurement. **PR 6.** To ensure that appropriate supporting strategies are in place in relation to key Board activities including estates, finance and human resources
3	The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy, In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management	**PR 2.** To contribute to, and approve, the School's mission and strategic vision, through the approval of the corporate/strategic plan, and associated academic and business plans and budgets designed to support the achievement of the mission and vision **PR 5.** To ensure that appropriate systems of control and accountability are in place to secure the solvency of the School/ and the safeguarding of its assets, including financial and operational controls and risk management procedures and that such systems are subject to audit
4	The governing body receives assurances that academic governance is effective by working with the Academic Board or equivalent as specified in its governance instruments	**PR 3.** To monitor the School's performance against agreed strategies

5	The governing body works with the Executive to be assured that effective control and due diligence takes places in relation to institutionally significant external activities	**PR 1.** To ensure processes are in place to monitor and evaluate the performance and effectiveness of the School against the strategic and operational plans and key performance indicators (KPIs), benchmarked against comparable institutions and provide appropriate guidance and advice to assist the CEO & deputy CEO on the implementation of key strategic and operational requirements.
6	The governing body must promote equality and diversity throughout the institution, including in relation to its own operation	**PR 4.** To ensure that the School has systems in place to meet its legal obligations, particularly with regard to equality & diversity, health & safety, data protection/security and procurement
7	The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice	**PR 4.** To ensure that the School has systems in place to meet its legal obligations, particularly with regard to equality & diversity, health & safety, data protection/security and procurement

Reporting Relationships/Interactions with other committees

The Board of Governors receives, considers and approves the recommendation from the Executive Committee and Academic Board.

EXECUTIVE COMMITTEE

Primary Aim:
The Executive Committee is the supreme academic deliberation body for strategic oversight of all academic provision. It reports to the Board of Governors and considers a broad range of issues that relate directly to the institution's academic direction and focus. Under the oversight of the Board of Governors, the Executive Committee's primary aim is to report on, and account to the Board on the performance and effectiveness of the School in delivering the organisation's strategic and operational plans. The Executive Committee ensures that there is co-ordination of all major academic and support activities undertaken by the school.
Reference to UK Quality Code:
UK Quality Code for Higher Education – overall
Reporting to:
Board of Governors
Chair:
Director (CEO) of LSST (or Deputy CEO in the absence of the CEO)
Membership:
Deputy CEO, Director of Finance, Director of Marketing/Admissions, Head of Quality, Academic Principal, Registrar, External academic consultant, Student Union President and visiting members upon request
Frequency:
Quarterly (4) meeting
Quorum:
50%
Primary Responsibilities & Terms of Reference:
1. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the School against the Strategic & Operational plans and Key Performance Indicators (KPIs), benchmarked against comparable institutions, and provide appropriate guidance and advice to assist the CEO & Deputy CEO on the implementation of key strategic and operational requirements 2. To review the academic management and annual quality planning cycle of the School & its campuses and to keep under regular review, the policies, procedures and limits within such management functions.

3. To review and evaluate Academic Board recommendations and institutional reports produced for/ received by external bodies/regulators (OfS, DfE, QAA, Pearson & Awarding Body partners), and provide effective oversight of associated action plans/reports produced by the School in response to such requirements, making appropriate recommendations to the Board of Governors.

4. To monitor and consider audits and internal reviews on Admissions, Attendance, Student Records held by both SLC & internal Management Information Systems (MIS)

5. To keep strategic awareness of the external higher education environment in which the School operates and periodically review the Institutional Risk Register to ensure key risks are effectively managed and monitored.

6. To conduct its business in accordance with sector best practice and regulatory governance guidance and review annually the effectiveness of its overall performance aligned with its responsibilities confirmed in its terms of reference and recommend appropriate changes to the Board of Governors.

7. To understand and interpret the strategic environment in which the School operates

8. To develop and recommend an annual operational plan in support of achieving the School's strategic principles

9. To oversee and implement the annual academic/quality planning cycle across all campuses

10. To review, and recommend to the Board of Governors, the final submission of key strategic reports to OfS, HESA, HEAPS, DLHE etc)

11. To periodically review the Strategic Risk Register and assure the Board of Governors that key risks are appropriately managed

12. To receive and consider reports from relevant committees, boards and panels

13. 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

14. To approve all the policies and procedures with the recommendation of Board of Governors.

Reporting Relationships/Interactions with other committees

Academic Board, Management Board, Marketing & Admission, Head of QA, Student Union

MANAGEMENT BOARD

Aim:
Management board is a sub-group of the LSST Executive Board, set up to help focus and support its work. It comprises senior managers from all areas of LSST. Its role is to help identify important topics for discussion at Board meetings and to take decisions on operational issues, whilst acting as a forum for all senior staff to raise their concerns. It might also be asked to consider matters emerging from Board discussions which require further investigation and action. Management Board meets quarterly and the minutes from its meetings are submitted to the Board for information.
Reference to UK Quality Code:
UK Quality Code for Higher Education – overall
Reporting to:
Executive Committee
Chair:
Deputy CEO
Membership:
Principal, Deans, Course Leaders, Head of Quality & Quality Manager, Director of Marketing & Admissions, Head of Registry, Lead PAT, Head of Student Support, Student Union President, Head of HR.
Frequency
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum :
50%
Terms of Reference:
1. To support the delivery of strategic objectives and the effective operation of the School and exercising management responsibility for their implementation and delivery; 2. To monitor, measure, and evaluate the School's performance in relation to the pursuit of its strategic objectives and ensuring appropriate actions are implemented to ensure successful delivery and achievement of targets. 3. To consider and approve, the recommendations made by its Committee's and to ratify any amendments to them; seek approval of higher cost matters from Executive and Board of Governance. 4. To monitor and review the school's risk register and ensure internal controls and actions are implemented to mitigate and manage risks. 5. To monitor against the agreed annual objectives for all areas of LSST in line with the strategic vision of the institution. 6. To maximise the physical, electronic and human resources available to the School and ensuring their effective, efficient and economical use.

7. To secure the effective and orderly development and delivery of the School's work across all its campuses.

8. To monitor and evaluate the School's equality and diversity policies as required by legislation and by good practice and review their effectiveness.

9. To monitor and evaluate the School's policies for health, safety and welfare, both statutory or otherwise and review their effectiveness.

10. To foster a coherent and cohesive approach to the management of the School.

11. To establish such committees as it considers necessary to enable it to carry out its responsibilities.

12. To advise on other matters as the Executive Committee or LSST Governance and Corporation Board may refer to it.

13. To review the Board's terms of reference, composition and effectiveness.

Reporting Relationships/Interactions with other committees

To receive summary reports and minutes from all the sub-operations and resource departments.

To provide copies of minutes and an annual report to the Executive Committee and Board of Directors.

ACADEMIC BOARD

Aim:
The Academic Board is established as the principal academic body to ensure that the delivery of education within LSST is in accordance with the requirements of partner awarding bodies as well as relevant legislation and external guidelines and benchmarks relating to the delivery of Higher Education in the UK, including the UK Quality Code and associated guidance as defined by the Quality Assurance Agency (QAA) for Higher Education.
Reference to UK Quality Code:
UK Quality Code for Higher Education – overall
Reporting to:
Executive Committee
Chair:
Principal
Membership:
Deputy CEO, Deans, Course Leaders, Head of Quality & Quality Manager, Director of Marketing & Admissions, Head of Registry, Lead PAT, Head of Student Support, Student Union President
Frequency
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum :
50%
Terms of Reference:
1. To maintain, further promote and enhance 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. 2. To receive and consider reports by its committees as indicated by the terms of reference. 3. To advise the Executive Committee on the development of academic activities and the resources needed to support these activities. 4. To develop and keep under review a framework of the principles and regulations to be complied with by all programmes of study delivered by LSST. 5. 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. 6. To appoint and, if necessary, to remove internal verifiers and where appropriate, recommend the appointment of examiners to external validating bodies. 7. To establish policies for the management of risk to academic standards and quality, and to receive regular reports on academic standards and quality. 8. To maintain a Quality Enhancement Committee as a sub-committee of the Academic Board. 9. To establish and maintain such other sub-Committees as it deems appropriate.

10. To review the Board's terms of reference, composition and effectiveness.

11. To advise on such other matters as the Executive Committee and Board of Governors may refer to the Academic Board.

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

13. To review the annual Self Evaluation Document and Quality Improvement Plan.

Reporting Relationships/Interactions with other committees

To receive summary reports and minutes from all of the Academic Board sub-committees and annual report from the Quality Enhancement Committee.

To receive minutes from the Quality and Enhancement Committee, Admissions and Marketing Committee, Operations Committee, Registry Committee, Student Support & Welfare Committee and Student Union Committee.

To provide copies of minutes and an annual report to the Executive Committee and Board of Directors.

QUALITY ENHANCEMENT COMMITTEE

Aim:	
The Quality Enhancement Committee has delegated authority from the Academic Board for the management of quality assurance and enhancement in the School. 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. The committee reports to the Academic Board.	
Reference to UK Quality Code:	
UK Quality Code for Higher Education – overall	
Reporting to:	
Academic Board	
Chair:	
Head of Quality	
Membership:	
Deputy CEO, Deans, Quality Unit Manager, Head of Assessment, Director of Marketing & Admissions, Head of Registry, Lead PAT, Chair of PDRG Committee, Head of Student Support, Student Union President (*Course Leaders by invitation as appropriate*)	
Frequency	
Every two months Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum :	
50%	
Primary Responsibilities & Terms of Reference:	

The Quality Enhancement Committee primary responsibilities to determine the procedures which will assure the quality and standards of the School's higher education provision and receive assurance that these have been carried out include the following:

1. To develop, and review the London School of Science & Technology's strategic quality framework, policies and procedures for assuring, enhancing and maintaining standards and quality of provision and ensure the School's policies and procedures in support of these are consistently and effectively implemented

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

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

4. To advise 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

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

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

7. To approve School & Programme-level quality assurance arrangements, handbooks and policies

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

9. 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.

10. 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 academic board.

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

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

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

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

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

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

17. To receive reports from agreed Sub-Committees.

18. To monitor regularly all guidance and requirements issued by the Quality Assurance Agency for Higher Education, particularly in relation to Higher Education Review and the UK Quality Code for Higher Education, initiating and co-ordinating action as appropriate.

19. To monitor a range of relevant risk and performance indicators, including risk indicators monitored by the QAA, such as:
    o Statistical data on the performance of programmes;
    o Student feedback and survey results as appropriate (NSS and other student-experience surveys);
    o Annual reports regarding complaints, appeals, misconduct, fitness to practise and cases submitted to the Office of the Independent Adjudicator.

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

21. To review the committee's terms of reference, composition and effectiveness.

22. To produce the annual Quality Cycle for Academic Board sign off.

Reporting Relationships/Interactions with other committees
To receive minutes and summary reports from all of the Academic Board sub-committees. To provide copies of minutes and annual report to the Executive Committee and Academic Board for information.

PUBLICATIONS COMMITTEE

Aim:
The Publications Committee is responsible for the approval and monitoring of all public information produced by the school. The Publications Committee ensures that all public information produced by the school for internal and external stakeholders, is fit for purpose, accessible and trustworthy.
Reference to UK Quality Code:
QAA Quality Code, Part C – Information about Higher Education Provision
Reporting to:
Executive Committee
Chair:
Principal
Membership: (as appropriate)
Principal, Deans, Course Leaders, Head of Academic Support, Director of Marketing & Admissions, Head of Finance, Head of Registry, Head of Student Support, Student Union President, Operations Managers, Head of Library, Head of IT Support, VLE Manager, Work Placement and Careers Manager
Frequency
Quarterly (2x meetings). One for internal information and one for external information Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum :
50% (as appropriate)
Terms of Reference:

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

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

3. To review and approve all relevant internal and external information, in line with the public information policy, so that information releases are accurate, up-to-date and trustworthy.

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

5. 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.

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

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

8. To ensure that the school 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).

9. 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.

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

11. To review the committee's terms of reference, composition and effectiveness.

Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Executive Committee and Quality Enhancement Committee. To receive requests from all other committees for change(s)/addition(s) to public information.

ADMISSIONS AND MARKETING COMMITTEE

Aim:
The Admissions and Marketing Committee oversees the development and implementation of the School's policies and procedures in the areas of marketing, recruitment and admission of students.
Reference to UK Quality Code:
B2 Recruitment, Selection and Admission in Higher Education B6: Recognition of Prior Learning Part C: Information about higher education provision
Reporting to:
Participating in Quality Enhancement Committee and reporting to the Executive Committee
Chair:
Director of Admissions & Marketing
Membership:
Marketing Officers, Admissions Officers and Chair of Data Management Panel
Frequency:
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum :
50%
Terms of Reference:

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

2. To develop, review and revise the School 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
   - Entry Requirements

3. To monitor success against targets set in these strategies.

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

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

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

7. To oversee and monitor the School's admissions policy and marketing plans.

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

9. 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 school provision.

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

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

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

13. To review Admissions complaints and appeals.

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

15. To receive and consider Annual Admissions Planning report.

16. To review the committee's terms of reference, composition and effectiveness.

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

Reporting Relationships/Interactions with other bodies
To provide copies of minutes to the Executive Committee, Academic Board and make a report to the Quality Enhancement Committee.

ADMISSIONS PANEL

Aim:	
The Admissions Panel makes decisions on student admissions applications and monitors the quality of student admissions and recruitment, ensuring integrity and alignment of processes with the School's strategic aims.	
Reference to UK Quality Code:	
B2 Recruitment, Selection and Admission in Higher Education B6: Recognition of Prior Learning	
Reporting to:	
Admissions & Marketing Committee	
Chair:	
Senior Admissions Officer	
Membership:	
Admissions Officers, Course Leader(s), Academic Interviewers, Finance Officer(s), Student Support Officer(s), Deans	
Frequency:	
During Admissions cycles on weekly basis; during off peak period as and when required.	
Quorum :	
1 Admissions Officer and 1 Course Leader per programme of studies and 1 Associate Dean	
Terms of Reference:	

1. To consider and make decisions on applications for courses.

2. To consider admission through Recognition of Prior Learning (if applicable on the course).

3. To promote fairness, consistency and transparency in the School's recruitment and admissions practices.

4. To monitor the quality of applications and ensure integrity and alignment of processes with the School's strategic aims.

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

6. To promote the dissemination of best practice in recruitment and admissions across the School, to identify development and training needs for admissions staff and to ensure that these needs are met.

7. To receive and consider Appeals against admissions decisions.

Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Admissions & Marketing Committee and to send a report on Appeals received the Admissions & Marketing Committee.

RE-ADMISSIONS PANEL

Aim:	
The Re-Admissions Panel considers applications from students who have previously attended and may be able to apply for readmission to the School.	
Reference to UK Quality Code:	
B2 Recruitment, Selection and Admission in Higher Education	
Reporting to:	
Admissions & Marketing Committee	
Chair:	
Senior Admissions Officer	
Membership:	
Admissions Officers, Registry Officer(s), Finance Officer(s), Student Support Officer(s)	
Frequency:	
As and when required Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
1 Admissions Officer, 1 Registry Officer, 1 Finance Officer, 1 Student Support Officer	
Terms of Reference:	
1. To consider returning students with supporting evidence case by case depending on each individual circumstances. 2. To promote fairness, consistency and transparency in the School's recruitment and admissions practices. 3. To monitor the quality of students that are re-admitted (if any) at the School.	
Reporting Relationships/Interactions with other committees	
To provide copies of minutes to the Admissions & Marketing Committee.	

OPERATIONS COMMITTEE

Aim:
The Operations Committee supports the delivery of the school's strategic objectives, oversees the effective operations of the School and exercises management responsibility for all non-academic implementation. It also advises the Executive Committee on all matters relating to the resources; Learning Resource Centre, Information Technology provision, facilities, including the purchase of new equipment and overall Health and Safety and Security.
Reference to UK Quality Code:
Expectation A1 of Part A Chapter B3: Learning and Teaching Chapter B4: Enabling Student Development and Achievement
Reporting to:
Participating in Quality Enhancement Committee and reporting to the Executive Committee
Chair:
Operations Manager (Alperton)
Membership:
Operations Managers, IT Manager, Head of Security, Head of Library, Senior Canteen Member, Student Union President
Frequency:
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:

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

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

3. 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.

4. To advise the Quality Enhancement Committee and the Executive Committee on resources, computing, telecommunications, library, facilities, canteen, Health and Safety, and any other relevant aspects in order to maintain a healthy and safe environment of all campuses.

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

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

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

8. 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.

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

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

11. To review the committee's terms of reference, composition and effectiveness.

Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Executive Committee and Academic Board.

OPERATIONS PANEL

Aim:
Campus Operations Panel(s) advise the Operations Committee on all matters relating to the resources; Learning Resource Centre, Information Technology provision, facilities, including the purchase of new equipment, Health and Safety and Security, building issues (if any) and any other relevant aspects.
Reference to UK Quality Code:
Expectation A1 of Part A Chapter B3: Learning and Teaching Chapter B4: Enabling Student Development and Achievement
Reporting to:
Operations Committee
Chair:
Operations Manager
Membership:
IT Officer, Security Officer, Library Officer, Canteen, Student Reps
Frequency:
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:

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

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

3. 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.

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

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

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

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

8. 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.

9. To ensure that Health and Safety equipment (such as fire extinguishers and first aid kits) are up to date and current. 10. To monitor and disseminate developments relating to enhancement of resources.
Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Operations Committee.

LEARNING and TEACHING FORUM

Aim:	
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.	
Reference to UK Quality Code:	
B3: Learning and Teaching Higher Education providers, working with their staff, students and other stakeholders, articulate and systematically review and enhance the provision of learning opportunities and teaching practices, so that every student is enabled to develop as an independent learner, study their chosen subject(s) in depth and enhance their capacity for analytical, critical and creative thinking.	
Reporting to:	
Quality Enhancement Committee and Academic Board	
Chair:	
Deans (on rotation)	
Membership:	
Course Leaders, Module Leaders, Teaching Staff, Students and external members (by invitation)	
Frequency:	
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To identify and share good practice in teaching and learning 2. To invite contributions from internal and external practitioners 3. To initiate enhancements to teaching and learning practice in support of quality enhancement	
Location:	
Alperton	
Luton	
Birmingham	
Reporting Relationships/Interactions with other committees	
Reports to QEC	

ACADEMIC SUPPORT CENTRE PANEL

Aim:
The Academic Support Centre Panel is responsible for effective implementation and procedure for all aspects of academic support.
Reference to UK Quality Code:
B3: Learning and Teaching B4: Enabling student development and achievement B5: Student Engagement
Reporting to:
Learning and Teaching Forum
Chair:
Head of Academic Support Centre
Membership:
Course Leaders, Chair of PAT, Deans, Campus Senior Academic Support Officer(s), Campus Student Reps
Frequency:
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:
1. To ensure that student academic advice and student one-to-one sessions are effective in order to enhance student academic experience and increase student performance. 2. To monitor and disseminate developments relating to the improvement of the services offered by the academic support centre in order to enhance student experience. 3. To consider cases which have been referred to the Committee and determine whether the student's academic engagement is sufficient. 4. To effectively oversee the school's internal referral system. 5. To ensure that the diverse additional seminars are taking place as intended. 6. To provide the Learning and Teaching Forum with improvements or developments required (if any) in order to enhance student experience. 7. To review the panel's terms of reference, composition and effectiveness.
Reporting Relationships/Interactions with other committees
To provide minutes and report to the Learning and Teaching Forum.

ASSESSMENT BOARD

Aim:
The Assessment Board is responsible for ensuring examinations and assessment procedures under their remit is carried out in accordance with School and awarding bodies regulations as well as any other regulations that may govern particular programme(s).
Reference to UK Quality Code:
B6: Assessment of Students and The Recognition of Prior Learning
Reporting to:
Quality Enhancement Committee, Academic Board
Chair:
Head of Assessments
Membership:
Senior Assessment Officer, Principal, Course Leaders, Quality Manager, Assistant Registrar, Head of Student Support, Head of Academic Support Centre, Lead Personal Tutor, Deans and staff representatives from Satellite campuses
Frequency:
Termly after the end of marking of each semester Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:

1. To ensure that the rules and regulations relating to progression are applied consistently and those standards are maintained.

2. To confirm marks for Pearson Edexcel modules taught by the School.

3. To liaise with universities and ensure that marks are inputted on university platforms (as agreed with the university, for example, London Metropolitan University 'Mark Entry').

4. To receive recommendations on mitigating circumstances and finalise marks.

5. To determine progression issues, with reference to the rules and regulations.

6. To make arrangements for students permitted to be reassessed for any element of assessment in any module/unit within its remit, and the mechanisms for considering and approving the results of such assessments.

7. To make recommendations for the conferment of the approved awards for those students who have completed the course.
8. To review the Board's terms of reference, composition and effectiveness.

9. To make decisions on students' eligibility for progression to the next stage.

10. To make final decisions regarding students' eligibility to continue their registration on the course.

11. To make a judgement in relation to any breaches of regulations reported to it.

12. To receive minutes from Plagiarism Panels from all campuses.

13. To receive minutes from Mitigating Circumstances Panel.

14. To monitor and disseminate developments relating to enhancement of student assessment processes.
Reporting Relationships/Interactions with other committees
To provide minutes and report to the Registry Committee and Academic Board.

MITIGATING CIRCUMSTANCES PANEL

Aim:
The Mitigating Circumstance Panel considers applications for mitigating circumstances claims thus assisting the School in meeting its obligation to ensure that matters affecting student performance are considered fairly, consistently and equitably.
Reference to UK Quality Code:
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning
Reporting to:
Assessment Board
Chair:
Head of Assessments
Membership:
Course Leader, Head of Student Support, Head of Registry, Attendance Officer
Frequency:
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:
1. To make objective, impartial decisions about the validity of mitigating circumstances claims submitted by students in the programme. 2. To determine the most appropriate course of action for the circumstances in hand. 3. To ensure that all claims are supported by appropriate evidence. 4. To ensure that mitigation is only applied to the affected module(s). 5. To ensure that mitigation is only applied once for each assessment. 6. To ensure that EC claims are processed in a timely manner. 7. To ensure that EC claims remain confidential to the EC Panel. 8. To report annually to the Assessment Board and Quality Enhancement Committee on the profile of cases received and validated to assist in institutional analyses. 9. To report to the Assessment Board and Quality Enhancement Committee on the efficacy of the mitigating circumstances regulations, making recommendations for improvement where appropriate.
Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Assessment Board. 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 mitigating circumstances regulations, making recommendations for improvement where appropriate.

ACADEMIC MISCONDUCT PANEL

Aim:	
The purpose of the Academic Misconduct Panel is to examine the allegation of academic misconduct following a procedure that satisfies the accepted standards of fairness: by applying the regulations / policies to the facts, as presented by the evidence.	
Reference to UK Quality Code:	
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning	
Reporting to:	
Assessment Board	
Chair:	
Head of Assessments	
Membership:	
Senior Assessments Officer, Course Leader, relevant Module Leader and other staff members if relevant	
Frequency:	
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To assess the evidence available and make a decision based on that assessment. 2. To ensure that the hearing process is fair and transparent. 3. To review the process taken in the identification, investigation and awarding of the penalty. 4. To review the record of penalties applied to ensure the penalty applied is consistent. For example, for Pearson and London Metropolitan University programmes; for University of West London programmes refer to university according to agreed processes.	
Location:	
Panels	Alperton
	Luton
	Birmingham
Reporting Relationships/Interactions with other committees	
To provide copies of minutes to the Assessment Board. 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.	

REGISTRY COMMITTEE

Aim:
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.
Reference to UK Quality Code:
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning B9: Academic Appeals and Student Complaints
Reporting to:
Director of School (CEO), Deputy CEO
Chair:
Head of Registry
Membership:
Deputy CEO, Assistant Registrar, Attendance Officer, Head of Assessments, Senior Admissions Officer, Representatives from Satellite campuses
Frequency:
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:

1. To ensure the integrity and alignment of processes with the School's strategic aims.

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

3. To promote fairness, consistency and transparency in the School's enrolment and attendance practices.

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

5. To discuss all the withdrawn/At risk students from attendance panel.

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

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

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

9. To receive minutes from Student Status Panel

10. To receive minutes from Student Complaints

11. To receive minutes from Student Attendance
12. To monitor and disseminate developments relating to enhancement of Registry services.
13. To review the committee's terms of reference, composition and effectiveness.

Reporting Relationships/Interactions with other committees
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 Registry regulations, making recommendations for improvement where appropriate.

APPEALS PANEL

Aim:
The Appeals Panel has been established to consider formal appeals received by the Registry.
Reference to UK Quality Code:
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning B9: Academic Appeals and Student Complaints
Reporting to:
Registry Committee
Chair:
Assistant Registrar
Membership:
Head of Registry, Course Leader (elected on rotation), Head of Assessments, Senior Assessments Officer, Head of Student Support, Attendance Officer, Head of Academic Support Centre and other staff members on request subject to the nature of appeals.
Frequency:
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:

1. To review appeals in conjunction with relevant colleagues and decide whether or not individual claims should be accepted.
 	
2. To establish that the evidence is valid, i.e. authentic and appropriate and that it has been submitted by the required date.
 	
3. To make decisions that:
   - The grounds of the appeal are not valid.
   - The grounds of the appeal are valid but the appeal is not upheld.
   - The grounds of the appeal are valid and the appeal is upheld.
 	
4. To inform the student in writing of its decision together with brief reasons for its decision.
 	
5. To make recommendations for improvements to the effectiveness and efficiency of the procedure.
 	
6. To update Registry records and update relevant parties accordingly.

Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Registry Committee.

STUDENT STATUS PANEL

Aim:
The Student Status Panel reviews and maintains the accuracy of the student records.
Reference to UK Quality Code:
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning B9: Academic Appeals and Student Complaints
Reporting to:
Registry Committee
Chair:
Assistant Registrar
Membership:
Head of Registry, Attendance Officer, Course Leaders, Head of Assessments, Examinations Officer & Head of Academic Support Centre
Frequency:
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:
1. To review student records with the aim of identifying students who have completed their studies, but are still on the active register with the awarding bodies and report to the Registry Committee. 2. To audit student records and ensure that LSST's Student Management System and awarding bodies platforms are accurate on students' enrolment and registrations. 3. To review student records and propose to the Registry Committee actions about students who need to be taken off the system and be placed onto historic archives. 4. In conjunction with the Exam Office, to identify past students who have completed their programme of study but no unit certificates and/or full certificates have been ordered for. 5. To implement all changes on records identified from items 1-3 and ensure that the student database is updated accordingly.
Reporting Relationships/Interactions with other committees
To provide copies of minutes to the Registry Committee.

STUDENT ATTENDANCE PANEL

Aim:	
The Student Attendance Panel monitors students attendance and engagement in order to ensure students are successfully progressing.	
Reference to UK Quality Code:	
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning	
Reporting to:	
Registry Committee	
Chair:	
Student Attendance Officer	
Membership:	
Student Support Officers, Head of Registry, Assistant Registrar, Head of Finance.	
Frequency:	
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To identify and monitor students at risk of poor attendance. 2. To recommend to the Principal the withdrawal of students with poor attendance. 3. To promote consistency in carrying out procedures for reporting and dealing with attendance.	
Reporting Relationships/Interactions with other committees	
To provide copies of minutes to the Registry Committee.	

STUDENT COMPLAINTS PANEL

Aim:	
The Student Complaints Panel considers complaints that have reached stage three, which is the final stage of complaints procedure.	
Reference to UK Quality Code:	
B3: Learning and Teaching B4: Enabling student development and achievement B6: Assessment of Students and The Recognition of Prior Learning B9: Academic Appeals and Student Complaints	
Reporting to:	
Registry Committee	
Chair:	
Head of Registry	
Membership:	
Assistant Registrar, allocated investigating officer and other members on request according to the nature of complaint.	
Frequency:	
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To consider each complaint on its own merits in the light of documentation received. 2. To ensure that the complainant(s) involved is on an equal footing procedurally and able to participate fully in the proceedings. 3. To ensure that no student is disadvantaged as a consequence of making a complaint.	
Reporting Relationships/Interactions with other committees	
To provide copies of minutes to the Registry Committee.	

DATA MANAGEMENT PANEL

Aim:	
The Data Management Panel is responsible for management of data.	
Reference to UK Quality Code:	
In support of the UK Quality Code	
Reporting to:	
Executive Committee, Quality Enhancement Committee, Academic Board, Registry Committee	
Chair:	
Data Manager	
Membership:	
Head of Registry, Assistant Registrar, Deans, Course Leaders, Quality Manager, Head of Student Support Services, Attendance Officer	
Frequency:	
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	

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

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

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

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

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

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

Reporting Relationships/Interactions with other committees	
Registry Committee	

PERSONAL TUTOR COMMITTEE

Aim:	
The Personal Tutor Committee is responsible to undertake all of the activities in relation to Personal Tutoring.	
Reference to UK Quality Code:	
B3: Learning and Teaching B4: Enabling student development and achievement B5: Student Engagement	
Reporting to:	
Quality Enhancement Committee, Academic Board	
Chair:	
Lead Personal Tutor	
Membership:	
Course Leaders, Deans, other members as and when required.	
Frequency:	
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To make recommendations for best practice in the spirit of personal tutoring and in light with awarding body requirements. 2. To review, evaluate and approve (PDP) Personal Development Plans in light with awarding body specifications. 3. To monitor students' use of LSST Connect for enhancing their learning experience and advancing their self-assessment, formative assessment, and their work towards summative assessments. 4. To encourage students' participation in quality enhancement and quality assurance processes. 5. To liaise with and refer students for additional help & support according to identified needs. 6. To develop and maintain a full tracking sheet of all students in PDS process 7. At the end of each academic year to produce ad annual report on the effectiveness of PDPs and suggest improvements for the next cycle. 8. To monitor and disseminate developments relating to enhancement of personal tutoring.	
Location:	
Committee	Headquarters
Panels	Alperton
	Luton
	Birmingham
Reporting Relationships/Interactions with other committees	
Quality Enhancement Committee	

COURSE COMMITTEES

Aim:
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. • Statistics relating to pass rates, progression, retention.
Reference to UK Quality Code:
Expectation A2 of Part A Expectation A3 of Part A B3: Learning and Teaching B4: Enabling student development and achievement B5: Student Engagement B7: External Examining B8: Programme Monitoring and Review
Reporting to:
Learning and Teaching Forum, Quality Enhancement Committee
Chair:
Course Leader
Membership:
Module Leaders and tutors, Attendance Officer, Head of Student Support, Head of Academic Support Centre, Student Representatives
Frequency:
Termly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:
1. To discuss and advise on general course organisation, administration and student attendance. 2. To review of programme delivery, academic regulations, assessment, and examination methods for the course. 3. To review and identify actions on student performance and pass rates. 4. To monitor and evaluate of the academic standards and effectiveness of the course and drawing up necessary action plans as a consequence. 5. To review resources required by the course and making recommendations to the Academic Board as appropriate. 6. 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. 7. To discuss findings from the Lesson Observations and identify and propose needs for staff development required to maintain and enhance the academic standards of the course.

8. 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 school's Annual Monitoring Framework

9. 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.

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

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

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

13. To review and monitor placements.

14. To review the committee's terms of reference, composition and effectiveness.

Location:	
Committee	Headquarters
Panels	Alperton
	Luton
	Birmingham
Reporting Relationships/Interactions with other committees	
To provide copies of minutes and reports to the Learning and Teaching Forum and the Quality Enhancement Committee. To provide minutes for discussion at Faculty Planning meetings.	

PROGRAMME DEVELOPMENT AND REVIEW GROUPUP

Aim:	
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 School.	
Reference to UK Quality Code:	
Expectation A1 of Part A Expectation A2 of Part A Expectation A3 of Part A B1: Programme Design, Development and Approval B8: Programme Monitoring and Review	
Reporting to:	
Academic Board; and Management Board	
Chair:	
Associate Dean (Alperton)	
Membership:	
Deans for Luton, Birmingham and Alperton, Head of Registry, Head of Assessments, Head of Academic Support Services, Director of Marketing & Admissions, Student President, Head of Management Board	
Frequency:	
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	

Primary Responsibility

To contribute to the academic strategy development of the school 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.

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

2. To review all new developments and existing partnerships within the School

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

4. 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).

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

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

Reporting Relationships/Interactions with other committees

Producing reports for consideration at the Quality Enhancement Committee and the Academic Board

STUDENT SUPPORT AND WELFARE COMMITTEE

Aim:	
In recognition of the diversity of students, to take an institutional overview of the School's support for students (other than direct academic support) and to identify opportunities to enhance this support.	
Reference to UK Quality Code:	
B3: Learning and Teaching B4: Enabling student development and achievement B5: Student Engagement	
Reporting to:	
Management Board, and Academic Board	
Chair:	
Head of Student Support	
Membership:	
Disability Officer, Head of Academic Support Centre, Work Placement Officer, Deans, Student Reps	
Frequency:	
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.	
Quorum:	
50%	
Terms of Reference:	
1. To review performance of services provided by the Student Support Services. 2. To advise the Academic Board on any policy proposals that specifically affect student focused non-academic activity. 3. To foster collaboration and sharing of good practice, and in particular to consider how to maximise the effectiveness of development student support. 4. To monitor activities and data relating to the support for students and report on matters which could impede delivery of the School's objectives. 5. To monitor and disseminate developments relating to enhancement of student support. 6. To review the committee's terms of reference, composition and effectiveness.	
Location:	
Committee	Headquarters
Panel	Alperton
	Luton
	Birmingham
Reporting Relationships/Interactions with other committees	
Producing reports for consideration at the Quality Enhancement Committee and the Academic Board	

STUDENT UNION COMMITTEE

Aim:
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 school's boards, committees and panels affecting student experience, as well as propose further enhancement opportunities for students as required by the student body.
Reference to UK Quality Code:
Chapter B1: Programme Design, Development and Approval Chapter B3: Learning and Teaching Chapter B4: Enabling Student Development and Achievement Chapter B5: Student Engagement Chapter B7: External Examining Chapter B8: Programme Monitoring and Review Chapter B9: Academic Appeals and Student Complaints Chapter C: Information about Higher Education Provision
Reporting to:
Executive Committee
Chair:
Student Union President
Membership:
Vice Presidents, Secretary, Student Representatives from each programme & Representatives from Satellite campuses.
Frequency:
Quarterly Agendas and papers will be circulated at least seven days in advance of the meeting.
Quorum:
50%
Terms of Reference:
1. To receive, consider and propose action of matters raised through Student Representatives. 2. To be the principal body representing its members' views and interests within their Institution. 3. 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. 4. To provide support to students encountering problems with student life and to minimise the likelihood of such problems occurring. 5. To consider and report on such matters as may be referred to the committee. 6. To facilitate, promote, represent and control all activities of the members. 7. To review and evaluate the effectiveness of students' elections and propose improvements (if any).

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

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

10. 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, the Executive Committee and 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.

11. To review the committee's terms of reference, composition and effectiveness.

Location:	
Committee	Alperton
	Luton
	Birmingham
Reporting Relationships/Interactions with other committees	
To provide copies of minutes to the Executive Committee and make a report to the Quality Enhancement Committee.	