



**The Institute of Contemporary Music
Performance**

HIGHER EDUCATION QUALITY MANUAL

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FOREWORD

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

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

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

The Higher Education Quality Manual

This Higher Education Quality Manual contains a description of all of the components and requirements of the Quality Process (see section 1.7 below).

The Quality Manual includes:

1. A description of the scope of the Quality Process with any exclusions identified and justified
2. A description of the procedures required for the implementation and interaction of the Quality Process across the ICMP

1. QUALITY ASSURANCE POLICY

1.1 SCOPE

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

1.2 REFERENCES

[UK Quality Code for Higher Education](#)

For the purposes of this Quality Manual, the Quality Code shall be taken to mean those components of the Quality Code that are currently in place as well as those of the Academic Infrastructure that at present remain in place.

1.3 VALUES

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

1.4 QUALITY MISSION STATEMENT

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

1.5 AIMS

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

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

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

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

1.5.3 To nurture a culture of continuous improvement

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

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

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

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

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

1.6 PRINCIPLES

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

1. Developing and seeking to continually improve the effectiveness of the ICMP's Quality Process
2. Establishing the Quality Manual, a Quality Cycle, annual Quality Planners and the production of the annual Self Evaluation Document and Quality Improvement Plan
3. Ensuring that Annual Reviews take place within each key Committee at the end of each Academic Year to review the key objectives, terms of reference and report on the results as a means of monitoring and measuring the Committee performance and the effectiveness of the Quality Process
4. Reviewing the Quality Manual regularly in order to ensure its continuing suitability
5. Embedding the requirements of the Quality Assurance and Enhancement process throughout the ICMP by ensuring that all personnel understand and abide with the contents of this Quality Manual

6. Embedding the requirements of the Quality Assurance and Enhancement process throughout the ICMP by continuously monitoring the ICMP's quality performance and implementing improvements when appropriate
7. Ensuring that copies of the Quality Manual are made available to all members of staff and students and that copies of the minutes of key Committees, or extracts thereof, are made available to all stakeholders
8. Enhancing key stakeholder satisfaction by ensuring that the needs and expectations of identified key stakeholders are determined and fulfilled on time and within budget
9. Complying with all relevant statutory and regulatory requirements
10. Ensuring students contribute to the Quality and Enhancement process and are informed of resulting actions planned to improve Quality
11. Communicating the importance of meeting stakeholder needs as well as all relevant statutory and regulatory requirements throughout the ICMP

1.7 THE QUALITY PROCESS (ESTABLISHING AND MONITORING QUALITY STANDARDS)

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

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

The establishment of quality standards

This quality manual establishes the ICMP's Quality Standards which in turn have been developed through adherence to the QAA's Quality Code for Higher Education as periodically reviewed against by the QAA through its 'Higher Education Review' methodology. The ICMP ensures that it meets the 19 'Expectations' of the code and regularly reviews its educational activities in line with the underlying quality indicators as expressed in the Code. The schedule of QAE related activities resulting from the implementation of the Quality Process held within this manual are planned and detailed within a 12 month period through the Quality Cycle, which in turn aligns to the ICMP's yearly Academic Planner, providing a week by week schedule of activities planned to assure and enhance the quality of the student experience.

The ICMP has established a quality assurance structure that ensures that adherence to the Code is effectively achieved throughout the organisation through the implementation of this Quality Manual, and adherence to the resulting Quality Cycle.

This structure is detailed in Section 2 and comprises a series of boards, committees and panels, each of which with clear 'terms of reference' (ToR) to guide its operation and its responsibilities. These ToR's are periodically reviewed (at least annually) as is the composition of each committee. Importantly, students are represented on each key committee (with the exception of the Board of Directors), either as full or co-opted members, which ensures that the student body is both represented and participates in the decision making process across the ICMP.

The monitoring of quality standards

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

In order to support the quality structure, the ICMP - through consulting the Code - has developed a wide range of policies, procedures and operational manuals which guide the decision making of every aspect of the ICMP's operations. These policies, procedures and manuals are periodically reviewed (at least annually) to gauge their continued fitness for purpose.

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

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

The monitoring of the ICMP's activities via AQIs against quality standards leads to a process of self-evaluation and quality improvement planning. This process of self-evaluation draws upon quantitative datasets, e.g. Achievement statistics, Student Satisfaction etc., and cross references and analyses them against qualitative data such as student feedback. The analysis of a wide range of data allows for issues to be triangulated and verified and considered actions to be developed to improve an identified issue. Student feedback and engagement is key to this process as it ensures analysis is aligned to the student experience. Specifically, this aspect of the Quality Process entails all Programme Leaders producing an Annual Monitoring Review Report (AMR) that draws together the required strands of data and feedback

to objectively evaluate the previous academic year of operation, while also identifying areas for development and improvement over the coming year. The AMR is discussed and endorsed by the relevant programme committee and submitted to the Learning, Teaching and Assessment Committee (LTA) to oversee a process of peer review and approval. Once approved, each AMR is passed to the Quality Standing Committee (QSC) to provide a check against the data and Awarding Body requirements; once complete all AMRs are passed to the relevant Awarding Body.

Following approval by LTA, AMRs are analysed and emergent themes identified and discussed. These themes and discussions are captured within the ICMP's annual Self-Evaluation Document (SED), which will, in itself, provide the impetus for a Quality Improvement Plan (QIP) arising from the review process. The QIP will be monitored by the Quality Standing Committee throughout the academic year to ensure that the necessary actions are being undertaken by the relevant Committee, Panel or Team. Once produced the SED and QIP are passed to the Academic Board for approval and then on to the Executive Committee and Board of Directors for endorsement; once approved and endorsed the annual Operational Plan and the five year strategy is updated (as required) to take account of the SED and QIP. As part of the cycle of continuous review and improvement the impact of each year's annual QIP is formally evaluated and detailed within the following year's SED, with any items still outstanding being rolled into that year's QIP.

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

2. QUALITY ASSURANCE STRUCTURE

2.1 INTRODUCTION

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

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

2.2 THE QUALITY ASSURANCE FRAMEWORK

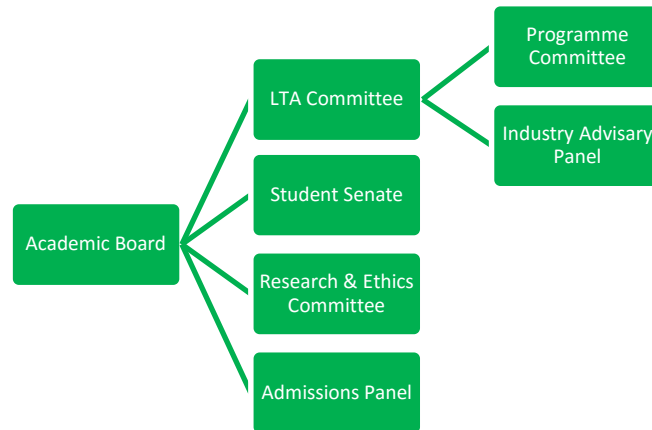
The development, approval and implementation of the ICMP's framework for managing standards and quality is achieved through a blend of corporate and academic governance responsibilities.

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

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

2.2.1 THE ACADEMIC GOVERNANCE FRAMEWORK

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



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

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

2.2.2 THE CORPORATE GOVERNANCE FRAMEWORK

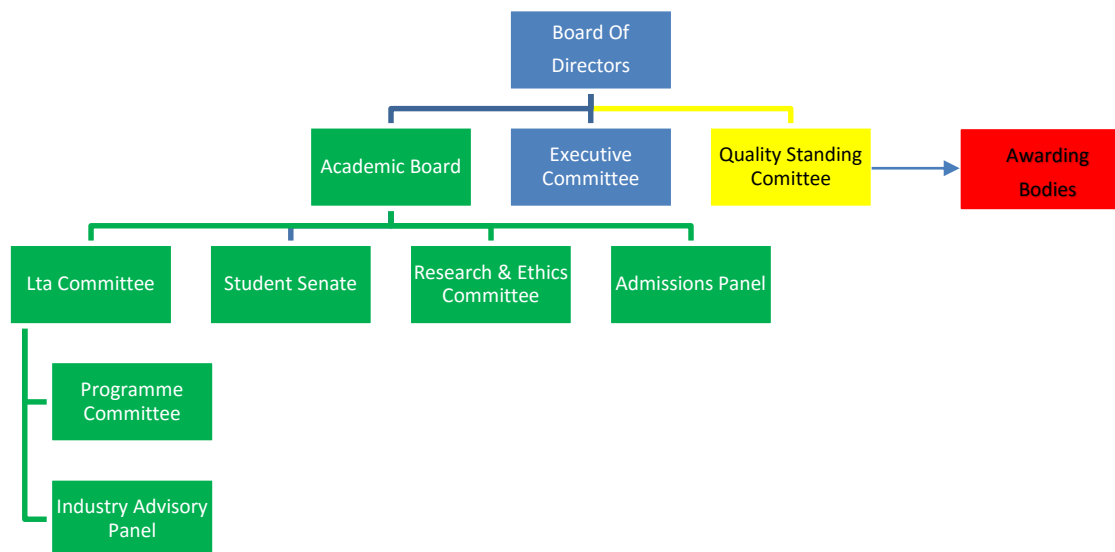
The Corporate Governance Framework is overseen by two principal committees – The Board of Directors and the Executive Committee.

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

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

2.2.3 COMBINING THE FRAMEWORKS

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



The Quality Standing Committee (QSC) & Awarding Bodies:

The QSC reports to the Board of Directors and is empowered by them to act as auditor of both the Academic and Corporate Governance Frameworks in terms of their implementation of this Quality Manual. It is QSC's function to ensure the frameworks, Committees and Panels act in line with approved ToR and policy. QSC discharges this duty via a cycle of focused audit activity, and by challenging actions taken by each Committee to ensure decisions are informed by the data analysed via the AQIs. As the ICMP's programmes are validated by several Awarding Bodies, QSC also acts as gateway between the Quality Assurance Structure and each Awarding Body, ensuring that all activity and output per programme is taken in accordance with the Awarding Body's Academic Framework.

2.2.1 Board of Directors

The ICMP's Board of Directors (the Board) is the primary governing body of the institution, which is collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all students is maximised. Specifically, the Board approves the vision, mission and strategic plans of the institution; the appointment of the Chief Executive; the composition and terms of reference of the Executive and Quality Standing Committees; overall staffing and facilities plans; overall financial objectives and plans and the annual operating budgets. Importantly, the Board provides leadership, direction and oversight of the institution's quality assurance and enhancement (QAE) activities and monitors identified academic and performance quality indicators (AQI's and PQI's) to ensure appropriate resource is made available to enhance the quality of the student experience.

Please see Appendix A for the Board of Directors' complete terms of reference.

2.2.2 Executive Committee

The Executive Committee (ExCo) is the senior management committee responsible for supporting and enhancing the planning and operations of the organisation and safeguarding the continued financial sustainability of the ICMP. With many operational aspects of the business delegated to a variety of standing committees, panels and boards, the ExCo monitors the performance of the business by means of monthly reports and periodic reviews, seeking to ensure the business meets set goals on a sustainable basis, while also seeking to allocate the resource needed to achieve quality enhancement aims.

Please see Appendix B for the Executive Committee's complete terms of reference.

2.2.3 Academic Board (AcBo)

The Academic Board is accountable for the development, management, oversight, monitoring and quality of all education programmes across the ICMP. For the avoidance of doubt, the AcBo is the supreme academic authority of the ICMP and guardian of academic integrity and quality of all education courses. AcBo approves both the annual Self Evaluation Document and the Quality Improvement Plan.

Please see Appendix C for the Academic Board's complete terms of reference.

2.2.4 Quality Standing Committee

The Quality Standing Committee (QSC) is accountable for the monitoring of the implementation of the Higher Education Quality Manual and accompanying annual Quality Cycle and Quality Process, including the monitoring of the annual Quality Improvement Plan, and the operation of all Committees against their stated terms of reference. QSC is charged with the oversight and monitoring of all matters that have an impact on assuring standards and enhancing quality across the ICMP. It is also responsible for the implementation of policy in respect of quality assurance and academic standards. Members of the ICMP's wider management team may be co-

opted into the Quality Standing Committee on an 'as needs' basis to lend their particular expertise to any given QAE issue.

Please see Appendix D for the Quality Standing Committee's complete terms of reference.

2.2.5 Learning, Teaching and Assessment Committee

The Learning, Teaching and Assessment Committee is accountable for encouraging, promoting and disseminating good practice and encouraging innovation in learning, teaching, assessment and curriculum, and assuring the quality of teaching and learning across the ICMP. The Learning, Teaching and Assessment Committee is also responsible for considering matters relating to the content, assessment and delivery of modules on the basis of feedback from Programme Leaders, programme committees, student feedback, Tutor feedback and both formal and peer observations of teaching and learning.

Please see Appendix F for the Learning, Teaching and Assessment Committee's complete terms of reference.

2.2.6 Admissions Panel

The Admissions Panel is accountable for the development, implementation and review of the ICMP's Admissions Policy and Procedure. Chaired by the Head of Student and Staff Services, the Admissions Panel is responsible for considering the recommendations of the Auditioning Tutors against feedback and data on the operation of the Admissions procedure, and for coordinating, in conjunction with the Head of Student Services, any appeals and resulting DDA Reviews.

Please see Appendix G for the Admissions Panel's complete terms of reference.

2.2.7 Programme Committees

Programme Committees are accountable for assuring the quality of the student experience at programme level. Programme Committees are comprised of the Programme Leader (who is *ex officio* Chair), Tutors, students and representatives of appropriate supporting services (e.g. Administration, Facilities, Student Services), and are tasked with ensuring that the ICMP's programmes operate in a manner appropriate to their respective aims as well as to UK academic standards. The Programme Committee is responsible for endorsing each Programme's Annual Monitoring Review report and action plan, as well as monitoring the action plans implementation. Any proposals to alter a programme substantially must first be approved by the Programme Committee.

Please see Appendix H for the Programme Committees' complete terms of reference.

2.2.8 Student Senate

The Student Senate acts as a general sounding board for student opinion. Operating cross programme, the Student Senate is chaired by the Student President and provides a forum within which students can present views on any non-programme-specific matters affecting them to their elected Student President and Student Secretary. Please see Appendix I for the Student representative Meeting terms of reference

2.2.9 Research & Ethics Committee

The Research & Ethics Committee is accountable for supporting and promoting research activities undertaken at, or in connection with the ICMP, as well as organising and staging the ICMP's bi-annual research conference. Fundamentally, the Research Committee is responsible for overseeing the systematic integration of research and advanced scholarship into teaching; ensuring research is linked to institutional strategy; engaging with current debates about performance-based research; ensuring distinction is made between research and advanced scholarship; ensuring an effective contribution of research to teaching, and advancing the cause of research-related qualifications amongst the Tutors.

The Research & Ethics Committee is also responsible for assessing internal research funding applications, making awards to successful applicants and monitoring the impact of said awards upon the production, promotion and dissemination of research undertaken at or in connection with, the ICMP. Finally, the Research & Ethics Committee is responsible for considering student and staff research proposals that include human subjects against Awarding Bodies' Ethics Policies.

Please see Appendix E for the Research Committee's complete terms of reference.

3. QUALITY ASSURANCE PROCEDURES & BEST PRACTICE GUIDELINES

3.1 PROGRAMME APPROVAL

Proposed programmes are presented in a business case format to the Executive Committee on the ICMP Business Case pro-forma, taking into account the ICMP's Portfolio Strategy, student demand, the national and local offer and employment market need.

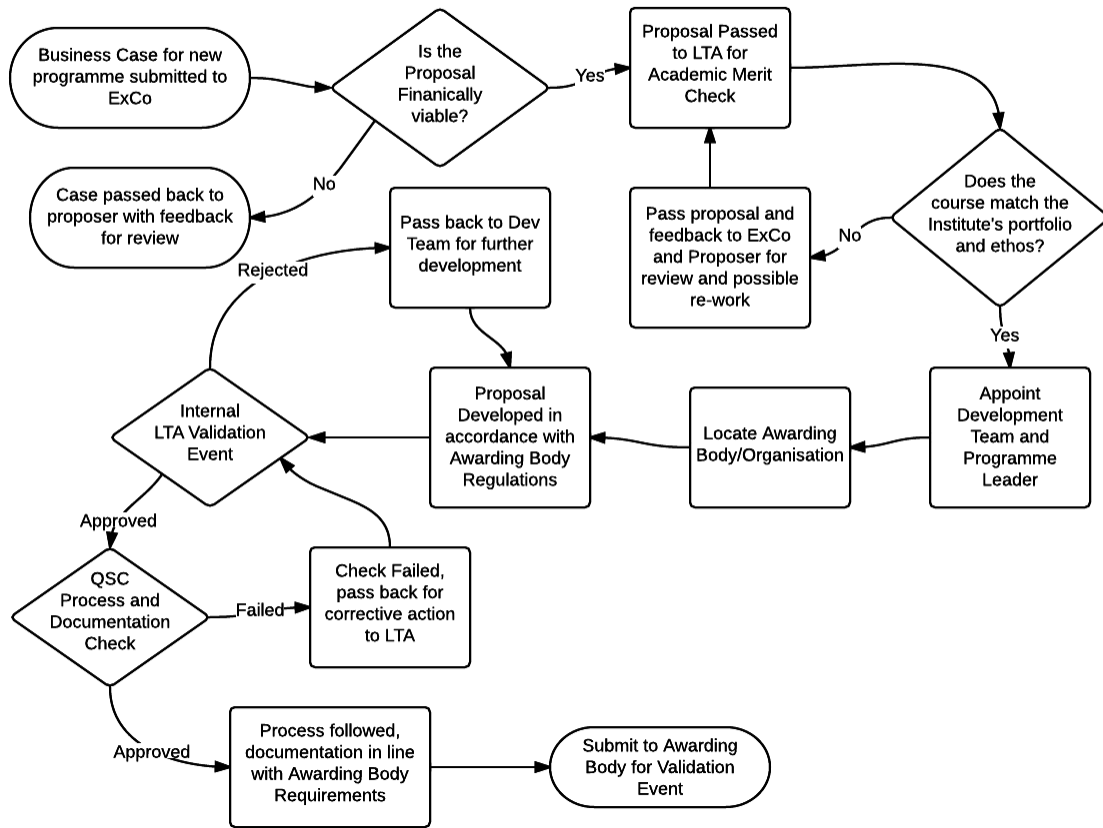
If the business case is approved by ExCo, LTA will receive the proposal and conduct an Academic Merit check, ensuring the proposal is in-line with the ICMP's academic ethos, and portfolio strategy (as set by AcBo). If successful, LTA will appoint a working party with a nominated Programme Leader charged with developing the programme.

In developing the programme proposal, the Programme Leader will take account of the academic framework of the ICMP's proposed awarding body. The Programme Leader will also making use of industry and Higher Education sector experts, the QCF and FHEQ, the Subject Benchmarks, and ICMP Tutors in order to develop the programme and any necessary Validation Documentation, Programme Specifications and Programme Handbooks in good time for any validation event. The completed programme documents can then be submitted to LTA for an internal validation check. If successful, the documentation is submitted to QSC for consideration in-line with Awarding Body procedures, before submission to that awarding body.

Post validation of a programme, the development team is required to meet with the Deputy Academic Registrar to discuss the ICMP's programme approval procedures. This debrief meeting is used to encourage each team to critically reflect on their recent experience and provide recommendations to improve processes, or entries into the ICMP's lessons learned log.

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

Pre-validation Programme Design Procedure



3.2 ADMISSIONS

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

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

The ICMP intends that its selection and recruitment procedures are fair and transparent. Recruitment to undergraduate and postgraduate taught programmes is managed by the Admissions Team in accordance with the ICMP's Admissions Policy.

The ICMP's Data Team produces annual intake profiles, analysing entry qualifications and standards, as well as Equality and Diversity information for each programme, with a view to assisting the ICMP in determining the effectiveness of its Equality and Diversity statements and procedures.

3.2.1 Widening Participation

The ICMP is an equal opportunities setting, committed to ensuring that as wide a range of students as possible is able to access the available programmes. Further, it is committed to supporting, guiding, assisting and recognising the achievement of deserving students in their studies, regardless of their financial, social or cultural circumstances. With this in mind, the ICMP's Widening Participation Strategy (which is an element of the ICMP's Strategic Plan) gives rise to a diversity of support activities and outreach programmes.

3.3 LEARNING, TEACHING AND ASSESSMENT

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

3.4 STUDENT SUPPORT, LEARNING RESOURCES AND CEIAG

3.4.1 Student Services

The ICMP's Student Services team is responsible for coordinating the following services: wellbeing, safeguarding, additional learning support, careers, student opportunities and professional development. In addition, the Student Services team is also responsible for informing students, where applicable, about the appropriate channels for student welfare, finance and accommodation at the ICMP's partner settings.

3.4.2 Learning Resources

The ICMP Student Services and Facilities teams are jointly responsible for the provision of learning resources including, but not limited to, the Virtual Learning Environment, the Learning Resource Centre, the Facilities Desk, learning, teaching and assessment spaces, as well as musical and IT equipment. Programme Leaders and the Administration team are jointly responsible for ensuring students have sufficient access to one-to-one academic support, academic guidance, feedback and academic records. The Deputy Academic Registrar and Head of Student & Staff Services are jointly responsible for the conduct of ICMP's Induction and Fresher's Week events.

3.4.3 Careers Education, Information, Advice and Guidance (CEIAG)

The ICMP "Hub" is dedicated to the provision of career development, student opportunities, music industry contacts, careers guidance, support, knowledge and information, and is supported by a team of Music Industry specialists. The Hub has been created to provide a service that is impartial yet responsive to the needs of all students and ensures all students have access to a wide variety of CEIAG-related activities and events.

3.5 ASSESSMENT

3.5.1 Assessment Policies and Practices

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

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

The ICMP uses each Awarding Body's Academic Misconduct Policy to investigate and combat misconduct when identified. The ICMP also uses each Awarding Body's Extenuation Policy to consider claims for extenuating circumstances from students.

3.6 EXTERNAL EXAMINING

External examiners or verifiers are appointed by the ICMP's Awarding Bodies for all courses. Their chief responsibility is to ensure that academic standards are maintained and that individual students are treated fairly.

3.6.1 External Examiner Nomination

External examiners or verifiers are appointed by the relevant Awarding Body. The Awarding Body is responsible for training the external examiner. While the ICMP, in certain cases may suggest nominations, it is the Awarding Body who has the ultimate decision on appointment of external examiners or verifiers.

3.6.2 External Examiner Reports

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

3.7 PROGRAMME MONITORING AND REVIEW

All ICMP programmes are subject to an annual review, submitted to the LTA Committee, Quality Standing Committee and relevant Awarding Body. The Programme review takes account of Programme Committee outcomes, student and tutor feedback, module performance data and the wider context of the previous academic year of operation.

Recommended revisions to approved programmes are then submitted by the Programme Leader / Programme Committee to the LTA Committee for debate and approval before submission to the Quality Standing Committee and relevant Awarding Body. The Programme Committee must ensure that student consent is obtained if the proposed change is unexpected and will significantly affect current students, and that the External Examiner has been consulted.

While Programme Committees may initiate minor changes to elements of learning, teaching and assessment practice, the relevant Awarding Body must approve any changes to validated programmes.

Programme Annual Monitoring Review reports are principally authored by the Programme Leader, although where appropriate, the Programme Leader should include commentary and input from the wider Programme Team.

3.7.1 Revalidation

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

3.8 COMPLAINTS AND APPEALS

3.8.1 Complaints

In order to simplify complaints and appeals for its students, and to avoid confusion, the ICMP has instigated a single interface which any student from any programme can approach as a first point of call when seeking to raise a complaint, or submit an appeal. This is the complaints@icmp.co.uk mailbox.

Given that the ICMP works with several different Awarding Bodies, we have in place six procedures to handle complaints and appeals, namely:

- The Local Complaints Procedure (all programmes).
- UEL's Academic Complaints Procedure (UEL Validated Provision).
- UEL's Appeals Procedure (UEL Validated Provision).
- USW's Academic Complaints Procedure (USW Validated Provision).
- USW's Appeals Procedure (USW Validated Provision).
- Academic Appeals for Pearson Programmes (Pearson Accredited Provision).

For avoidance of doubt, each procedure relating to each Programme can be found within the Programme Handbooks.

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

Complaints Monitoring

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

Hard copies of complaint responses, along with their respective original complaint and any applicable evidence, will be stored securely in accordance with the ICMP's Records Management Policy.

Disciplinary Procedures

Where a complaint investigation reveals information that appears to show that staff or students may have acted in breach of ICMP regulations, the matter will be dealt with in accordance with the appropriate disciplinary procedures. Student disciplinary procedures may vary according to programme and awarding body, but full details of disciplinary procedures are detailed in the programme specific Handbook.

3.8.2 Appeals

As the ICMP works with several different Awarding Bodies, Academic Appeals are officially handled by our partners. The appeals procedure may vary according to programme and Awarding Body, but details of appeals procedures are sign-posted in each Programme's specific handbooks. Any student unsure of the nature of their complaint and/or appeal, and the correct procedure to raise it, should email the complaints@icmp.co.uk mailbox. This mailbox is monitored by the Deputy Academic Registrar who will align each complaint/appeal to the correct procedure.

3.9 ACCURACY OF PUBLIC INFORMATION

The ICMP's Public Information Policy governs the process for authoring, approving and publishing content to each of the ICMP's designated public information outlets (including, but not limited to, the Website, VLE, Student Gateway, Prospectus and Programme Handbooks).

The ICMP's Data Protection Manual details the ICMP's policies and procedures for compliance with the Data Protection Act 1995 and includes guidance on the publication of information which may be classified as being in the public interest, sensitive or protected.

Appendices

Appendix A- Board of Directors Terms of Reference **BOARD OF DIRECTORS**

TERMS OF REFERENCE

The ICMP's Board of Directors (the Corporate Board) is the primary governing body of the institution, which is collectively responsible for overseeing the institution's activities, determining its future direction and fostering an environment in which the institutional mission is achieved and the potential of all students is maximised. Specifically, the Corporate Board approves the vision, mission and strategic plans of the institution; the appointment of the Chief Executive; the composition and terms of reference of the Executive and Quality Standing Committees; the composition and terms of reference of the Academic Board; overall staffing and facilities plans; overall financial objectives and plans and the annual operating budgets. While the Academic Board provides overall leadership, direction and oversight of the institution's quality assurance and enhancement (QAE) activities and monitors identified academic and performance quality indicators (AQI's and PQI's) to ensure appropriate resource is made available to enhance the quality of the student experience, the Corporate Board both engages with and endorses this activity.

The Corporate Board ensures that the institution meets all internal and external regulatory compliance requirements and, subject to these, that it takes all final decisions on matters of fundamental concern to the institution. The Corporate Board responds to regulatory reports where required and holds the Chief Executive and the wider executive team accountable for organisational performance. The Corporate Board ensures that a range of identified stakeholders (principally staff, students and shareholders) are suitably involved in the operations and decision making processes at the institution. The Corporate Board also ensures that there is access to relevant information that allows students to make informed decisions about their studies during their time at the institution.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations. Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial

statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF PRIMARY RESPONSIBILITIES

The Corporate Board has approved the following 'Statement of Primary Responsibilities', which is communicated widely together with information regarding the Board's delegated powers to other committees, bodies or individuals within the organisation. Specifically, this statement of primary responsibilities is published in the annual report and accounts, on the ICMP's website and through the virtual learning environment (VLE). The primary responsibilities are reviewed and approved annually and are as follows:

1. To approve the vision, mission and strategic plans of the institution, the appointment of the Chief Executive and the composition and terms of reference of the Academic Board and the Executive and Quality Standing Committees.
2. To support of the Academic Board in the provision of leadership, direction and oversight of the institution's quality assurance and enhancement (QAE) activities and the monitoring of identified academic and performance quality indicators (AQI's and PQI's).
3. To ensure that the institution meets all internal and external regulatory compliance requirements and responds to regulatory reports where required
4. To ensure that a range of identified stakeholders (principally staff, students and shareholders) are suitably involved in the operations and decision making processes of the institution and have access to relevant information to allow them to make informed decisions about their studies and their time at the institution generally.
5. To enable the institution to achieve and develop its primary objectives of learning and teaching and to approve the institution's educational character and academic and vocational aims and objectives.
6. To delegate authority to and hold accountable the head of the institution (the Chief Executive), operating through the executive and deliberative governance structures of the organisation, for the overall management of the institution, and to establish and keep under review the policies, procedures and limits within which the head of the institution shall operate. Such reviews will take place at least annually.
7. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest. Specifically, the Board's responsibilities include:
 - i. Ensuring the solvency of the institution and safeguarding its assets
 - ii. Approving the financial strategy; ensuring that proper books of account are kept; and receiving and approving annual accounts (audited financial statements)
 - iii. Taking overall responsibility for the institution's assets, property and facilities
 - iv. Ensuring that funds received are used in accordance with best practice and regulatory requirements

- v. Ensuring the existence and integrity of risk management, control and governance systems and monitoring these through the relevant committees
 - vi. Directing and overseeing the institution's arrangements for internal and external audit
 - vii. Directing and overseeing the institution's Facilities Strategy
 - viii. Ensuring effective equality and diversity policies and compliance activities are implemented
 - ix. Ensuring effective health and safety policies and practices are implemented
 - xi. Reviewing and monitoring the institution's student representation activities
8. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators
 9. To approve the overall governance strategy of the institution and conduct business in accordance with best practice in educational corporate governance, and with the principles of public life drawn up by the Committee on Standards in Public Life through adherence to the Board's Code of Governance
 10. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.
 11. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

BOARD COMPOSITION:

The Board is comprised of seven Directors (as at September 1st 2015) as follows:

1. Professor Dan Howard, Chairman
2. Paul Kirkham, Chief Executive
3. Pete Whittard, Director
4. David Howell, Director
5. Syra Vahidy, Non-Executive Director
6. Roxanne Stockwell, Non-Executive Director
7. Carl Lygo, Non-Executive Director

The Chairman plus three of these Directors are Independent (non-executive) and three are Executive. The Board periodically reviews its membership, and recognises that it is in itself integral to the nature of governance in the institution. It is therefore committed to engaging with an appropriate balance of skills and experience among members sufficient to enable the Board to effectively meet its primary responsibilities and to ensure confidence is instilled across a range of identified stakeholders.

BOARD MEETINGS:

The Board meets four times per annum as a minimum, with more frequent meetings as required. The Servicing Officer, together with the Chief Executive, are responsible for ensuring compliance with all procedures and ensuring that papers are supplied in a timely

manner with information in a form and of a quality, appropriate to enable the Board to discharge its duties.

All members shall have access to the advice and services of the Servicing Officer, and the appointment and removal of the Servicing Officer shall be a decision of the Board body as a whole.

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

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

QUORACY:

The quorum for transaction of business at a Board meeting is fixed from time to time by a decision of the Directors. As at the time of preparation of these Terms of Reference, the quorum has been fixed at four Directors including the Chairman.

CONDUCT OF MEETINGS:

Rules for conduct of meetings including procedures for voting, rescinding decisions, calling extraordinary meetings and declaring business reserved are as expressed in the Company's Articles of Association.

AUDIT:

It is the duty of the Board to ensure that the institution accounts properly to its shareholders and other stakeholders by presenting a true and fair reflection of its actions and financial performance. Further, the Board must ensure that the necessary internal control systems are put into place and monitored regularly and rigorously, regardless of whether or not a formal Audit Committee of the board has been constituted. Annual externally audited accounts are produced, aligned with GAAP regulations, and these are approved by the Board.

SUB-COMMITTEES:

The Board is, at the date of these ToR, in the process of discussing the development of relevant Board sub-committees. None are currently constituted.

EVALUATION OF EFFECTIVENESS:

The Board has undertaken to conduct regular evaluations of its effectiveness and that of its committees, at least every five years. Results of these evaluations when completed will be widely published, for example in the company's annual report and on the company's website.

BEHAVIOUR AND STANDARDS:

The Board is entrusted with funds, both public and private, and therefore has a particular duty to observe the highest standards of corporate governance. This includes ensuring and demonstrating integrity and objectivity in the transaction of its business, and wherever possible, following a policy of openness and transparency in the dissemination of its decisions.

The Chair shall be responsible for the leadership of the Board, and be ultimately responsible for its effectiveness. The Chair shall ensure the institution communicates effectively with its stakeholders.

Individual members and the Board itself should at all times conduct themselves in accordance with accepted standards of behaviour in public life which embrace selflessness, integrity, objectivity, accountability, openness, honesty and leadership. All members should exercise their responsibilities in the interests of the institution as a whole rather than as a representative of any constituency. The institution shall maintain a register of interests of members of the Board.

The head of the institution (in this case the Chief Executive) shall be responsible for advice on the strategic direction and management of the institution. For the avoidance of doubt, the Chief Executive shall be accountable to the Board.

The Board should exercise its responsibilities in a corporate manner; that is to say, decisions should be taken collectively by all of the members acting as a body. Members should not act individually, or as representatives of a constituency or in informal groupings, to take decisions on Board business on an ad hoc basis outside the constitutional framework of the meetings of the Board and its committees.

Appendix B- Executive Committee Terms of Reference

EXECUTIVE COMMITTEE

Committee Name: Executive Committee

Accountable To: The Board of Directors

TERMS OF REFERENCE

The Executive Committee (ExCo) is the senior management committee responsible for supporting and enhancing the planning and operations of the organisation and safeguarding the continued financial sustainability of the ICMP. With many operational aspects of the business delegated to a variety of standing committees, panels and boards, the ExCo monitors the performance of the business by means of monthly reports and periodic reviews, seeking to ensure the business meets set goals on a sustainable basis, while also seeking to allocate the resource needed to achieve quality enhancement aims. The ExCo's terms of reference are wide ranging and include, but are not limited to:

1. Producing regular strategic and operational plans for Board approval and organisational execution
2. Executing, managing and monitoring strategic and operational plans, through the business cycle, principally Quarterly Business Reviews, monthly budget reviews and monthly departmental and major project reports
3. Managing and, where relevant, advising the Board about the financial and resource implications of all business activities including facilities provision
4. Allocating and monitoring the resource needs of the business, including facilities (e.g. the learning environment), staffing, capital expenditure and operational budgets etc.
5. Formally considering and approving proposals for collaboration with other institutions, [Note: Major proposals, such as investments, acquisitions or significant expenditure are submitted for Board approval]
6. Formally evaluating and approving proposals for programme development (subject to an academic merit check by the Academic Committee) and for operational investment and change
7. Ensuring that there is adequate feedback and communication concerning the actions that the Executive Committee has taken to all boards and committees
8. Approving the establishment of contracted staff posts and the filling of contracted staff vacancies
9. Managing and monitoring risk and periodically reviewing the ICMP's Risk Management Procedures to ensure they are fit for purpose and work to identify and properly manage key risks affecting the Institution, making recommendations to the Board accordingly
10. Managing and monitoring safeguarding, health and safety, security and disciplinary processes and procedures

11. Approving all tuition fees for all ICMP courses
12. Approving, monitoring and evaluating all major projects undertaken by the ICMP
13. Contributing to the evaluation of the ICMP's Quality Assurance and Enhancement process to gauge that it remains fit for purpose and fully compliant with all statutory and regulatory requirements (this activity being formally led by the Academic Board)
14. Periodically reviewing and monitoring the Quality Assurance Structure, Quality Assurance Policies, procedures and processes across the ICMP (this activity being formally led by the Academic Board)
15. Reviewing and monitoring both the annual Self-Evaluation Document (SED) and Quality Improvement Plan (QIP) (this activity being formally led by the Academic Board)
16. Ensuring that action is taken in response to institutional issues identified through the application of Quality Assurance and Enhancement procedures and the QAA Quality Code.
- 17.

Membership

Membership is approved by the Board of Directors and typically includes Heads of Department or other relevant senior managers to ensure that ExCo is constituted as a body representative of the business functions. As at September 2015, membership is as follows:

1. Chief Executive (Chair)
2. Head of Student & Staff Services
3. Commercial Director
4. Head of Studies
5. Head of Finance
6. Academic Registrar
7. Deputy Academic Registrar (Servicing Officer)

Meeting Frequency

- Monthly or as required

Quorum

- Three ExCo members

Record of Meetings

- Responsibility for the secretariat shall rest with the Servicing Officer

Reporting Mechanism

- Responsibility for reporting shall rest with the Chair, who shall provide a report and presentation to the Board of Directors as required, but typically four times per year.

Appendix C- Academic Board Terms of Reference

INSTITUTE OF CONTEMPORARY MUSIC PERFORMANCE ACADEMIC BOARD

Reports to:	The Board of Directors
Sub-committees:	The Learning and Teaching Committee The Quality and Standing Committee The Research & Ethics Committee
Frequency of meetings:	The Board meets four times a year, in November, February, April and June

Membership

Chair:	Chair of Academic Board (Head of Studies)
Ex-officio members:	Programme Leaders (x3) Academic Registrar Head of Student and Staff Services Student Representatives, including the Student President (x3) Non-teaching staff member (x1)
Nominated members:	Three non-executive members, who hold of senior posts in UK HE external to the ICMP and its collaborative partners.
In attendance:	Deputy Academic Registrar (Servicing Officer)

The constitution, membership and terms of reference are governed by the Articles of Governance of the Institute of Contemporary Music Performance. The relevant extracts from the Articles are set out below:

The Academic Board

1. Subject to the provisions of these Articles, to the overall responsibility of the Board of Governors, and to the responsibilities of the Head of Studies, the Academic Board shall be responsible for:
 - (a) general issues relating to the research, scholarship, teaching and courses at the ICMP including criteria for the admission of students; the proposal of appointment and removal of external examiners; monitoring the application of assessment and examination policies and procedures; monitoring of the academic performance of students; the content of the curriculum; academic standards and quality assurance and enhancement, and the proposed validation and review of courses and the procedures for the expulsion of students for academic reasons. Such responsibilities shall be subject to the requirements of validating and accrediting bodies;

(b) for considering the development of the academic activities of the ICMP and the resources needed to support them and for advising the Chief Executive and Chair of the Board of Directors thereon;

(c) for advising on such other matters as the Board of Directors or Chief Executive may refer to the Academic Board.

2. The Academic Board may establish such committees, in line with the ICMP's governance and management strategy, as it considers necessary for purposes enabling it to carry out its responsibilities provided that each establishment is first approved by the Chief Executive and the Directors. The number of members of any such committee and the terms on which they are to hold and vacate office shall be determined by the Academic Board.
3. There shall be an Academic Board of no more than thirteen members, comprising the Chair, (Head of Studies) three non-executive members who are senior postholders in other UK HEIs whose institutions should not have collaborative provision arrangements with ICMP; Programme Leaders and such other members of staff and students as may from time to time be approved by the Board of Governors. The Chair may nominate, by prior agreement with the Chief executive, a Deputy Chair from among the Independent Members of the Academic Board to take the chair in his or her place. The period of appointment of members and the selection or election of members shall be subject to the approval of the Board of Directors.'
4. In order that the Academic Board is able to ensure independent academic judgement pursuant to its Terms of Reference, voting rights of the Board are vested solely in the independent members.

Appendix D- Quality Standing Committee Terms of Reference

QUALITY STANDING COMMITTEE

Committee Name: Quality Standing Committee

Accountable To: The Board of Directors

TERMS OF REFERENCE

The Quality Standing Committee (QSC) is accountable for the monitoring of the implementation of the Higher Education Quality Manual and accompanying annual Quality Cycle and Quality Process, including the monitoring of the annual Quality Improvement Plan, and the operation of all Committees against their stated terms of reference. QSC is charged with the oversight and monitoring of all matters that have an impact on assuring standards and enhancing quality across the ICMP. It is also responsible for the implementation of policy in respect of quality assurance and academic standards. Members of the ICMP's wider management team may be co-opted into the Quality Standing Committee on an 'as needs' basis to lend their particular expertise to any given QAE issue. Specifically, the Quality Standing Committee is responsible for:

QAE

1. The implementation and monitoring of the ICMP's Quality Assurance Policy and Quality Process
2. To develop, maintain and review procedures for the annual monitoring of all programmes in accordance with the methods detailed in the Higher Education Quality Manual
3. Production of the annual Quality Cycle for ExCo sign off
4. The management of the procedures for annual monitoring of modules and programmes, leading to the production of the ICMP's Self Evaluation Document
5. The monitoring of the ICMP's annual Quality Improvement Plan
6. The receipt and checking of Academic Committee and Executive Committee meeting record
7. The conducting of audits to monitor the quality and standards of the ICMP's Higher Education Programmes and Services

Programme Approval and Modification

8. To ensure that all proposals comply with ICMP's regulations
9. To ensure all proposals engage with the QAA Quality Code for HE
10. To ensure that all proposals (for approval and modification) comply with validating Awarding Body regulations

External Examiners/Verifiers

11. Where appropriate, produce nominations for External Examiners prior to forwarding to Awarding Bodies

12. To manage the ICMP's internal procedures for ensuring timely and adequate written responses to External Examiners' reports and to ensure that any resulting action is executed

Programme Review

13. In collaboration with Awarding Bodies, co-ordinate the preparation for and follow-up to, the process of periodic Academic Review

Entry with Advance Standing

14. In collaboration with awarding bodies, implement, maintain and review procedures for granting entry with advanced standing to courses at the ICMP

15. Ensure all relevant evidence is sent to awarding body for granting of advanced standing

Membership

- Commercial Director (Chair)
- Academic Registrar (Deputy Chair)
- Quality & Data Administrator (Servicing Officer)
- Deputy Academic Registrar
- Chair of AcBo
- Chair of Admissions Panel
- Programme Leader x2
- Student President (Co-opted)

Frequency

- As confirmed by ICMP Quality Cycle

Quorum

- A minimum of four members of the outlined Committee membership list

Record of Meetings

- Responsibility for the secretariat shall rest with the Servicing Officer

Reporting Mechanism

- Responsibility for reporting shall rest with the Chair. Minutes of the Quality Standing Committee are sent to the Executive Committee and Academic Committee for information. Minutes of meetings are available to staff and students via the VLE

Appendix E- Research & Ethics Committee Terms of Reference

Research & Ethics Committee

Committee Name: Research & Ethics Committee

Accountable To: Academic Board

Terms of Reference

The Research & Ethics Committee is accountable for supporting and promoting research activities undertaken at, or in connection with, the ICMP as well as organising and staging the ICMP's bi-annual research conference. Fundamentally, the Research Committee is responsible for overseeing the systematic integration of research and advanced scholarship into teaching; ensuring research is linked to institutional strategy; engaging with current debates about performance-based research; ensuring distinction is made between research and advanced scholarship; ensuring an effective contribution of research to teaching; and advancing the cause of research-related qualifications amongst the Tutors.

The Research & Ethics Committee is also responsible for assessing internal research funding applications, making awards to successful applicants and monitoring the impact of said awards upon the production, promotion and dissemination of research undertaken at or in connection with the ICMP. Finally, the Research & Ethics Committee is responsible for considering student and staff research proposals that include human subjects against Awarding Bodies' Ethics Policies.

Terms of Reference:

1. Managing and assigning an annual budget for research activities at the ICMP as appointed by the Executive Committee
2. Investigating opportunities for external research funding to support the ICMP's activities in this regard
3. Commissioning research identified by the Committee as in line with ICMP Learning & Teaching and Research Strategies
4. Supporting research activity on a needs assessed basis, as and when projects are proposed by members or others and in the context of available budgets and other resources
5. Planning and organising a bi-annual ICMP Research Conference within the Executive Committee approved parameters of time and cost
6. Encouraging (within reasonable budgetary confines) direct ICMP involvement in relevant scholarly events in the UK and/or internationally
7. Producing and maintaining the ICMP Research Strategy

8. Promoting, publicising and disseminating research activity at the ICMP in creative and engaging ways.
9. Promoting research and continual professional development among staff and Tutors at the ICMP, recognising the emerging and valuable field of practice-based research and practice-as-research
10. Approving all student and staff research proposals which include human subjects submitted to the Research & Ethics Committee
11. Accepting or rejecting proposals upon consideration of ethical matters in relation to the Awarding Bodies' Ethics Policy
12. Considering only matters of ethics in relation to research; it is not the place of the Panel to make judgments in respect of other considerations, such as where the research sits within the overall philosophical approach or thematic focus of the ICMP's Research Committee
13. Recommending to the Research Committee whether studies are permissible or not
14. The Ethics Panel bases its decision on the latest revision of Ethical Guidelines for Educational Research, published in 2011 by the British Education Research Association (BERA); this is available online and in the ICMP's Research Committee electronic folders

Membership

- Head of Studies (Chair)
- Senior Administrative Officer (Servicing Officer)
- Learning and Teaching Champion
- Two Programme Leaders (as available)

Frequency

- As confirmed by ICMP Quality Cycle

Quorum

- A minimum of three members of the outlined committee membership

Record of Meetings

- Responsibility for Secretariat shall rest with the Servicing Officer

Reporting Mechanism

- Responsibility for reporting shall rest with the Chair. Minutes of the Research Committee are sent to the Academic Committee. Minutes of meetings are available to staff and students via the VLE

Appendix F- Learning, Teaching and Assessment Committee Terms of Reference

Committee Name: Learning, Teaching & Assessment Committee

Accountable To: Academic Board

Terms of Reference

The Learning, Teaching and Assessment Committee is accountable for encouraging, promoting and disseminating good practice and encouraging innovation in learning, teaching, assessment and curriculum, and assuring the quality of teaching and learning across the ICMP. The Learning, Teaching and Assessment Committee is also responsible for considering matters relating to the content, assessment and delivery of modules on the basis of feedback from Programme Leaders, programme committees, student feedback, Tutor feedback and both formal and peer observations of teaching and learning.

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

1. Ensuring Student feedback is considered in the development and implementation of learning and assessment activities
2. The development and implementation of the ICMP's Learning, Teaching & Assessment Strategy
3. Monitor and review outcomes of the ICMP's Observation of Teaching and Learning and Peer Observation activities
4. Monitor tutor teaching allocation and deputation
5. Encourage, promote and disseminate good practice in the design, delivery and assessment of programmes across the ICMP
6. Consider the reports of External Examiners and implement any emergent recommendations pertinent to teaching and learning across all programmes,
7. Consider AQIs and implement any emergent teaching, learning and assessment recommendations across all programmes
8. Consider the Annual Module Leader Reports, including achievement against KPIs ; implementing any emergent teaching, learning and assessment recommendations across all programmes
9. Drive activities that promote and embed E-Learning development within the ICMP to enhance the student experience.

10. The implementation of Continual Professional Development activities for ICMP Tutors

CONSTITUTION

Chair: L&T Champion

Ex-officio members: Programme Leaders x2
HR Manager
E-Learning Manager
Student Representatives x 1
Tutors x 1

In attendance: Quality & Data Administrator (Servicing Officer)

Frequency

As confirmed by ICMP Quality Cycle

Quorum

A minimum of four members of the outlined Committee membership list

Record of Meetings

Responsibility for the secretariat shall rest with the Servicing Officer

Reporting Mechanism

Responsibility for reporting shall rest with the Chair. Minutes of the Teaching, Learning and Assessment Committee are monitored by the Chair of AcBo and key points are raised as required. Minutes of meetings are available to staff and students via the VLE.

Appendix G- Admissions Panel Terms of Reference

Admissions Panel Terms of Reference

Committee Name: Admissions Panel

Accountable To: Academic Board

Terms of Reference

The Admissions Panel is accountable for the review, development and implementation of the ICMP's Admissions Policy. Chaired by the Head of Student and Staff Services, the Admissions Panel is responsible for evaluating the recommendations of the Auditions Tutors with the aim of ensuring the ICMP's Admissions Policy remains fit for purpose, and for coordinating, any resulting Disability Discrimination Act Reviews as a result of appeals against Admission decisions. Its terms of reference consist of:

1. Reviewing the ICMP's Admissions Policy and Procedures to ensure they continue to support the ICMP's Vision, Mission and Values
2. Formally recommending changes to the ICMP's Admissions Policy and processes
3. Formally monitoring the ICMP's Admissions Policy and practice to ensure they align
4. Analysing and reviewing annual statistics regarding how many applicants have transitioned into fully enrolled students.
5. Developing and reviewing training materials in relation to Admissions policy and practice
6. Formally considering the outcomes of any appeals against Admissions decisions

Membership

- Head of Student and Staff Services (Chair)
- Admissions Supervisor (Servicing officer)
- Head of Studies
- Commercial Director
- Senior Administrative Officer
- Deputy Academic Registrar
- Student Rep x1

Frequency

- Quarterly

Quorum

- Four out of seven members, one of which must be the Head of Student and Staff Services or the Admissions supervisor

Record of Meetings

- The Admissions Team member has responsibility for the secretariat

Reporting Mechanism

- Responsibility for reporting shall rest with the Head of Student and Staff Services, who shall provide an overall report to the Academic Board

Programme Committee Terms of Reference

Committee Name: Programme Committees

Accountable To: Learning, Teaching & Assessment Committee

Terms of Reference

Programme Committees are accountable for assuring the quality of the student experience at programme level. Programme Committees are comprised of the Programme Leader (who is ex officio Chair), Tutors, students and representatives of appropriate supporting services (e.g. Administration, Facilities, Student Services), and are tasked with ensuring that the ICMP's programmes operate in a manner appropriate to their respective aims as well as to UK academic standards. The Programme Committee is responsible for approving the Programme Review report and action plan, and for monitoring its implementation. Any alterations, or planned alterations to a programme, must be received by the Programme Committee.

Terms of Reference:

1. Provide a forum in which students can express their views about the management of the programme, and the content, delivery and assessment of modules, or equivalent, in order to identify appropriate actions to be taken in response to the issues raised and to ensure that the implementation of these actions is tracked
2. Provide formal, annual student feedback on the programme as input into the preparation of the Programme Review Document
3. Review programme questionnaire results and making recommendations and changes arising from these
4. Receiving, considering and approving the Annual Programme Review Report and identifying responsibilities for action to be taken before it is considered by the Academic Committee
5. Review progress on Programme Review Action Plans and Module Improvement Plans at each meeting

6. Review proposals for modification of the programme structure (validated programmes only) and noting implementation arrangements for modifications

7. Advise the Programme Leader on mechanisms by which University policy statements, which have an impact on programme design and delivery, are implemented

8. Preparing the Annual Programme Review Report ensuring that actions are taken at module and programme level

Membership

- Programme Leader (Chair)
-
- Student Representatives
- Tutors delivering on the Programme
- Deputy Academic Registrar
- Programme Administrator (Servicing Officer)

Frequency

- Three per year

Quorum

- At least 1 student representative in conjunction with half of staff committee members

Record of Meetings

- Responsibility for the secretariat shall rest with the Servicing Officer

Reporting Mechanism

- Responsibility for reporting shall rest with the Programme Leader, who shall provide an Annual Programme Review Report to the Learning, Teaching and Assessment Committee, and to any Collaborative Partner once per year. Minutes of each meeting shall be included as an appendix to the Programme Review Report.

Appendix I- Student Senate Terms of Reference

Student Senate Terms of Reference

Committee Name: Student Senate

Accountable To: The Student Body

Terms of Reference

The Student Senate acts as a general sounding board for student opinion. Operating cross programme, the Student Senate is chaired by the Student President and provides a forum within which students can present views on any non-programme-specific matters affecting them to their elected Student President and Student Secretary. Issues raised, and actions arising from said issues, are raised via the appropriate Committees by the Student President (or Deputy) for discussion and action. This forum is a valuable source of feedback on ICMP wide issues and a key opportunity to discuss and refine the ICMP's Annual Quality Improvement Plan with Student Body representation.

Terms of Reference:

1. Updating the student cohort on progress made against the 'You Said We Did' process
2. Receiving Student reports on anything that has gone well, and anything that needs improvement at the ICMP level (Programme Specific matters are discussed at PCMs)
3. Receiving student reports on any matters affecting them relating to Facilities, Student Services or other ICMP functions
4. Communicate updates to policies, procedures, facilities and services to the student body
5. Communicate key upcoming event information to the student body
6. Communicate any student-related issues from the perspective of the ICMP, e.g. behaviour, security etc,

Membership

- Student President (Chair)
- Quality & Data Administrator (Servicing Officer)
- Student Secretary
- All Programme student representatives
- Deputy Academic Registrar

Frequency

- twice per year (1 per semester)

Quorum

- The Student President or (Secretary as acting Chair), the Servicing Officer, at least one staff member and at least four student representatives

Record of Meetings

- Responsibility for the secretariat shall rest with the Servicing Officer

Reporting Mechanism

- Responsibility for reporting shall rest with the Chair. Minutes of the Student Rep meetings shall be included as an appendix to the annual ICMP Self-evaluation Document, and the Chair shall provide a verbal update on issues raised as required to relevant Committees.