

Quality Manual

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1. Foreword

This Quality Manual outlines how Point Blank Music School (Point Blank hereafter) assures and enhances the academic quality and standards across all the Higher Education (HE) provision it offers.

This Quality Manual has been produced in accordance with the requirements of the Quality Code for Higher Education. This Manual is updated and reviewed on an annual basis, in August at the end of each standard academic year. All components of the Quality Cycle are also periodically and systematically reviewed in line with both internal and external Quality Audit procedures and cycles at the end of each academic year.

Following the review and approval at the Quality and Standards Committee, the newly reviewed Quality Manual is distributed amongst all staff members. The Quality Manual should be an informative resource for staff, students and external visitors, and signposting to relevant policies and procedures has been integrated throughout.

The Quality and Standards Committee is responsible for the control of all matters relating to the implementation of this Quality Manual. Any questions may be directed to the Head of Quality angela@pointblankmusicschool.com

2. Quality Assurance at Point Blank Music School

2.1. External Reference Points

Throughout this Quality Manual, where referenced throughout as *the Quality Code* this is a reference to the components and expectations set out in the QAA Quality Code for Higher Education that are currently in place for the UK Higher Education Sector.

2.2. Quality Mission Statement

Point Blank is committed to the continuous improvement of the Point Blank Student Experience. As such, we engage in self-reflective, evaluative processes openly, looking to engage with all stakeholders so a rounded view can be gained. We evaluate our actions regularly in an open, supportive, data driven environment where frank and honest views can be freely expressed.

2.3. Principles

The structure of Point Blank's Quality Cycle is defined in this Manual. Specifically, Point Blank is committed to:

- Developing and seeking to continually improve the effectiveness of Point Blank.
- Ensuring that reviews take place within each key Committee at the end of each Academic Year to review operation against (and effectiveness of) the terms of reference.
- Reviewing the Quality Assurance Manual regularly against the Quality Code to ensure it remains in accordance with sector expectations.
- Embedding the requirements of the Quality Cycle throughout Point Blank by ensuring that all personnel are aware of and operate in line with contents of this Manual.
- Ensuring that this Manual is made available to all members of staff and students and that the minutes of key Committees, or extracts thereof, are made available to all stakeholders.
- Complying with all relevant statutory and regulatory requirements.
- Ensuring students contribute to the Quality and Enhancement of their experience and are informed of resulting actions planned to improve Quality.

2.4. The Quality Cycle Aim & Purpose

The aim of the Quality Cycle is to enhance the quality of the student experience for all Point Blank students by identifying Point Blank's development needs and measuring our progress to correct them against set goals and key performance indicators. To this end, the Quality Cycle:

- Works to assure the maintenance of Academic Standards on behalf of Middlesex University (our Awarding Body).

- Uses reliable, valid and up-to-date evidence to evaluate (and where identified) improve the quality of students' learning opportunities.
- Assures that information published about Point Blank student learning opportunities is reliable and accurate.
- Works with our Students and uses their feedback to plan and implement initiatives to enhance their learning opportunities and experience at Point Blank.

2.5. The Point Blank Quality Standards

This Manual establishes Point Blank's quality and standards, which in turn have been developed through adherence to the Quality Code. Point Blank ensures that it meets the 19 'Expectations' of the Quality Code by regularly reviewing its activities against the Quality Code.

Point Blank has established an academic governance structure that ensures that adherence to the Quality Code is effectively achieved throughout the organisation through the implementation of this Manual. This structure is detailed in Section 2 and comprises a series of committees and panels, each of which with clear 'terms of reference' (ToR) to guide its operation and its responsibilities. These ToRs are periodically reviewed on an annual basis.

3. The Governance Structure

3.1. Introduction

Point Blank seeks to incorporate clear lines of responsibility and accountability within the Quality Cycle, by means of the following Governance Structure. This Manual details the responsibilities for implementation and the monitoring processes of the various elements of the Quality Cycle.

3.2. Corporate Governance vs Academic Governance

The development, approval and implementation of Point Blank'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 Committees and Panels that make up the Academic Governance Structure. Whereas corporate governance responsibilities rest with the Board of Directors and the Executive Committee.

This ensures that academic decision-making is separated from corporate decision-making and allows each framework to act as a balance and check on the other.

3.3. Academic Governance

At the centre of the academic governance structure sits the Academic Board. This Board holds overall accountability for the development, management, oversight, monitoring and quality of all HE programmes at Point Blank. The Academic Board is the academic authority of Point Blank and guardian of the academic standards. The Academic Board produces the Annual Monitoring Report for Middlesex approval. The complete Academic Governance framework can be described thus:

Each committee has its own clearly stated Terms of Reference (ToR) and regularly reviews a range of Key Performance Indicators on aspects of the Point Blank Student experience. This enables the monitoring of academic activities via the use of data and information.

The Governance Structure

The Academic Governance Structure is embedded in a wider structure of Governance Committees designed to strike a balance between corporate and academic decision making. This structure undertakes an annual cycle of activity that maps against the Middlesex processes.

Feedback and accountability are shown in the structure diagram above via the arrows, which display the reporting and amendment/approval process, with the Board of Directors at the senior level. The Audit, Finance and Value committee and Nomination and Remuneration Committee provide additional checks and balances.

4. Schedule of Delegation

4.1. Section A

Limits to the Powers of Delegation of the Board of Directors

This Schedule of Delegation enforces that the Board of Directors may not delegate the following responsibilities or powers:

- i. To create, appeal or amend ordinances and regulations in relation or direct regard of the School.
- ii. To appoint a Chairperson, or to make by-laws for the regulations of the Board of Directors.
- iii. To approve the annual accounts of the School and decisions as required resulting from the responsibilities of the Board of Directors and its Committees.
- iv. The appointment of the auditors of the School.

4.2. Section B

Composition, Direct and Delegated Powers of the Board of Directors and its Committees

Composition and Representation

The Board shall appoint, include and co-opt members who are:

- Fit and proper persons of good character, integrity and honour, who will be responsible for ensuring the ethical governance of the School and value for money for students and staff.
- Professional, competent persons with strong experience in their area of expertise.
- Loyal, dependable, and motivated towards the achievement of Point Blank's Mission and Vision and safeguarding the good reputation of the School.

The Board must always have a majority of independent members and meet after each relevant term to consider reports from its Committees and the Academic Board.

The Term of Service of Non-Executive Directors will normally be 4 years subject to suitable performance at annual reviews, with an opportunity for renewal of service for a further term if appropriate. However, the length and terms of service may be subject to change at the discretion and approval of the Nomination and Remuneration Committee.

The student voice and student interests will be represented and conveyed at the Board via reports and the attendance of the Academic Board Chair at meetings.

4.3. Terms of Delegation

The Board of Directors have the right to review, amend and rescind delegated powers in line with the evolving needs of the School, with exception of the stated powers in Section A.

Should the Board of Directors amend and/or rescind any delegated powers, this must be updated in the Schedule of Delegation. All changes will be logged in the table of changes.

Any delegated powers shall be made with the following terms:

- i. The delegate shall comply with the terms of delegation, and act responsibly and in keeping with the values of the School.
- ii. The delegate shall not act beyond the powers bestowed by the Board of Directors.
- iii. The Board of Directors may, with reasonable notice, revoke the delegation or amend any of its terms with justification.
- iv. The Board of Directors may specify the forms of presentation in which the delegate should report the progress of his or her delegated authority to the Board of Directors.

4.4. Direct Powers

The Board of Directors shall hold the power to approve and responsibility for the following matters. Where stated, certain powers have been explicitly delegated to specialist Committees of the Board.

- a) Strategy
 - i. School Vision and Strategic Plan.
 - ii. Values Statement.
 - iii. Performance Indicators.
 - iv. Approving overarching Key Strategies including those on Finance, Estates, People (including pay and conditions of work), Marketing, Fundraising, Research and Learning, Teaching & Learning, International.
 - v. Risk Management Framework.
- b) Organisation
 - i. Changes to Section B and C of the Schedule of Delegation and Statutes.
 - ii. Approval of Committee budgets.
 - iii. Policies requiring Boards of Directors approval.

- c) Merger, incorporation and major institutional alliances.
- d) Creation and closure of Faculties, Academic Departments and Disciplines.
- e) Establishing, terminating, selling any company or joint venture company.
- f) Appointment of a School Secretary to the Governing Body.
- g) Establishing and dissolving committees and operational boards to aid the Board of Directors in their responsibilities. Operational and financial committees shall report directly to the Board of Directors.

4.5. Authority Delegated by the Board of Directors to The Chairperson

The following powers are delegated to the Chair of Board of Directors:

- a) Compliance with all financial regulations and policies of the School.
- b) Coordination of the nomination and appointment of the Chancellor and Non-Executive Directors, Provost and School Secretary, in liaison with the Chair of the Nomination and Remuneration Committee.
- c) Approval of the process for the appointment and remuneration of other Senior Staff.
- d) Approving donations from one source above £10,000 and abiding by the Gift Acceptance Policy.
- e) Approval of new policies requiring Board of Directors approval or changes to such Policies where their approval is urgent.
- f) Extraordinary approval of any returns urgently required where Board of Directors must approve them via Chair's action, provided Board of Directors members have been consulted exceptionally on the return.
- g) Any other matters delegated to the Chair by Board of Directors.
- h) The Chair of Board of Directors may not delegate these delegated powers of decision.

5. Appointments and Process to appoint to Board of Directors and its Committees

The Board must create and maintain a Nomination Committee. Furthermore, requirements for the appointment, review and termination of membership must comply with the Company's Articles of Association and any policies and processes developed by the Nomination and Remuneration Committee.

Appointments via the Nomination and Remuneration Committee:

- i. Chair of the Board of Directors*
- ii. Deputy Chair of the Board of Directors and Board Members*

The Board must always have a majority of independent members and meet after each relevant term to consider reports from its Committees and the Academic Board.

The Term of Service of Non-Executive Directors shall normally be 4 years subject to suitable performance at annual reviews. Renewal of service for a further term may be actioned if appropriate. However, the length and terms of service may be subject to change at the discretion and approval of the Nomination and Remuneration Committee.

The student voice and student interests will be represented and conveyed at the Board via reports and the attendance of the Academic Board Chair at meetings.

Appointments via the Board of Directors:

- iii. Chairs of Board of Directors committees.*
- iv. Members of Board of Directors Committees (excluding: Academic Board, where the Chair shall normally be the Provost).*

5.1. Executive Committee

The following powers have been delegated to the Executive Committee:

- i. Coordination of non-academic management and academic services.
- ii. Oversight of management and operational activities between departments.
- iii. Approve sub-strategies, or strategies delegated by the Board of Directors, and agree the procedure of approval and consultation with other Committees.
- iv. Recommend for approval to the Board of Directors the annual School Budget, and thereafter adjust budgets up to 15% with the presence of the General Manager. In the absence of the General Manager, the Vice-Chancellor may be co-opted for approval.
- v. Approve the closure of individual student or business debt above £9,000 outstanding over 12 months.
- vi. Approve non-academic policies and agree the procedure for approval.
- vii. Approve non-academic structural and staffing changes.
- viii. Renaming of Departments or buildings.
- ix. Amendment or creation of the School motto, logo or the crest.
- x. Act within delegated authority on behalf of Academic Board Committees.

5.2. Audit and Value Committee

The following powers have been delegated to the Audit and Value Committee.

- i. Appointment of External Auditors.
- ii. Appointment of Internal Auditors.
- iii. Review of the School Annual Budget and Committee and Departmental budgets.
- iv. Recommend changes to the overall budgeted surplus/deficit for the year up to 5%.
- v. Financial Plans & Forecasts.
- vi. Financial Statements.

- vii. Capital Expenditure > £150k.
- viii. Property purchases or lease by the School and sale of any individual asset or group of assets.
- ix. All borrowing, management of debt and loans.
- x. To investigate any activity falling within the terms of reference of the Board of Directors. It is authorised to seek any information it requires from any employee in relation to ensuring the financial integrity of the School, and all employees must co-operate with any request made by the Committee.
- xi. The Committee may obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise, in consultation with Chairman of the Board of Directors.
- xii. To review the School's annual risk assessment and strategy; to consider major findings of internal investigations and management's response;
- xiii. To promote coordination between the Board of Directors and External Auditors and review the effectiveness of the risk management, the School's Value for Money Strategy and control and governance arrangements, and effectiveness of actions resulting from external audit reports.

The following powers have been retained by the Board of Directors in relation to finance.

- xiv. Approval to change the overall budgeted surplus/deficit for the year over 5%.
- xv. Appointment of investment managers.
- xvi. Investment Strategy.
- xvii. VFM Strategy.
- xviii. Appointment and termination of banks and credit card companies.

5.3. Nomination and Remuneration Committee

The following powers have been delegated to the Nomination and Remuneration Committee.

- Appointment process and the approval of appointment of Directors: Directors, Non-Executive Directors.
 - Appraisal of Directors as defined above has been delegated to the Chair of the Board of Directors.
 - Appraisal of the Chair of the Board of Directors has been delegated to the Chancellor.
- Appointment process and the approval of appointment of Senior Staff: Heads of Department and School Secretary.
 - Appraisal of Senior Staff has been delegated to the General Manager.
- Total reward and service contracts of the post-holders above.
- The development of all nomination and remuneration policies.
- Approve pension schemes and any material changes to schemes.
- Recognition and de-recognition of Trade Unions.

- Changes to redundancy or appeal against dismissal processes in relation to the Board of Directors or any of its Committees or members.

5.4. Academic Matters delegated to the Academic Board

- i. Approval and management of governance, changes to existing courses, new courses of study, academic awards, examinations, prizes, scholarships & grants.
- ii. The approval of terms of reference and composition of Academic Committees and appointment of members of the Academic Board.
- iii. Make arrangements for the delegation of responsibilities as necessary to Standing Committees of the Academic Board.
- iv. Responsibility for actioning any matter the Chairman of Board of Directors, the Chancellor or School Secretary delegates that would have a material or adverse impact on the School's financial position, liabilities, future strategy or reputation.
- v. Approval of the Student Representative Charter.
- vi. Approve strategies/sub-strategies relevant to academic matters, where this responsibility has been delegated from the Board of Directors.
- vii. To receive reports on other issues which fall within its remit of academic matters and to approve recommendations as appropriate.
- viii. To receive reports on quality assurance and quality assessment measures employed by the School from relevant Standing Committees, and to approve recommendations as appropriate, and to review outcomes.
- ix. To establish regulations and procedures for compliance with the Statutes and Ordinances as approved by the Board of Directors.
- x. Approval of academic structural and staffing changes.
- xi. Responsibilities of the Academic Board should be detailed in its terms of reference. This should include a report to the Board of Directors inclusive of academic quality and standards and the student experience.

6. Procedure Overviews

6.1. Recruitment, Selection and Admissions (Quality Code B2)

Programme Specifications set out indicative requirements for Admissions. However, Point Blank welcomes students from non-traditional backgrounds. As such, Point Blank's Admissions Team are best placed to advise on an applicant's suitability for a qualification. This includes 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.

Point Blank intends that its recruitment and selection procedures are fair and transparent. Recruitment to undergraduate courses is managed by the Admissions Team in accordance with the School's Admissions Policy.

Point Blank produces intake profiles, analysing cohort characteristics (such as Equality and Diversity information) with a view to determining the effectiveness of recruitment and widening participation activity.

6.2. Teaching, Learning and Assessment (Quality Code B3 & B6)

Point Blank places considerable focus on the quality of teaching, learning and assessment activities. The Teaching and Learning Strategy is developed by the Academic Board as an ongoing plan encompassing how to improve the quality of TLA activity based upon the analysis of data. The implementation of the Teaching and Learning Strategy is monitored through all Point Blank committees. Aspects of the strategy are updated year on year to take account of developments in Industry, the HE Sector, and analysis of data collected and used by Point Blank.

6.3. Assessment (Quality Code B6)

Under the validation agreement with Middlesex University (MDX), Point Blank is contractually bound to use the MDX Assessment Policy and Regulations. While working within these regulations, Point Blank ensures a range of assessment methods are used, and the assessments are appropriate to the FHEQ level of the course and module.

The design and implementation of assessment strategies is monitored institutionally by the Programme Development Committee (PDC). The PDC makes use of student and staff feedback, as well as student performance data to gauge the effectiveness of assessments used and will make planned adjustments to practice where required. Where a change requires approval via the MDX quality procedures, these are undertaken in accordance with those procedures before the change is enacted.

Point Blank uses the MDX regulations and procedures regarding the investigation and penalisation of Academic Misconduct when identified. Point Blank also uses the MDX Regulations and procedures in relation to claims for extenuating circumstances/deferral of assessment from students.

6.4. External Examining (Quality Code B7)

External Examiners are appointed by MDX. Their chief responsibility is to ensure that academic standards are maintained and that individual students are assessed fairly.

6.5. External Examiner Appointment

While MDX carries the chief responsibility for training the external examiner, Point Blank staff work closely with the examiner to ensure they have a sound understanding of the course they examine. Point Blank also treat each examiner as a critical friend, seeing the feedback they provide as vital in the process of developing and enhancing teaching, learning and assessment practice at Point Blank.

6.6. External Examiner Reports

Each external examiner is required to submit an annual report to MDX commenting 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. In addition to Examiner feedback, External Examiners' reports are a key component in Point Blank's standards and quality assurance procedures. All External Examiner reports, once received, are used in conjunction with datasets to triangulate areas for development or to identify areas of good practice.

6.7. Annual Monitoring and Review (Quality Code B8)

Point Blank is subject to the MDX Annual Monitoring and Enhancement process. The purpose of the Annual Monitoring and Enhancement (AME) process is:

- To support staff in maintaining academic standards;
- To evaluate the student experience and student outcomes;
- To assess the quality of educational support and to enhance it;
- To inform the University of generic quality assurance issues;
- To identify good practice in learning, teaching and assessment and to share it widely to facilitate quality enhancement.

The Annual Monitoring Review is conducted by the Academic Board and takes account of Board of Study outcomes and minutes, student and instructor feedback, module and course performance data and the wider context of the previous academic year of operation.

Any recommended changes to course structures are based upon the Annual Monitoring Review and taken through the relevant MDX procedures, including revalidation procedures where required.

6.8. Complaints and Appeals (Quality Code B9)

Point Blank is contractually bound to adhere to MDX regulations and procedures in terms of academic complaints and appeals. Complaints about local issues (such as facilities and resources) are dealt with under the Point Blank Student Complaints Policy and Procedure.

If in doubt about where a case falls, please contact a member of the Education Team for clarification.

Point Blank is committed to listening to the views of our students and continuously learning. Therefore, we are committed to supporting our students in any complaint or appeal they wish to make, and subscribe to the Office of the Independent Adjudicator (OIA) as an oversight body, should the case fail to be resolved through the procedures in place at Point Blank, or MDX.

6.9. Complaints Monitoring

Point Blank sees the value in learning from reported complaints. As such, periodic reports detailing the nature, outcomes of and investigating officer's recommendations, arising from complaints made against Point Blank will be delivered by the Head of Registry to the Quality Standards Committees. All such reports will be appropriately redacted to protect the confidentiality of all parties involved.

6.10. Accuracy of Public Information (Quality Code Part C)

The Point Blank Terms & Conditions govern the process for authoring, approving and publishing content to each of Point Blank's designated public information outlets (including, but not limited to, the Website, VLE, Prospectus, Social Media outlets and Programme Handbooks). In addition to this, all Programme Handbooks must adhere to the MDX public information requirements and are monitored annually by MDX for compliance.

6.11. Student Engagement

Point Blank is committed to continually improving the experiences of our students through ongoing student engagement. Feedback from students is encouraged through ongoing, constructive dialogue, using both formal and informal mechanisms. We employ several tools to enable our students to get involved in quality assurance and enhancement activity. These tools are as follows:

- Student Representatives
- Student membership on committees
- Student consultation panel
- New starter survey
- Point Blank Annual Survey
- National Student Survey (NSS)
- Module Evaluation Surveys
- Student Voice Leaders
- Programme Voice Groups (Programme Committees)

7. Committee Terms of Reference

7.1. Board of Directors

Frequency: Week 10, every term

Membership:

Appointed members

- Vice-Chancellor (Chair)
- Chancellor
- Non - Executive Director (Industry)
- Non - Executive Director (Finance)
- Non - Executive Director (Higher Education)
- Up to 2 co-opted members

The student voice and student interests will be represented at the Board via reports and the attendance of the Academic Board Chair at meetings.

In attendance

- External Auditor - Representative
- General Manager (Operations and Finance, Executive Committee Chair)
- Head of Education and Development (Education, Academic Board Chair)
- School Secretary (Clerk)

Quorum: 60% Appointed Membership

Terms of Reference

	Owner (Report)	Frequency
Appointment and Governance		
(i) To appoint a Chairman and Deputy-Chairman.	All	Annually
(ii) To appoint members of the Board of Directors as instructed in section xx of the Charter and Schedule of Delegation	All	Annually
(iii) To co-opt members to the Board of Directors	All	Annually
(iv) To nominate persons for appointment as Chancellor and Vice-Chancellor	All	As needed
(v) To appoint the Vice-Chancellor, General Manager and Provost	All	As required
(vi) To make and ensure non-academic regulation and by-laws are fit for purpose	All	Termly
(vii) To agree and approve budgets, delegated powers and limitations for Committees	All	As required
(viii) To suspend, dismiss or remove any post outside of those created by the Schedule of Delegation, on the recommendation of the Academic Board (for academic posts) or Executive Committee (operations)	All	As required
(ix) To appoint all Academic Staff, and agree the remuneration and working conditions after consultation with the Academic Board	All	As required

(x) After consultation with the Academic Board, or on their recommendation, establish or remove departments or posts of teaching or academic administration, or revise their purpose and functions.	All	As required
(xi) To appoint all professional services or operational staff, and to agree the remuneration and working conditions after consultation with the Executive Committee	All	As required
(xii) After consultation with the Executive Committee, or on their recommendation, establish or remove departments or posts of professional services or operations, or revise their purpose and functions	All	As required
Resourcing and Operations		
(i) To govern, manage and regulate the finances, property, business and all other responsibilities required of the School and for these purposes to consult internal staff, specialists, consultants and any other agents decided by the Board of Directors as beneficial to appoint.	All	Termly
(ii) To review the work and operations of the School and take actions as agreed for the purpose of advancing its progress or ensuring sustainability and value for money for its students and staff	All	Termly
(iii) To develop and maintain associations or partnerships with commercial, research and/or public organisations.	All	Termly
(iv) To agree, modify, continue and cancel contracts on behalf of the School	All	Termly
(v) To provide for schemes of insurance, pensions or retirement benefits for members of staff, and other remuneration as the Board considers fit and proper for other employees of the School	All	As required
(vi) Approve resources and provide for the personal development and well-being of students and staff of the School	All	As required
(vii) Recommend by the creation of regulation the conditions under which Students shall be permitted to pursue their studies, and the suspension of registration of those students who do not comply with the conditions.	All	As required
(viii) Agree and approve the fees, methods of payment and deposits of courses or other educational services	All	As required
(ix) Agree and provide for the delivery of courses for Students and facilities for academic inquiry or other educational services	All	Termly
(x) Receive and consider reports, proposals and recommendations from the Academic Board and Executive Committee	All	Termly
(xi) Exercise all powers as stated or bestowed on the Board of Directors by the Charter, the Schedule of Delegation and all other the powers vested in the Board of Directors, including the power to make Regulations	All	Termly

7.2. Audit and Value Committee

Frequency: Termly, inclusive of an annual meeting of the Audit Committee with the External Auditor representatives to review the School Financial Statements

Membership:

Appointed members

- Non - Executive Director (Finance) (Chair)
- Vice-Chancellor
- Up to 2 independent members of the Board of Directors

In attendance

- External Auditors (Representatives)
- Independent and external consultants as required
- General Manager (Operations and Finance, Executive Committee Chair)
- Head of Education and Development (Education, Academic Board Chair)
- School Secretary (Clerk)

Quorum: At least 3 Appointed Members, to include at least one independent member.

Terms of Reference

	Owner (Report)	Frequency
Audit and Value		
(i) To safeguard and obtain assurance on the effectiveness and integrity of financial control and limitation systems	All	Termly
(ii) To safeguard and obtain assurance on the effectiveness and integrity of the School's corporate and academic governance systems	All	Termly
(iii) To safeguard and obtain assurance on the effectiveness and integrity of the School's policies, procedures and operations in relation to finance, whistleblowing, public interest and audit	All	Annually
(iv) To consider evidence and advise on external and internal audit reports of the School, and take emergency action on behalf of the Board of Directors to ensure the integrity and financial sustainability of the School	All	Termly / as required
(v) To review the accuracy and financial sustainability of the annual financial statements and reports, and coordinate and obtain the formal opinion and approval of the School's appointed external and internal auditors	All	Annually

(vi) To safeguard and ensure the full implementation of the financial elements of School's Student Protection Plan, should the Plan be activated	All	As required
(vii) To review and advise on the School's Committee budgets	All	Annually
(viii) To safeguard and obtain assurance on the effectiveness and integrity of the School's regulatory returns, management and quality of evidence to external regulatory bodies, inclusive of HESA, the SLC and the OfS	All	Annually / As required
(ix) To scrutinise the effectiveness and efficiency of the School's Value for Money Strategy and ensure student interests are considered	All	As required
(x) Produce a report to the Board of Directors, inclusive of the Committee's formal opinion on risk, financial control and sustainability, governance and quality assurance of regulatory returns, and value for money	All	Termly
(xi) To co-opt members, and request, receive and review reports from Chairs of committees as necessary in the interest of ensuring financial integrity, sustainability or value for money	All	Termly
(xii) Update and review the Terms of Reference, review the effectiveness of this Committee and advise the Board of Directors of any changes	All	Annually
(xii) To nominate and recommend for appointment external auditors, their replacement, or dismissal	All	As required
Risk		
(i) To maintain oversight and awareness of the risks to the School	All	Termly
(ii) To request and receive reports from the Executive Committee on the management of risks and assess the effectiveness on behalf of the Council, with recognition of the Council's delegated power and overarching responsibility	Chair	Termly
(iii) To review the School's risk management systems and report any recommendations to the Board of Directors	All	Annually

7.3. Nomination and Remuneration Committee

Frequency: Annual

Membership:

Note: *Staff under review must be absent for the applicable review.*

Appointed members

- Non-Executive Director (Finance, Chair of the Audit and Risk Committee) (Chair)
- Non-Executive members of the Board of Directors
- Vice-Chancellor

In attendance

- General Manager (Operations and Finance)
- School Secretary (Clerk)

Quorum: 50% Appointed Membership

- **Non-Executive Members shall comprise a majority of the Committee at all times.**

Terms of Reference

	Owner (Report)	Frequency
Nomination and Remuneration		
(i) To advise and recommend on lay membership issues and any concerns on the appointment of co-opted members of Board of Directors	All	As required
(ii) To advise on the roles of Chancellor, Vice-Chancellor, non-executive directorships and key financial roles within the School	All	As required
(iii) To receive and consider nominations for the roles of Chancellor, Vice-Chancellor, non-executive directorships and key financial roles	All	As required
(iv) To recommend appointments to the Board of Directors	All	As required
(v) To review and scrutinise director and executive staff performance, ensuring fair and thorough assessment	All	Annually
(vi) To review and approve recruitment and nomination procedure, criteria and the scale of remuneration to be used in the annual review of the remuneration of directors and senior staff	All	Annually
(vii) To record and note increases in remuneration for non-executive directors and senior staff	All	Annually

(viii) To maintain scrutiny and oversight of the remuneration of senior staff, non-executive directors and sector fluctuation, ensuring that the values of the School are maintained.	All	Annually
(ix) Scrutiny and oversight of median staff salaries, multiples and the assurance of equality within professional levels	All	Annually
(x) Update and review the Terms of Reference, review the effectiveness of this Committee and advise the Board of Directors of any changes	All	Annually
(xi) To co-opt members as necessary	All	Termly

7.4. Executive Committee

Frequency: Week 7, every term

Membership:

Appointed members

- General Manager (Chair)
- Creative Director
- Head of Registry
- Head of Education & Curriculum
- Provost
- Head of Marketing and Communications
- Head of Digital and Web Development
- Head of Music School and Facilities
- Student Representatives

In attendance

- Senior Quality Officer (Clerk)

Quorum: 50% Appointed Membership

Terms of Reference

	Owner (Report)	Frequency
Operations and Strategic Planning		
(i) To recommend Executive Committee and Academic Board Committee budgets to the Board of Directors, and set departmental budgets	All	Termly
(ii) To maintain oversight of business and operations between Departments, lead and steer strategic planning and forecasts. Amend current strategies in consultation with the Chair of the Board of Directors	All	Termly
(iii) To review and approve the financial, physical and human resources required to achieve agreed strategic plans.	All	Termly
(iv) To monitor progress, take action accordingly to maintain course, and hold responsibility for the outcomes of KPIs and key strategic plans, inclusive of the School Strategy, Access and Participation Plan, Value for Money Strategy	All	Termly
(v) To maintain an awareness of strategic issues and risks, review and prioritise departmental actions to resolve or mitigate risks accordingly	All	Termly
(vi) To maintain an awareness of key opportunities and challenges within the sector, and recommend courses of action to the Board of Directors	All	Termly

(vii) To ensure that key regulatory returns are met and within the boundaries of delegated powers, approved	All	Termly / As required
(viii) To approve non-academic policies and make key operational decisions in the interest of enhancing the student experience or ensuring value for money	All	Termly / As required
(ix) To review key priorities for operational development and produce an annual report to the Board of Directors	All	Annually
(x) Update and review the Terms of Reference, review the effectiveness of the Committee and advise the Board of Directors of any changes	All	Annually
Safeguarding and Complaints		
To consider and review incidents reported through the Point Blank Anonymous Reporting system	All	Termly
To consider all formal reports of harassment and sexual misconduct	All	Termly
	Owner (Report)	Frequency
Operations and Strategic Planning		
(i) To recommend Executive Committee and Academic Board Committee budgets to the Board of Directors, and set departmental budgets	All	Termly
(ii) To maintain oversight of business and operations between Departments, lead and steer strategic planning and forecasts. Amend current strategies in consultation with the Chair of the Board of Directors	All	Termly
(iii) To review and approve the financial, physical and human resources required to achieve agreed strategic plans.	All	Termly
(iv) To monitor progress, take action accordingly to maintain course, and hold responsibility for the outcomes of KPIs and key strategic plans, inclusive of the School Strategy, Access and Participation Plan, Value for Money Strategy	All	Termly
(v) To maintain an awareness of strategic issues and risks, review and prioritise departmental actions to resolve or mitigate risks accordingly	All	Termly
(vi) To maintain an awareness of key opportunities and challenges within the sector, and recommend courses of action to the Board of Directors	All	Termly
(vii) To ensure that key regulatory returns are met and within the boundaries of delegated powers, approved	All	Termly / As required
(viii) To approve non-academic policies and make key operational decisions in the interest of enhancing the student experience or ensuring value for money	All	Termly / As required

(ix) To review key priorities for operational development and produce an annual report to the Board of Directors	All	Annually
(x) Update and review the Terms of Reference, review the effectiveness of the Committee and advise the Board of Directors of any changes	All	Annually
Safeguarding and Complaints		
To consider and review incidents reported through the Point Blank Anonymous Reporting system	All	Termly
To consider all formal reports of harassment and sexual misconduct	All	Termly

7.5. Academic Board

Frequency: Week 8, every term

Membership:

Ex-Officio members

- Vice-Chancellor

Appointed members

- Head of Education & Curriculum (Chair)
- Provost
- Programme Leaders
- Head of Registry
- Head of Music School and Facilities
- Student Representatives, always to include the Education Officer

In attendance

- Senior Quality Officer (Clerk)

Quorum: 50% Appointed Membership

Terms of Reference

	Owner (Report)	Frequency
Academic Matters		
(i) To uphold and maintain academic processes, and ensure all courses, teaching and the admission of students are regulated in line with requirements	Head of EduDev/Admissions	Termly
(ii) Monitor and assess School performance and ensure quality expectations are met in the provision of education	Head of Quality	Termly
(iii) To appoint Programme Leaders, Module leaders, Internal Examiners and senior academic staff, and review their responsibilities	Head of EduDev/Head of Music School and Facilities	Termly
(iv) To recommend the creation of new senior academic posts, or the removal of senior academic posts to the Board of Directors	Head of EduDev/Head of Music School and Facilities	Termly

(v) To approve the nomination of External Examiners	Head of Quality	Termly
(vi) To monitor, regulate the processes of assessment and student performance and safeguard the integrity and value of awards	Head of Quality	Termly
(vii) Monitor student requirements and hold responsibility for the administration and maintenance of academic support services, inclusive of library and academic services, student welfare and wellbeing, and facilities	Head of Registry	Termly
(viii) Regulate academic discipline, approve related courses of action, and revoke awards or certifications with formal justification	Head of Quality/Head of EduDev	Termly / As required
(ix) Terminate the enrolment of a student, in line with School regulation	Head of Registry/Head of EduDev	As required
(x) To report to the Board of Directors, recommend actions and provide advice on academic matters when requested	Chair	Termly
(xi) Regulate student organisation, and matters of student engagement	Head of Registry / Head of Quality	Termly
(xii) Approve changes to existing courses or new courses for proposal/finalisation for validation	Head of EduDev/Head of Quality	As required
(xiii) Take responsibility for all delegated powers by the Board of Directors and take action as necessary to accomplish those duties	Chair	Termly

7.6. Quality and Standards Committee

Frequency: Week 6, every term

Membership:

- Head of Quality (Chair)
- Head of Music School and Facilities
- Music School Manager
- Senior Data and Planning Officer
- Student Representative
- Student Services Manager
- Programme Leaders

In attendance:

- Senior Quality Officer (Clerk)
- Head of Registry
- Quality and Academic Support Officer
- Head of Education & Curriculum

Terms of Reference

	Owner (Report from)	Frequency
Quality Assurance		
To monitor and be responsible for all guidance and requirements issued by the Office for Students, Quality Assurance Agency for Higher Education, or other external bodies, initiating and co-ordinating actions or responses as appropriate.	Head of Quality	Termly
<i>To map and coordinate the implementation of recommendations and requirements of the UK Quality Code for Higher Education</i>	<i>Head of Quality</i>	<i>Termly</i>
<i>Maintain ownership and review the effectiveness and progress of the annual Quality Enhancement Plan</i>	<i>Head of Quality</i>	<i>Termly</i>
Consider EE reports and ULT responses in order to plan changes and updates for the forthcoming academic year	Head of Quality	Annual
Approve Module and Programme Change Requests	Head of Quality	Termly
<i>Approve and review the annual Quality Report for the Board of Directors.</i>	<i>Head of Quality</i>	<i>Annual</i>
<i>Manage and review proposals for new programmes for approval at the Academic Board and teaching-out plans as appropriate.</i>	<i>Head of Quality</i>	<i>As required</i>
<i>Manage and review periodic re-validation of current programmes and teaching-out plans as appropriate.</i>	<i>Head of Quality</i>	<i>As required</i>
<i>Coordinate and report on preparations for School-wide internal or external quality reviews</i>	<i>Head of Quality</i>	<i>As required</i>
Student experience and outcomes: Attainment, continuation, academic performance and employability, diversity and inclusivity.		

Discuss data on the student experience, diversity and outcomes. Ensure appropriate action is taken in response to identified quality issues or risks.	Data Manager	Annual, Term 4
Review student development and achievement strategies for the following term, risks, and adjust educational priorities in this area.	All	Termly
Oversee and ensure appropriate action is taken in response to identified quality matters.	All	Termly
Promote good practice and innovation to enhance the student experience and good outcomes.	All	Termly
Review and develop procedures for the maintenance of academic integrity	All	Termly
Policy and Guidance		
<i>Review and approve changes to the School's systems, policies and guidance in the area of higher education,</i>	<i>All</i>	<i>Termly</i>
<i>To develop policies and guidance with the aim of assuring and enhancing the quality of students' learning experience and maintaining academic standards.</i>	<i>All</i>	<i>Termly</i>

7.7. Programme Voice Group

Frequency: Week 9, every term

Membership:

- Head of Registry (Chair)
- Head of Quality
- Head of Education & Curriculum
- Head of Music School and Facilities
- Student Services Manager
- Head of Marketing and Communications
- Programme Leaders
- Student Representatives / SVLs
- University Link Tutor
- Institution Link Tutor
- Student Services Officer (Clerk)

Terms of Reference:

	Owner	Frequency
Quality Assurance and Enhancement		
To consider, discuss and respond to feedback from various sources collated in the Master feedback table	SST	Termly
To consider, discuss and respond to feedback from SVLs via the Student Representative Education Officer	EO	Termly
To consider and discuss student survey results, formal responses of the School and associated action plans	HoR	Annual
To ensure effective liaison with other programmes and students	All (N/A)	Termly
Teaching, Learning and Assessment		
To share, discuss and disseminate good teaching practice	HMSF / HED	Termly
Committee Servicing and Administration		
To produce, evaluate and monitor a table of actions	SST	Termly

7.8. Programme Development Committees

Frequency: Week 7, every term

Membership:

- Programme Leader (Chair - as relevant for each programme (MPDJ/MPSE; MIM; FdY)
- Course Content Developer
- Curriculum Manager
- Head of Education & Curriculum
- Head of Music School and Facilities
- Module Leaders
- Institutional Link Tutor

In attendance:

- Programme Administrator (Clerk)
- Quality & Academic Support Officer (Clerk)
- Student Services Manager
- Head of Registry

Terms of Reference

	Owner (Report from)	Frequency
Programme Review		
Evaluate whether any module or programme changes, communicable to Middlesex, are required for the forthcoming academic year	Programme Leader	Annual, Term 4
Plan module updates and course development plan	Curriculum Manager	Termly
Consult on any tutorial videos which need to be created or updated	Programme Leader	Termly
Consider and respond to module leader reports	Module Leaders	Termly
Communicate updates that have taken place for last term's modules	Programme Leader	Termly
Update the action plan for the next module content updates	Programme Leader	Termly
Assessment		
Revisit assessment tasks and evaluate effectiveness of each assignment	Programme Leader	Termly
Assess effectiveness of rubrics and assessment criteria	Programme Leader	Termly
Teaching and Learning		
Ensure Lesson Plans and Student Exercises are still relevant and effective	Programme Leader	Termly

7.9. Admissions, Progression, Retention and Attainment Committee

Frequency: Week 7, every term

Membership:

Appointed members

- Head of Registry (Chair)
- Admissions Manager (Clerk)
- General Manager
- Head of Education & Curriculum
- Admissions Officer (Wellbeing)
- Admissions Officer (International)
- Student Services Manager
- Head of Marketing
- Data Officer

In attendance

- Programme Leader for Foundation
- Programme Leader for MPSE / MPDJ
- Programme Leader for MiM

Terms of Reference

	Owner (Report)	Frequency
Admissions matters		
(i) To report on and analyse admissions data for previous term, plus year on year comparisons (where applicable and available)	Data officer / Admissions Manager	Termly / when applicable
(ii) To report on and analyse specific issues relating to recruitment of students and student profiles	Admissions Manager / All	Termly
(iii) To suggest improvements to the admissions process keeping in mind APP and recruitment targets	All	Termly
(iv) Monitor entry qualifications in relation to student attainment	Data officer / Admissions Manager	Termly
Progression, retention and attainment matters		

(v) To report on and analyse progression, retention and attainment data	Data officer / Student Services Manager	Termly
(vi) To report on and analyse specific issues relating to progression, retention and attainment	Student Services Manager / All	Termly
(vii) To suggest improvements to the student services processes keeping in mind APP and retention targets	All	Termly

7.10. 1st Tier Assessment & Progression Board

Frequency: Termly

Membership:

- Head of Education & Curriculum
- Senior Assessments Officer
- Programme and Assessments Manager
- Programme leaders

Terms of Reference

	Owner	Frequency
Progression and classification		
To collate module grades for recommendations for progression or classification at the 2 nd tier Assessment Board	All	Termly
To identify students who need to re-sit modules to progress or complete	All	Termly

7.11. 2nd Tier Assessment Board

Frequency: Termly

Membership:

- Head of Education & Curriculum and Institutional Link Tutor (Chair)
- Head of Quality
- University Link Tutor
- Programme Leaders
- External Examiners

In Attendance

- Programme and Assessments Manager (Clerk)
- Senior Assessments Officer

Terms of Reference

	Owner	Frequency
Awards and progression		
To award, in light of recommendations from the 1 st tier Assessment Board, qualifications in respect of the programmes under discussion	All	Termly
To approve progression from one level to the next for the programmes under discussion	All	Termly
To approved module re-sits for students unable to progress to the next level	All	Termly
Policy and Compliance		
To consider the implementation of University assessment policy and related matters of principle and to make any recommendations to the Academic Board	All	Termly

7.12. New Programmes Working Group

Frequency: Monthly / As required

Membership:

- Head of Education & Curriculum (Chair)
- Managing Director
- Head of Quality

In attendance

- Senior Quality Officer (Clerk)

Terms of Reference

	Owner	Frequency
Proposals and Programme Design		
To consider and develop new programme proposals	All	Monthly/as required
To encourage promote and disseminate good practice in the design of programmes	All	Monthly/as required
Programme Resourcing		
To consider the resources needed to support proposed programmes and advise the Executive Committee of any additional resource requirements	All	Monthly/as required
Policy and Compliance		
To ensure all proposal developments engage with the QAA Quality Code for Higher Education	All	Monthly/as required
To ensure that all proposals are developed in accordance with Middlesex University regulations	All	Monthly/as required