



INSTITUTE FOR
CONTEMPORARY
THEATRE

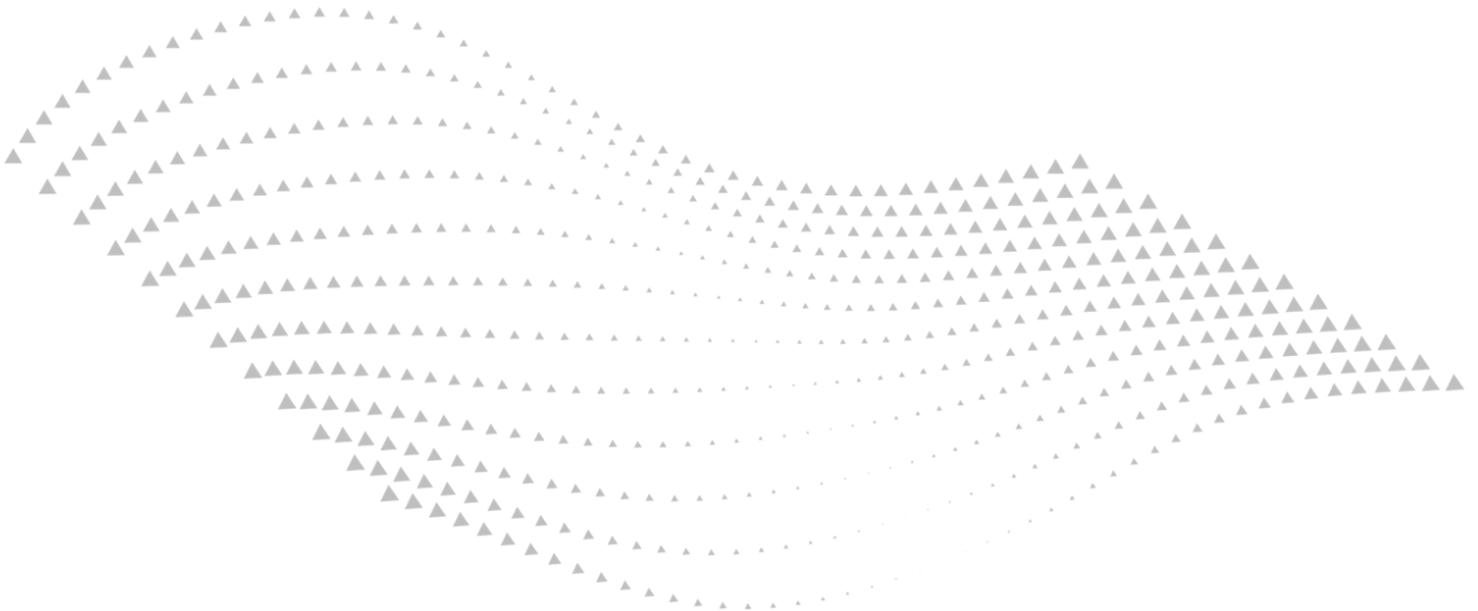


BIMM
INSTITUTE



PERFORMERS
COLLEGE

Governance Infrastructure





Introduction

This document sets out the governance infrastructure arrangements currently in place at BIMM Institute. Governance, operational and academic functions are separated in this management structure, with key staff being members of multiple committees to ensure clear communication between the following governance, operational and academic groups:

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BIMM TopCo Limited Board

Meets: Normally monthly; a minimum of ten times a year.
Reports to: N/A

Composition & Membership:

- The Board of Directors (the 'Board') of BIMM TopCo Limited (the 'Company') should have the appropriate balance of skills, experience, independence and knowledge of the Company to enable it to discharge its duties and responsibilities effectively.
- The Board should be of sufficient size that the requirements of the business can be met and that changes to the Board's composition can be managed without undue disruption.
- The Board should comprise a balance of Executive and Non-Executive Directors such that no individual or small group of individuals can dominate the Board's decision making. Members of the Board for the time being shall be:

Non-Executive Chairman	Alistair Cox
Non-Executive Music Industry Director	Tony Wadsworth CBE
Non-Executive Academic Director	Professor Mark Hunt
Chief Executive Officer & Head of Institution	Adam Carswell
Director of Finance	Bernard Yeboah

In attendance (as required and at the invitation of the Board)

Academic Director & Provost	Andrew Bates
Chief Operating Officer, UK Colleges	David Jones-Owen
Business Development Director (Performing Arts) & Executive Principal Germany	Vaseema Hamilton
Business Development Director (Film & TV) & Executive Principal Ireland	Dara Kilkenny
Director of Employability & Product Design	David O'Connor
Director of Recruitment & Admissions	Julia Ruzicka
Head of Brand & Communication	Felice Ayling

PA to Chief Operating Officer, UK Colleges (minutes) Claire Lima

Meetings & Quorum:

- The Board should meet sufficiently regularly with such frequency and at such times as it may determine to discharge its duties effectively.
- It is expected that the Board shall meet at least seven times a year.
- The quorum necessary for the transaction of business of the Directors shall be two, at least one of whom shall (if they are in office or unless they otherwise agree in writing) be an Investor Director or their alternate. Subject to the terms of the Subscription Agreement, if no Investor Director is in office, the quorum necessary for the transaction of the business of the Directors shall be any two Directors.



- In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

Terms of Reference:

Objectives:

- The role of the Board is to provide leadership of the Company within a framework of prudent and effective controls which enables risks to be assessed and managed.
- The Board has specific responsibility for the determination of the educational character and mission of the Institution.

Responsibilities:

The Board's responsibilities include, but are not limited to:

- The long-term success of the Company and the delivery and enhancement of academic standards and sustainable value to shareholders.
- Ensuring that there are adequate and effective arrangements in place to provide transparency about value for money for students and, where appropriate, for taxpayers.
- Managing the business of the Company. In doing so the Board may exercise all the powers of the Company, subject to any relevant laws and regulations and to the Articles of Association ("Articles").
- Setting the strategy for the Company and its subsidiaries (the "Group"), and approving capital and operating plans presented by management for the achievement of the strategic objectives it has set.
- The oversight of corporate governance. The Board shall oversee the oversight of corporate governance, or delegate responsibility to one or more sub-committees of the Board, as it sees fit.
- Establishing and approving the Terms of Reference and Composition for, and receiving and considering minutes and reports from, the following sub-committees:
 - Academic Board
 - Executive Management Group
 - Audit Committee
 - Remuneration Committee
 - Nominations Committee
- The development and review of Group policies and practices on corporate governance and on compliance with legal and regulatory requirements including the Higher Education Prevent Duty in England.
- Taking such steps as are reasonably practicable to ensure that freedom of speech within the law is secured across the BIMM Institute.
- Ensuring that Academic staff have freedom within the law to question and test received wisdom and to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have within the BIMM Institute.



- The review and monitoring of training and continuous professional development of Directors and senior management.

Delegation:

- The Board may delegate and confer on any Directors holding executive office any of its powers, authorities and discretions for such time and on such terms as it sees fit.
- The Board may delegate any of its powers, authorities and discretions (including the power to sub-delegate) for such time and on such terms as it thinks fit to any sub-committee.



BIMM Limited Board

Meets: Normally a minimum of three times a year.
Reports to: BIMM TopCo Limited Board

Statement of Primary Responsibilities of the Board:

Listed below are the primary responsibilities of the Board of BIMM Limited ("the Institution"):

- To approve the mission and strategic vision of the Institution, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
- 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.
- To delegate authority to the Chief Executive Officer and Head of Institution, for the academic, corporate, financial, estate and human resource management of the Institution. And to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the Chief Executive Officer and Head of Institution.
- 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.
- To establish processes to monitor and evaluate the performance and effectiveness of the Board itself.
- To conduct its business in accordance with best practice in higher education corporate governance.
- To safeguard the good name and values of the Institution.
- To oversee the performance of the Chief Executive Officer and Head of Institution, as appointed by BIMM TopCo Limited as the chief executive of the Institution, and to report to BIMM TopCo on such performance.
- To be the principal financial and business authority of the Institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the Institution's assets, property and estate.
- To be the Institution's legal authority and, as such, to ensure that systems are in place for meeting all of the Institution's legal obligations, including those arising from contracts and other legal commitments made in the Institution's name.
- To receive assurance that adequate provision has been made for the general welfare of students.



- To oversee the development, review and compliance with policies and practices on legal and regulatory requirements including without limitation the Higher Education Prevent Duty in England, Health & Safety and Data Protection.
- To take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured across the Institution.
- To ensure that, in accordance with the Articles, academic staff, while engaged in research or teaching, have freedom within the law to question and test received wisdom and to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have within the Institution.
- To ensure that the Institution's Articles of Association and these Standing Orders are followed at all times and that appropriate advice is available to enable this to happen

Composition:

- The composition of the Board (with such terms of office as prescribed in the Institution's Articles of Association) shall be:
 - Chief Executive Officer & Head of Institution;
 - up to 5 Directors appointed by BIMM TopCo Limited;
 - up to 2 independent non-executive Directors; and
 - such other Directors as the Board may appoint from time to time.
- The following shall also be entitled to attend and participate but not vote at each meeting of the Board:
 - The Academic Director & Provost, as Chair of Academic Board;
 - A student elected from amongst the students of the Institution who shall serve in such capacity for a term of 1 year; and
 - A member of academic staff selected by the Board from amongst the academic staff of the Institution who shall serve in such capacity for a term of 1 year.
 - The Clerk to the Board, as Secretary to the Board

Quorum:

- The quorum necessary for any Board meeting shall be 3, of which one shall be the Chair or Deputy Chair and one shall be a director appointed by BIMM TopCo Limited.

Conduct of Meetings:

- The Board shall normally hold ordinary meetings at least three times per year and hold such other ordinary meetings as may be necessary for the efficient discharge of their functions.
- Subject to the provisions of the Articles of Association, the Board may make rules to govern the conduct of its meetings and those of any committee or sub-committee. Directors should refer to the Clerk for further information about the procedural rules of the Board and its committees.
- The Chair and the Deputy Chair shall be appointed by BIMM TopCo Limited for an initial period of three years, renewable for two further three-year periods. The Chair shall preside at all meetings of the Board. If the Chair is absent from any meeting, the Deputy Chair shall act as Chair of that meeting.



- Agenda and papers shall be circulated in advance for all meetings and all meetings shall be fully minuted.

Committee Structure:

- The Board may delegate any of its powers to any committee, to the Chair, or to the Chief Executive Officer & Head of Institution, and may confer the right of sub-delegation upon any such committee or persons upon such terms and conditions as the Board sees fit other than for such purposes as are assigned in the Articles of Association to the Chief Executive Officer & Head of Institution, provided always that the Board shall not delegate any of the following matters:
 - the determination of the educational character of the Institution;
 - the approval of the annual forecasts of income and expenditure;
 - the approval of the final accounts;
 - ensuring the solvency of the Institution and the safeguarding of their assets;
 - the appointment of the Chief Executive Officer and Head of Institution; and
 - the appointment or dismissal of the auditors.
- The Board shall determine the membership, functions and terms of reference of any such committee. Persons who are not members of the Institution may be appointed by the Board to membership of any such committee.
- Any committee so established may establish sub-committees and determine their membership and functions. Persons who are not Directors of a committee may be appointed by the committee to membership of any such sub-committee.
- The Board delegates authority to the Chair subject to recommendation from the Chief Executive Officer & Head of Institution.
- Where the Board delegates any of its powers under the Articles, the committee, the Chair or the Chief Executive Officer and Head of Institution (as the case may be) to whom the power or powers have been delegated shall report to the Board on any exercise of such a power or powers.

Business of Meetings:

- The standing business at meetings of the Board shall include considering:
 - Minutes and reports from any sub-committees;
 - the Annual Review of Academic Standards and Quality from the Academic Board;
 - reports from executive officers;
 - financial performance;
 - Applications and enrolled student numbers;
 - outcomes of reviews from external agencies; and
 - Regulatory matters, including correspondence with the Office for Students.

Chair's Action:

- The Board has determined that the Chair shall have delegated powers to act on its behalf between scheduled meetings of the Board as detailed in this code. Chair's action is authorised where the matter involves:
 - Items of routine business that would not normally merit discussion at a meeting of the Board;
 - Matters relating to the implementation of decisions that have already been approved by the Board; and
 - Any issue which, in the view of the Chair, is too urgent and important for consideration



to be deferred until the next scheduled meeting of the Board, especially where any lack of timely action could damage the interests of the Institution.

- Where the Chair has exercised his/her delegated authority to act on behalf of the Board, a report on the action taken, along with any background documents, will be made to the next scheduled meeting of the Board where the Chair will explain the reason action was taken.

Academic Board:

- The Board delegates certain powers and responsibilities to the Academic Board, which will be the Institution's academic authority and will promote the academic and professional work of the Institution. The powers and responsibilities of the Academic Board are set out in its terms of reference.

Audit Committee:

- The Board delegates certain powers and responsibilities to the Audit Committee, which will be responsible for overseeing and providing assurance to the Board on the effectiveness of the operation of the Institution's processes and systems, the management of risk, and the correctness and integrity of the information provided to the Board and external bodies. The powers and responsibilities of the Audit Committee are set out in its terms of reference.

Nominations Committee

- The Board delegates certain powers and responsibilities to the Nominations Committee, which will be responsible for overseeing the appointment and reappointment of appointed members of the Board, taking account of the overall diversity of the Board and its subcommittees and ensuring that there is an appropriate mix of skills and experience on the Board to enable it to fulfil its responsibilities, and for succession planning for the Board and the Executive Management Group. The powers and responsibilities of the Nominations Committee are set out in its terms of reference.



BIMM Institute Executive Management Group (EMG)

Meets: Normally monthly; a minimum of ten times a year.
Reports to: BIMM TopCo Limited Board & BIMM Limited Board

Composition & Membership:

The Executive Management Group (EMG) shall comprise all members of the Executive Management Team *ex officio*. The quorum for the Executive Management Group shall be three members to include either the Chair or the Deputy Chair.

Chief Executive Officer & Head of Institution	Adam Carswell (Chair)
Chief Operating Officer, UK Colleges	David Jones-Owen (Deputy Chair)
Academic Director & Provost	Andrew Bates
Business Development Director (Performing Arts) & Executive Principal Germany	Vaseema Hamilton
Business Development Director (Film & TV) & Executive Principal Ireland	Dara Kilkenny
Director of Finance	Bernard Yeboah
Director of Recruitment & Admissions (UK)	Julia Ruzicka
Director of Employability & Product Design	David O'Connor
Head of Brand & Communication	Felice Ayling

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair’s Action.

Responsibilities:

- The Executive Management Group is responsible to the Board for the long-term success of the Company and the delivery and enhancement of academic standards and sustainable value to shareholders.
- The Executive Management Group is responsible for implementing the Strategic Plan and for the effective management of the business.

Terms of Reference:

Strategy & Compliance

- To advise the BIMM TopCo Limited Board on all matters relating to compliance with UK, Irish and German Higher and Further Education duties, policies, regulations and requirements, the maintenance of academic standards and the assurance and enhancement of the quality of all BIMM Institute courses [shared with Academic Board].
- To advise the BIMM TopCo Limited Board on all matters relating to academic freedom and freedom of speech [shared with Academic Board].
- To maintain strategic oversight of BIMM Institute’s compliance with UK, Irish and German Higher and Further Education sector duties, policies, regulations and requirements and respond as appropriate [shared with Academic Board].
- To recommend the Strategic Plan and its associated Annual Operating Objectives for the approval of the Board and provide the Board with quarterly updates.

Risk



- To identify any risk pertaining to the financial sustainability, statutory compliance, or effective operation of the Company and advise the Audit Committee and BIMM TopCo Limited Board as appropriate.

Management & Operation

- To advise the Board on all matters pertaining to the effective management and operation of the Company.
- To oversee the implementation of the Strategic Plan and Annual Operating Objectives.
- To manage the business of the Company on behalf of the BIMM TopCo Limited Board.

Financial

- To recommend for the approval of the Board capital expenditure and operating plans for the achievement of the Strategic Plan and Annual Operating Objectives.
- To recommend the annual budget for the approval of the Board, monitor expenditure against budget, and advise the Board of any associated risks.
- To approve capital and revenue expenditure within the delegated authority limits approved by the Board.
- To recommend annually the level of tuition fees for the approval of the Board.
- To advise the Audit Committee and the BIMM TopCo Limited Board on the adequacy and effectiveness of the arrangements in place to provide transparency about value for money for students and, where appropriate, for taxpayers.

Policy

- To approve, review, and monitor policies and practices in the areas of HR and staff development, academic freedom and freedom of speech, safeguarding, health & safety, careers and employability, IT and MIS, equality and diversity, IT and MIS, finance, and estates and facilities.
- To recommend for the approval of the Board, policies and practices on corporate governance and on compliance with legal and regulatory requirements, including the Higher Education Prevent Duty in England.

Human Resources

- To monitor the equality of opportunity for staff and approve an annual report for the consideration of the Board.
- To approve and monitor the effectiveness of staffing levels for each college and group function.
- To approve recommendations from the annual pay review within the authorisation limits approved by the Board.
- To review and monitor the training and continuous professional development of all staff.

Physical Resources

- To ensure that appropriate learning resources are in place to deliver the approved portfolio of courses.
- To oversee all capital building and other physical resources projects, through the establishment of dedicated project groups as appropriate, and provide regular updates to the Board as required.



Marketing and Admissions

- To recommend the annual Marketing Plan and Marketing KPIs for the approval of the Board, and to provide regular reports to the Board on its implementation.
- To recommend annual student enrolment targets for the approval of the Board, monitor progress against the targets, and provide regular reports to the Board.

The Student Experience

- To approve strategies to enhance the quality of the student experience including the areas of staffing, learning and other physical resources, and careers and employability.
- To consider the outcomes from internal and external student surveys, including but not limited to the National Student Survey (NSS), the Destination of Leavers in Higher Education (DLHE) Survey, the Irish Survey of Student Engagement (ISSE) and internal end-of-year surveys; and approve Institution-level action plans as appropriate.

Sub-committees

- To establish and approve the Terms of Reference and Composition for, and receive minutes and reports from, the following sub-committees:
 - Senior Management Group



BIMM Limited Academic Board (AcBd)

Meets: A minimum of three times a year, normally each Semester
Reports to: BIMM Limited Board

Composition:

- Academic Director & Provost (Chair), *ex officio*
- Dean of Learning, Teaching & Research (Deputy Chair), *ex officio*
- Academic Registrar (Secretary to the Board), *ex officio*
- Chair of Access & Participation Committee, *ex officio*
- Chair of Consumer Protection Compliance Committee, *ex officio*
- Chair of Further Education Learning, Teaching & Enhancement Committee, *ex officio*
- Chair of Higher Education Learning, Teaching & Enhancement Committee, *ex officio*
- Chair of Quality Assurance & Compliance Committee, *ex officio*
- Chair of Research & Enterprise Committee, *ex officio*
- College Principal from each College, *ex officio*
- Dean of Academic Development, *ex officio*
- Director of Recruitment & Admissions (UK Music Colleges), *ex officio*
- Student Association President from one German Music College
- Student Association President from one Performing Arts College
- Student Association President from the Dublin College
- Student Association President from two UK Music Colleges
- A Head of Student Services, nominated by their peers, appointed for a period of 2 years*
- A member of Further Education teaching staff, appointed for a period of 2 years*
- A member of Higher Education teaching staff, appointed for a period of 2 years*
- Two senior academic managers representing the Music Colleges (drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching) nominated by their peers, appointed for a period of 2 years*
- A senior academic manager representing the Performing Arts Colleges (drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching) nominated by their peers, appointed for a period of 2 years*
- An external senior academic from a UK HE provider, appointed for a period of 3 years

In attendance:

- Deputy Academic Registrar (minutes)
- Chief Executive Officer & Head of Institution (as required)
- Chief Operating Officer, UK Colleges (as required)
- College Principals from partner colleges (as required)

Academic Board has the authority to co-opt up to 2 members for a maximum of 3 years.

The minimum number of attendees for this board to be quorate will be the Chair or Deputy Chair plus 8 other full members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to all members for consideration and approval. Decisions will be approved in such circumstances by a majority of members by email. Where an urgent decision is required, the Chair shall be empowered to take action on behalf of the AcBd, and any such action shall be reported to the Board at its next full meeting.

*Although members are initially appointed for 2 years, this will be reviewed annually to ensure appropriate representation from across the Institute.

**Terms of Reference:**

The AcBd has delegated authority from the BIMM Limited Board to ensure the maintenance of academic standards for all BIMM Limited UK Colleges, ICTheatre Colleges, Performers College, Screen & Film School Manchester and BIMM Institute Dublin, and to advise the Chief Executive Officer & Head of Institution and the BIMM Limited Board on all academic matters.

The AcBd also has delegated authority from the BIMM TopCo Limited Board to ensure the maintenance of academic standards for other colleges which are part of the BIMM Group, including BIMM Institute Berlin and BIMM Institute Hamburg (*for ease, this responsibility has been subsumed within those for BIMM Limited*)

The AcBd shall also have the following specific responsibilities:*Strategy & Compliance*

- To advise the Chief Executive Officer & Head of Institution, the Executive Management Group, and the BIMM Limited Board on all matters relating to compliance with UK, Irish and German Higher and Further Education duties, policies, regulations and requirements, the maintenance of academic standards and the assurance and enhancement of all BIMM Limited courses.
- To maintain strategic oversight of BIMM Limited's compliance with UK, Irish and German Higher and Further Education sector duties, policies, regulations and requirements and respond as appropriate.
- To advise the BIMM Limited Board on all matters relating to academic freedom and freedom of speech [shared with Executive Management Group].
- To oversee all BIMM Limited's engagements with the Office for Students and to ensure the Institute remains compliant with the ongoing conditions of registration.
- To maintain strategic oversight of UK, Irish and German Higher and Further Education policy developments and to ensure that BIMM Limited responds appropriately.
- To receive and consider correspondence from UK, Irish and German education regulatory bodies and designated agencies, awarding institutions and awarding bodies and ensure that BIMM Limited responds appropriately.
- To maintain strategic oversight of academic standards and the quality of learning opportunities available to students for all BIMM Limited Colleges and courses and the management thereof.
- To make recommendations to the Institute's Executive Management Group and the BIMM Limited Board for the development of new courses and curriculum areas and to monitor progress against agreed timescales.
- To oversee BIMM Limited's academic regulatory framework and academic policies required to support the exercising of Degree Awarding Powers.
- To maintain strategic oversight of all matters pertaining to BIMM Limited's Tier 4 licence from the UK Visas & Immigration Service.
- To approve BIMM Limited's submissions for the Teaching Excellence Framework (TEF) and to review the outcomes.



- To approve BIMM Limited's submissions for external quality assurance engagements and to review outcomes.
- To maintain strategic oversight of all matters pertaining to BIMM Limited's compliance with the UK Prevent Duty.
- To approve the Institute's Semester dates, Term dates and Exam Board dates.
- To review its Terms of Reference and Composition annually to ensure appropriate representation from across the Institute and to recommend changes to the BIMM Limited Board.

Policy

- To approve, keep under review and monitor the effectiveness of all academic policies and procedures including, but not limited to, those related to curriculum development and review, admissions, learning and teaching, student support, student progression, quality assurance, and all other policies related to the assurance of standards and quality.
- To approve, keep under review and monitor the effectiveness of all other student-facing policies, procedures and codes.
- To approve, keep under review and monitor the effectiveness of policies and procedures related to research, enterprise and ethics.
- To approve, keep under review and monitor the effectiveness of policies and procedures related to access and participation.
- To approve procedures for the nomination of External Examiners and approve nominations from the Quality Assurance & Compliance Committee.
- To approve and keep under review entry requirements for all BIMM Limited courses.

Academic Performance

- To maintain oversight of the outcomes from Exam Boards and commission actions to address any issues identified and ensure that effective monitoring arrangements are in place.
- To review and agree annually BIMM Limited's academic key performance indicators, including but not limited to enrolment, retention, progression, achievement and outcomes from student surveys.
- To review annually BIMM Limited's performance against the agreed academic key performance indicators and to commission actions as appropriate to address any issues arising and ensure effective monitoring arrangements are in place.
- To consider reports on the management of and outcomes from the annual UK National Student Survey and the annual StudentSurvey.ie and to receive summary reports, on the recommendation of the Quality Assurance & Compliance Committee, on progress towards completing the resulting enhancement plans.
- To receive, on the recommendation of the Quality Assurance & Compliance Committee, a summary of Annual Monitoring Reports, External Examiner Reports and the College Enhancement Plans in respect of Higher Education provision.



- To receive, on the recommendation of the Quality Assurance & Compliance Committee, a summary of Self-Assessment Reports, responses to External Verifier Reports and the action plans arising from annual self-assessment in respect of Further Education provision.
- To receive reports, on the recommendation of the Quality Assurance & Compliance Committee and/or the Higher Education Learning, Teaching & Enhancement Committee and/or the Further Education Learning, Teaching & Enhancement Committee, on the effectiveness of action plans arising from periodic reviews, delivery centre approvals, course validations and course revalidations undertaken by (HE) awarding institutions or (FE) awarding bodies.
- To receive reports on the recommendation of the Quality Assurance & Compliance Committee on external quality reviews and to approve and monitor the effectiveness of action plans arising from such reviews.
- To identify positive outcomes and successful practice in the annual monitoring, periodic review or external review processes and oversee the dissemination of such through the sub-committees.
- To receive annually, on the recommendation of the Higher Education Learning, Teaching & Enhancement Committee, the Higher Education Learning & Teaching Report.
- To receive annually, on the recommendation of the Further Education Learning, Teaching & Enhancement Committee, the Further Education Learning & Teaching Report.
- To receive annually, on the recommendation of the Research & Enterprise Committee, a report on BIMM Limited's research and enterprise activities.

Subcommittees

- To establish, approve the Terms of Reference & Composition for and receive and consider minutes and reports as appropriate from its sub-committees:
 - Access & Participation Committee
 - Consumer Protection Compliance Committee
 - Exam Boards (Module Boards (MB), Progress Boards (PB) & Award Boards (AwBd))
 - Further Education Learning, Teaching & Enhancement Committee (FELTEC)
 - Higher Education Learning, Teaching & Enhancement Committee (HELTEC)
 - Honorary Awards Committee (HAC)
 - Professorial Appointments Committee (PAC)
 - Quality Assurance & Compliance Committee (QACC)
 - Research & Enterprise Committee (REC)
- To delegate to the Exam Boards authority to approve:
 - module marks and outcomes.
 - recommendations of the Mitigating Evidence Committee.
 - re-sit opportunities and progress decisions.
 - awards and classification decisions.
- To delegate to the Further Education Learning, Teaching & Enhancement Committee authority to:
 - formulate and oversee the process for annual review of the Institute's Further Education provision.
 - approve proposals for new Further Education courses.
 - approve changes to existing Further Education courses.



- To delegate to the Higher Education Learning, Teaching & Enhancement Committee authority to:
 - approve new course proposal documentation prior to its submission to the Awarding Institution, where applicable.
 - undertake Internal Course Approval and Re-approval, including the establishment of approval panels, and to approve course documentation prior to its submission to the Awarding Institution or Awarding Body, where applicable.
 - undertake Internal Course Approval and review, including the establishment of the relevant panels.
 - approve annually the awarding of Learning & Teaching Development Project funding to staff in line with the Learning & Teaching Strategy and BIMM Limited's budget.

- To delegate to the Professorial Appointments Committee authority to:
 - consider and determine the outcome of applications for Professor (including Visiting Professor and Emeritus Professor) and Associate Professor.

- To delegate to the Quality Assurance & Compliance Committee authority to:
 - approve Annual Monitoring Reports and responses to External Examiners Reports prior to their submission to the (HE) Awarding Institution(s).
 - approve Annual Self-Assessment Reports and responses to External Verifiers reports prior to their submission to the (FE) Partner College(s) and/or the Awarding Body.
 - oversee the approval of Colleges for the delivery of existing and new provision, in line with the Delivery Centre Approval Procedure.

- To delegate to the Research & Enterprise Committee authority to approve:
 - the awarding of research project funding and postgraduate study bursaries to staff in line with BIMM Limited's approved Research & Enterprise Strategy and budget.



BIMM TopCo Limited Audit Committee

Meets: Minimum of two times a year
Reports to: BIMM TopCo Limited Board

Composition & Membership:

- The Audit Committee shall be appointed by the BIMM TopCo Limited Board ('the Board') and shall consist of no less than three members, with a minimum of two independent Non-Executive Directors, including a Chairman. Unless otherwise determined by the Board, a quorum shall consist of two members of the Audit Committee.
- Members of the Executive Team or the Chair of the Board may not be members of the Audit Committee. Any Board member may attend a meeting of the Audit Committee, including those who are not members of the Audit Committee by invitation.
- The Chair of the Audit Committee will be appointed by the Board. Members of the Audit Committee for the time being shall be:

Chair	Professor Mark Hunt (Non-Executive Director)
Deputy Chair	Tony Wadsworth CBE (Non-Executive Director)
Non-Executive Director	Jez Frampton

- In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

Responsibilities:

- The Audit Committee will report annually to the Board on the adequacy and effectiveness of the Group's risk management, control and governance arrangements, and the management and quality assurance of data.
- The Audit Committee shall, on behalf of the BIMM TopCo Limited Board, ensure that there adequate and effective arrangements in place to provide transparency about value for money for students and, where appropriate, for taxpayers, and will advise the BIMM TopCo Limited Board of all matters relating to value for money.
- The Audit Committee is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board.
- The Audit Committee is authorised to investigate on behalf of the Board anything that threatens or adversely affects the accomplishment of the Company's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments.

Terms of Reference:

Main Duties:

- To recommend to the Board a framework of effective audit coverage, having reviewed the internal and external audit processes and triangulating with management's representations.



- To advise the Board on the minimum and optimum level of internal and external audit arrangements.
- To ensure that regular audits are carried out in the following areas: legal, risk, financial (including statutory annual audits, VAT and PAYE), health & safety, investments and insurance.
- To monitor internal and external audit reviews and advise the Board accordingly.
- To investigate on behalf of the Board any financial or administrative matters which may put the Company at risk.
- To examine reports on special investigations and to advise senior management on any additional or alternative steps to be taken.
- To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
- To ensure that there is coordination and good working relationships between internal audit, external audit and any other review bodies that have been set up.
- To ensure the appropriateness of the IT Infrastructure and systems, data quality and regulatory compliance.
- To receive and consider the Group Risk Register.
- To provide minutes of all Audit Committee meetings for consideration at Board meetings.

Internal & External Auditors:

- To determine the frequency of tendering for external auditing services.
- To consider tenders for the external auditing services and recommend to the Board which firm should carry out the annual external audit of the Company's statutory accounts.
- To scrutinise and advise the Board on the contents of the draft audit report and of any management letter that the auditors may wish to present to the Board, and to formulate for the Board's use any written representations that may be needed by the auditors in connection with the Company's statutory accounts or any other financial statements.
- To discuss with the external auditors any problems or reservations arising from the draft external audit report and draft management letter, reporting relevant issues back to the Board, and advising the Board accordingly.
- To review the performance of the Company's auditors and advise the Board on any changes that ought to be made to their terms of engagement.
- To consider tenders for the internal auditing services and recommend to the Board which firm should carry out the internal audit.
- To discuss the resources available to the Internal Audit function and appropriate reporting requirements to the Audit Committee.
- To obtain any necessary external professional advice to enable the Audit Committee to carry out its responsibilities more effectively.



BIMM Limited Audit Committee

Meets: Minimum of three times a year
Reports to: BIMM Limited Board

Composition & Membership:

- The Audit Committee shall be a sub-committee of BIMM Limited Board ('the Board') and shall consist of no less than three members, with a minimum of two independent Non-Executive Directors, including a Chairman. Unless otherwise determined by the Board, a quorum shall consist of two members of the Audit Committee.
- Members of the Executive Team or the Chair of the Board may not be members of the Audit Committee. Any Board member may attend a meeting of the Audit Committee, including those who are not members of the Audit Committee by invitation.
- The Chair of the Audit Committee will be appointed by the Board. Members of the Audit Committee for the time being shall be:

Chair	Professor Mark Hunt (Non-Executive Director)
Deputy Chair	Tony Wadsworth CBE (Non-Executive Director)
Non-Executive Director	Jez Frampton
- In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to all of the members for consideration and approval. Decisions will be approved in such circumstances by a majority of members in writing or by email. Where an urgent decision is required, the Chair of the Audit Committee shall be empowered to take action on behalf of the Audit Committee. Such action shall be reported to the Audit Committee at its next meeting.

Responsibilities:

- The Audit Committee will report annually to the Board on the adequacy and effectiveness of the Group's risk management, control and governance arrangements, and the management and quality assurance of data.
- The Audit Committee shall, on behalf of the BIMM Limited Board, ensure that there adequate and effective arrangements in place to provide transparency about value for money for students and, where appropriate, for taxpayers, and will advise the BIMM Limited Board of all matters relating to value for money.
- The Audit Committee is authorised to obtain appropriate external legal and other professional advice in order to fulfil its responsibility to the Board.
- The Audit Committee is authorised to investigate on behalf of the Board anything that threatens or adversely affects the accomplishment of the Company's aims and objectives, its assets, the reliability of all records and information, and its compliance with all relevant laws, regulations, policies and its governing instruments.

Terms of Reference:

Main Duties:

- To recommend to the Board a framework of effective audit coverage, having reviewed the internal and external audit processes and triangulating with management's representations.



- To provide assurance to the Board, through regular reports, that the internal financial control systems of the Company are adequate and are functioning properly.
- To advise the Board on the minimum and optimum level of internal and external audit arrangements.
- To ensure that regular audits are carried out in the following areas: legal, risk, financial (including statutory annual audits, VAT and PAYE), health & safety, investments and insurance.
- To monitor internal and external audit reviews and advise the Board accordingly.
- To satisfy itself that satisfactory arrangements are in place to promote economy, efficiency and effectiveness and good value for money for students of the Company
- To advise the Board on the effectiveness of policies and procedures for risk assessment and risk management.
- To investigate on behalf of the Board any financial or administrative matters which may put the Company at risk.
- To examine reports on special investigations and to advise senior management on any additional or alternative steps to be taken.
- To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
- To ensure that there is coordination and good working relationships between internal audit, external audit and any other review bodies that have been set up.
- To ensure the appropriateness of the IT Infrastructure and systems, data quality and regulatory compliance.
- To receive and consider the Company's Risk Register.
- To provide minutes of all Audit Committee meetings for consideration at Board meetings.

Internal & External Auditors:

- To determine the frequency of tendering for external auditing services.
- To consider tenders for the external auditing services and recommend to the Board which firm should carry out the annual external audit of the Company's statutory accounts and to advise on the appointment, including the remuneration and terms of appointment, the dismissal, and the acceptance of the resignation of, the external auditors.
- To scrutinise and advise the Board on the contents of the draft audit report and of any management letter that the auditors may wish to present to the Board, and to formulate for the Board's use any written representations that may be needed by the auditors in connection with the Company's statutory accounts or any other financial statements.



- To discuss with the external auditors any problems or reservations arising from the draft external audit report and draft management letter, reporting relevant issues back to the Board, and advising the Board accordingly.
- To review the performance of the Company's auditors and advise the Board on any changes that ought to be made to their terms of engagement.
- To consider tenders for the internal auditing services and recommend to the Board which firm should carry out the internal audit.
- To discuss the resources available to the Internal Audit function and appropriate reporting requirements to the Audit Committee.
- To obtain any necessary external professional advice to enable the Audit Committee to carry out its responsibilities more effectively



BIMM TopCo Limited Remuneration Committee

Meets: Minimum of once a year
Reports to: BIMM TopCo Limited Board

Composition & Membership:

- The Remuneration Committee shall consist of a minimum of three directors, one of which must be the Chair of the Board.
- The Board shall appoint the Remuneration Committee Chairman who shall be a non-executive director.
- The Company Secretary or his/her nominee shall act as the Secretary of the Remuneration Committee.
- The Remuneration Committee may invite other directors, group employees and external advisers to attend meetings as and when deemed appropriate.
- The members of the Remuneration Committee for the time being shall be:

Non-Executive Director	Alistair Cox (Chair)
Non-Executive Music Industry Director	Tony Wadsworth (Deputy Chair)
Non-Executive Director	Jez Frampton

- The quorum for decisions of the Remuneration Committee shall be two members. A duly convened meeting of the Remuneration Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Remuneration Committee.
- The Remuneration Committee shall meet at least once a year and at such other times as the Remuneration Committee Chairman shall require.
- Meetings of the Remuneration Committee may be held by telephone.
- Any member of the Remuneration Committee may request that a meeting be convened by the Secretary of the Remuneration Committee.
- Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and any supporting papers shall be forwarded to each member of the Remuneration Committee and any other person required to attend no fewer than three business days prior to the date of the meeting.

Terms of Reference:

- To determine and agree with the Board the framework or broad policy for the remuneration of the Chairman of the Company, the Chief Executive Officer, the Chief Financial Officer, and such other members of the Company's executive management as it is designated to consider. No director or manager shall be involved in any decisions on his or her own remuneration. The remuneration of the Chair of the Committee (and separately the Chair of the Board if they do not Chair this Committee) shall be decided by the Committee in absence of the Chair of the Company.



- In determining such policy, take into account all factors which it deems necessary. The objective of such policy should be to ensure that members of the Company's executive management are provided with appropriate performance-related incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the Group.
- To review the ongoing appropriateness and relevance of the remuneration policy.
- To approve the design of, and determine targets for, any performance-related pay schemes operated by BIMM and approve the total annual payments made under such schemes.
- To review the design of all share incentive plans for approval by the Board and shareholders and, for any such plans, determine each year whether awards will be made and, if so, the overall amount of such awards, the individual awards to executive directors and other executive management of the Company and the performance targets to be used;
- To determine the policy for and scope of pension arrangements for each executive director and other senior executives.
- To ensure that contractual terms on termination, and any payments made, are fair to the individual and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- Within the terms of the agreed policy, determine the total individual remuneration package of each Executive Director and other senior executives including (where appropriate) bonuses, incentive payments and share options or other share awards.
- To be aware of and advise on any major changes in BIMM employee benefit structures.
- To be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee, as well as obtaining reliable, up to date information about remuneration in other companies. The Remuneration Committee shall have full authority to commission any reports or surveys which it deems necessary to assist in fulfilling its obligations.

Reporting Responsibilities:

- The Remuneration Committee Chairman shall report formally to the Board on its proceedings after each Remuneration Committee meeting.

Authority:

- To seek any information, it requires from any employee, consultant and other provider of services to the Company (for example, solicitors, tax advisers, management consultants) in order to perform its duties.
- To obtain, at the Company's expense, independent legal or other professional advice on any matter within its terms of reference.



BIMM TopCo Limited Nominations Committee

Composition & Membership

- The Nominations Committee shall consist of a minimum of three non-executive directors. The quorum for the meeting shall be two members.
- The members of the Nomination Committee for the time being shall be:

Non-Executive Director	Alistair Cox (Chair)
Non-Executive Music Industry Director	Tony Wadsworth (Deputy Chair)
TBC	TBC

Terms of Reference:

- To manage, on behalf of Board, the appointment process of all appointed members of Board and its sub-committees.
- To make recommendations to Board on the appointment and re-appointment of all appointed members.
- To ensure that there is an appropriate mix of skills and experience on Board to enable it to fulfil its responsibilities.
- To oversee the induction process for new members of Board.
- To recommend to the Board the appointment of the Chair and Deputy Chair of the Board.



BIMM Limited Nominations Committee

Meets: At least once a year.
Reports to: BIMM Limited Board

Composition & Membership

- The Nominations Committee shall consist of a minimum of two non-executive directors and the Chief Executive Officer & Head of Institution. The quorum for the meeting shall be two members.
- The members of the Nomination Committee for the time being shall be:

Non-Executive Director	Alistair Cox (Chair)
Non-Executive Music Industry Director	Tony Wadsworth (Deputy Chair)
Chief Executive Officer & Head of Institution	Adam Carswell

Other members of the Executive Management Group may be invited by the Chair to attend meetings of the Committee to participate in the discussion of specific agenda items.

Terms of Reference:

- To manage, on behalf of the Board, the appointment process for all appointed members of the Board and its sub-committees, including the engagement of any external search consultants.
- To make recommendations to the Board on the appointment and re-appointment of appointed members, taking account of the overall diversity of the Board and its subcommittees and ensuring that there is an appropriate mix of skills and experience on the Board to enable it to fulfil its responsibilities.
- To oversee the induction process for new members of the Board.
- To make recommendations to the Board on succession planning for the Board and the Executive Management Group and to oversee the implementation of any agreed actions.
- To report to the BIMM Limited Board through its minutes and other reports as required.

Conduct of Meetings:

- The Committee shall normally hold ordinary meetings at least once a year and hold such other meetings as may be necessary for the efficient discharge of their functions.
- The Chair and the Deputy Chair shall be appointed by the BIMM Limited Board for an initial period of three years, renewable for two further three-year periods. The Chair shall preside at all meetings of the Board. If the Chair is absent from any meeting, the Deputy Chair shall act as Chair of that meeting.
- Agenda and papers shall be circulated in advance for all meetings and all meetings shall be fully minuted.

Chair's Action:

- The BIMM Limited Board has determined that the Chair of the Nominations Committee shall have delegated powers to act on the Committee's behalf between scheduled meetings as detailed



in this code. Chair's action is authorised where the matter involves:

- Items of routine business that would not normally merit discussion at a meeting of the Committee;
 - Matters relating to the implementation of decisions that have already been approved by the Committee; and
 - Any issue which, in the view of the Chair, is too urgent and important for consideration to be deferred until the next scheduled meeting of the Committee, especially where any lack of timely action could damage the interests of the Institution.
- Where the Chair has exercised their delegated authority to act on behalf of the Committee, a report on the action taken, along with any background documents, will be made to the next scheduled meeting of the Committee where the Chair will explain the reason action was taken.



BIMM Institute Senior Management Group (SMG)

Meets: Minimum of three times per year, normally termly
Reports to: Executive Management Group

Composition:

- Chief Operating Officer, UK Colleges (Chair)
- Business Development Director (Performing Arts) & Executive Principal, Germany
- Business Development Director (Film & TV) & Executive Principal, Ireland
- Director of Recruitment & Admissions (UK)
- College Principals
- ADQA Representative
- Marketing Representative
- Finance Representative
- Group Head of Estates
- Group Head of MIS & Applications

In attendance:

Additionally, where required, reports from:

- Members of College Management Teams or Executive Management Group
- Group Head of IT

Terms of Reference:

- To provide leadership and direction for each College to deliver the BIMM Institute strategic plan including growth in new sectors;
- To ensure the effective delivery of curriculum and resources within each college;
- To maintain and monitor delivery in the colleges in line with BIMM Institute policy, strategic and financial planning;
- To agree, review and monitor annual targets for recruitment, retention and achievement and develop strategies to ensure that each college meets its targets in these areas;
- To receive and consider updates on the Careers and Employability strategy of the group to ensure the quality of employability outcomes and opportunities in each college;
- To monitor and respond to issues of health and safety within each group of colleges.



Access & Participation Committee (APC)

Meets: Minimum of four times a year, normally termly plus a late Summer meeting
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- Head of Access & Participation (Chair), *ex officio*
- Chief Operating Officer, UK Colleges (Deputy Chair)
- Director of Recruitment & Admissions (UK Music Colleges), *ex officio*
- Head of Brand & Communications, *ex officio*
- Head of MIS, *ex officio*
- UK Applicant Experience & Events Manager, *ex officio*
- A UK College Principal (Music)
- A UK College Principal (Performing Arts)
- A UK College Principal (Screen & Film)
- A UK Head of Learning & Teaching
- A UK Head of Student Services
- A UK Local Applicant Experience Manager
- ADQA Team representative
- Finance Team representative
- Industry & Careers Team representative

The Access & Participation Committee has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus 4 other full members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to all members for consideration and approval. Decisions will be approved in such circumstances by a majority of members by email. Where an urgent decision is required, the Chair shall be empowered to take action on behalf of the Committee. Such action shall be reported to the Committee at its next meeting.

Terms of Reference:

The Committee has delegated authority from the BIMM Limited Academic Board for oversight of authoring, implementing and monitoring the BIMM Limited Access & Participation Plan.

The Committee shall also have the following specific responsibilities:

- To oversee the drafting of the BIMM Access & Participation Plan in accordance with the requirements of the Office for Students and make recommendations to Academic Board for approval.
- To monitor BIMM Limited's obligations under the approved Access & Participation Plan.
- To monitor and evaluate progress towards the targets set within the Access & Participation Plan and produce an annual summary report of this progress for Academic Board.
- To make recommendations on financial support packages available to students for approval by the Executive Management Group (EMG).



- To note financial implications (if any) for reporting to EMG as part of the annual budget setting process.
- To assess changes in the regulatory framework and guidance provided by the Office for Students which affect the BIMM Access & Participation Plan and make appropriate recommendations to Academic Board, seeking external advice where appropriate.
- To identify risks that may limit BIMM's ability to meet the targets set in the BIMM Access & Participation Plan and make appropriate recommendations to Academic Board.
- To establish an Access & Participation Student Working Group each year, which will meet at least twice annually and provide feedback to the APC on its activities and initiatives.
- To seek independent advice on Access and Participation matters where appropriate.



Consumer Protection Compliance Committee (CPCC)

Meets: Minimum of once per year
Reports to: BIMM Limited Academic Board

Composition:

- Dean of Learning, Teaching & Research (Chair), *ex officio*
- Chief Operating Officer, UK Colleges, *ex officio*
- Director of Finance, *ex officio*
- Head of Student Finance, Revenue & Collections, *ex officio*
- Head of Admissions (UK) , *ex officio*
- Head of Brand & Communication, *ex officio*
- A UK Head of Student Support

In Attendance:

- Academic Development Officer (Secretary)

Terms of Reference:

- To consider the implications for BIMM Limited arising from the Consumer Rights Act 2015 and the subsequent Competition & Markets Authority (CMA) guidance to Higher Education Institutions.
- To propose changes to policy, process and practice to ensure compliance with the Act and guidance from the CMA.
- To submit all minutes to Academic Board.



Further Education Learning, Teaching & Enhancement Committee (FELTEC)

Meets: A minimum of three times a year, normally termly
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- Dean of Academic Development (Chair), *ex officio*
- Associate Dean of Learning & Teaching (Deputy Chair), *ex officio*
- Associate Dean of Digital Learning, *ex officio*
- An FE College Lead (or equivalent) from each College delivering Further Education
- One Head of Student Services, appointed by Academic Board for a period of 2 years*
- An elected Student Representative from each College delivering Further Education
- An external academic member, appointed by Academic Board for a period of 3 years

In attendance:

- Academic Development Officer (Secretary to the Committee)
- Senior academic managers and Heads of Student Services who are not full members are entitled to engage with FELTEC meetings online but will not have voting rights.

FELTEC has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus three other staff members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

*Although members are appointed for 2 years, membership and composition will be reviewed annually to ensure appropriate representation on the committee.

Terms of Reference:

Strategy & Policy

- To advise Academic Board on all matters relating to learning, teaching and enhancement in Further Education as they affect strategic academic planning and policy.
- To keep a watching brief and advise Academic Board on external Further Education agendas, initiatives, developments and funding opportunities.
- To advise the Quality Assurance & Compliance Committee of any matters relating to Further Education awarding body quality assurance requirements, as appropriate.
- To advise the Higher Education Learning, Teaching & Enhancement Committee of any Further Education specific matters related to the Institute's:
 - Academic Staff Development Strategy
 - Learning & Teaching Strategy
 - Teaching Observation Strategy
- To consider any suggestions for amendments to Further Education policies and procedures and to make recommendations for changes to Academic Board.



Learning, Teaching & Enhancement

- To formulate and keep under review a strategy for the dissemination of identified good practice in learning, teaching and assessment in Further Education around the colleges.
- To formulate and oversee the process for annual review of the Institute's Further Education provision.
- To approve on behalf of Academic Board proposals for new Further Education courses.
- To approve on behalf of Academic Board changes to existing Further Education courses.
- To oversee the authoring of and to approve for submission to Academic Board the annual Higher Education Learning & Teaching Report.

Subcommittees & Working Groups

- To establish, approve the composition and terms of reference for, and receive minutes and reports from the following subcommittees:
 - Further Education Boards of Studies (FEBoS).



Higher Education Learning, Teaching & Enhancement Committee (HELTEC)

Meets: A minimum of three times a year, normally each semester
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- Dean of Learning, Teaching & Research (Chair), *ex officio*
- Dean of Academic Development (Deputy Chair), *ex officio*
- Associate Dean of Learning & Teaching, *ex officio*
- Associate Dean of Digital Learning, *ex officio*
- Four senior academic managers representing the Music Colleges (to be drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching), including at least one from a non-UK college, appointed by Academic Board for a period of 2 years*
- One senior academic manager representing the Performing Arts Colleges (to be drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching), appointed by Academic Board for 2 years*
- One academic representative from the Postgraduate School, appointed by Academic Board for a period of 2 years*
- One Head of Student Services, appointed by Academic Board for a period of 2 years*
- An elected Undergraduate student representative from each college
- An elected Postgraduate student representative
- An external academic member, appointed by Academic Board for a period of 3 years

In attendance:

- Academic Development Officer (Secretary to the Committee)
- Senior academic managers and Heads of Student Services who are not full members are entitled to engage with HELTEC meetings online but will not have voting rights.

HELTEC has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus three other staff members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

*Although members are initially appointed for 2 years, this will be reviewed annually to ensure appropriate representation from across the Institute.

Terms of Reference:

Strategy & Policy

- To advise Academic Board on all matters relating to learning, teaching and enhancement in Higher Education as they affect strategic academic planning and policy.
- To keep a watching brief and advise Academic Board on external enhancement agendas in Higher Education and initiatives and education development funding opportunities.
- To recommend for the approval of Academic Board, and keep under review, policies relating to Higher Education internal course approval, learning and teaching, assessment, and peer observation of teaching.



- To formulate, and keep under review, the Institute's Learning & Teaching Strategy for recommendation to Academic Board for approval and monitor progress towards achieving objectives and approve and monitor the implementation of associated College Action Plans.
- To recommend for the approval of Academic Board the Institute's submissions to the Teaching Excellence Framework (TEF).
- To formulate and keep under review policy relating to the provision of academic learning resources and make recommendations as appropriate for the approval of Academic Board.
- To formulate and keep under review a strategy for the dissemination of identified good practice in learning, teaching and assessment in Higher Education within the colleges.
- To determine priority areas for development and enhancement in Higher Education in the colleges and commission and support the delivery of targeted education development and training activities and evaluate the effectiveness of such activities.
- To recommend to Academic Board for approval amendments to assessment regulations and procedures for Higher Education prior to their submission to the appropriate Awarding Institution.
- To recommend for the approval of Academic Board policies relating to learning, teaching and assessment, course approval/re-approval, and enhancement in Higher Education required for the implementation of Taught Degree Awarding Powers.

Subcommittees & Working Groups

- To establish, approve the composition and terms of reference for, and receive minutes and reports from the following subcommittees:
 - Boards of Studies
 - Digital Learning & Teaching Working Group
 - Learning & Teaching Conference Steering Group
 - Learning & Teaching Development Projects Approval Panel
 - Retention & Achievement Working Group
 - Staff Induction & Training Working Group
 - Teaching Observation Working Group
- To delegate authority to the Learning & Teaching Conference Steering Group to determine the venue, timing and theme of the annual learning and teaching conference in line with the approved budget, and to approve submissions for inclusion in the conference programme.

Learning, Teaching & Enhancement

- To receive and review the annual report on Learning & Teaching in Higher Education, including details of the annual cycle of teaching observations, identification of good practice, and actions plans, and approve the report for consideration by Academic Board.
- To approve action plans arising from the annual report on Learning & Teaching in Higher Education and monitor their implementation and recommend any changes of policy for the approval of Academic Board.
- To receive reports on resources required for the effective delivery of learning and teaching in Higher Education from college Boards of Studies and College Management Teams.



- To oversee the authoring of and to approve for submission to Academic Board the annual Higher Education Learning & Teaching Report.

Curriculum Development & Course Approval

- To keep under review, for the consideration of Academic Board, the annual schedule of internal and external Higher Education course validations and revalidations and to monitor progress towards successful outcomes.
- To approve on behalf of Academic Board, and in accordance with procedures laid down by Academic Board, proposal documentation for new Higher Education courses prior to submission to the appropriate Awarding Institution for approval.
- To approve on behalf of Academic Board, and in accordance with procedures laid down by Academic Board, major and minor changes to existing Higher Education courses on the recommendation of the appropriate Board(s) of Studies before recommending changes to the Awarding Institutions.
- To undertake on behalf of Academic Board, and in accordance with procedures laid down by Academic Board, Internal Approval for new Higher Education courses including convening approval panels with delegated authority to determine that the documentation for new courses be submitted to the appropriate Awarding Institution for validation.

To undertake on behalf of Academic Board, and in accordance with procedures laid down by Academic Board, Internal Approval for Higher Education courses requiring revalidation, including convening approval panels with delegated authority to determine that the documentation be submitted to the appropriate Awarding Institution for revalidation.

Any confidential matters regarding examination papers or issues regarding individual students and staff will be discussed without the presence of student representatives.



Professorial Appointments Committee (PAC)

Meets: Normally annually, in June
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- A BIMM Limited Non-Executive Academic Director with Professorial title, *ex officio* (Chair)
- Chair of Academic Board, *ex officio* (Deputy Chair)
- Dean of Learning, Teaching & Research, *ex officio*
- An Executive Principal (or equivalent), nominated by the Executive Management Group and appointed by Academic Board
- A member of the Learning, Teaching & Enhancement Committee appointed by Academic Board
- A member of the Research & Enterprise Committee appointment by Academic Board
- A Student Representative appointed by Academic Board
- Two external academic members with Professorial title appointed by Academic Board

In attendance:

- Head of People Team (or nominee)
- Secretary to the Committee

The Professorial Appointments Committee has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus two other internal members and one external member.

In exceptional circumstances, decisions on the awarding of professorial title during the year to new appointments to the Institute can be made by a quorate group of the committee whose decisions should be reported to the committee at the next full meeting.

The two appointed external members will provide guidance and advice on the appropriate standards with regard to external practice.

The appointed staff members will serve for a period of up to three years and are eligible for reappointment for one further year.

The Student Representative will serve for a period of one year and is eligible for reappointment for one further year.

Terms of Reference:

- To consider and determine the outcome of applications for Professor (including Visiting Professor and Emeritus Professor) and Associate Professor.
- To report the decisions of the committee to the Academic Board through its minutes.



Quality Assurance & Compliance Committee (QACC)

Meets: Minimum of three times a year, normally each semester
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- Head of Quality Assurance (Chair), *ex officio*
- Academic Registrar (Deputy Chair), *ex officio*
- International Admissions & Compliance Manager, *ex officio*
- Four senior academic managers representing the Music Colleges (to be drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching), including at least one from a non-UK college, appointed by Academic Board for a period of 2 years*
- One senior academic manager representing the Performing Arts Colleges (to be drawn from Heads of Education, Heads of Higher Education and Heads of Learning & Teaching), appointed by Academic Board for 2 years*
- One Further Education academic manager, appointed by Academic Board for a period of 2 years*
- One Head of Student Services from the colleges, appointed by Academic Board for a period of 2 years*
- An elected HE student representative from each college
- An elected FE student representative from one college
- An external academic member, appointed by Academic Board for a period of 3 years

In attendance:

- Quality Assurance Officer (Secretary to the Committee)
- Senior academic managers and Heads of Student Services who are not full members will be entitled to engage with QACC meetings online but will not have voting rights.

The Quality Assurance & Compliance Committee has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus three other staff members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

*Although members are appointed for 2 years, membership and composition will be reviewed annually to ensure appropriate representation on the committee.

Terms of Reference:

Strategy & Policy

- To advise Academic Board on all matters pertaining to quality assurance as they affect strategic academic planning and policy.
- To monitor all guidance and requirements issued by the Office for Students, the Quality Assurance Agency and Ofsted: initiating, co-ordinating and monitoring the effectiveness of action as appropriate.
- To formulate and keep under review the Institute's Quality Assurance & Enhancement Strategy and associated operational plans for recommendation to Academic Board for approval and to monitor progress towards achieving objectives.



- To develop for the approval of Academic Board, and keep under review, the Institute's systems, policies and guidance for assuring and enhancing the quality of students' learning experience and maintaining academic standards and to formulate and recommend policy and procedural changes to Academic Board.
- To develop for the approval of Academic Board, and keep under review, processes for the annual review of modules and courses at Further Education, Undergraduate and Postgraduate taught levels, including student course and module surveys, and to consider and manage the outcomes of these processes.
- To keep centre approval events under review and oversee the approval of Colleges for the delivery of existing and new provision, in line with the Delivery Centre Approval Procedure, monitoring progress against successful outcomes.

Academic Key Performance Indicators

- To propose annually for the approval of Academic Board the academic Key Performance Indicators (KPIs) and targets used to measure academic performance, including but not limited to retention, progression/continuation, achievement and National Student Survey outcomes.
- To consider for the approval of Academic Board an annual report on overall performance against the agreed KPIs, to recommend actions to be taken to improve performance and to monitor the implementation of action plans.
- To identify from the annual review of performance against the agreed KPIs any course or college that has underperformed significantly, to approve a programme of development and engagement to improve performance and to monitor its effectiveness.
- To receive reports on performance against KPIs at course and college level and to advise Academic Board of emerging issues and recommend actions to be taken to improve performance.
- To consider the outcome from the National Student Survey, to propose an action plan for the approval of Academic Board and monitor the implementation of that action plan.
- To receive reports regarding mitigation, complaints, appeals, misconduct, fitness to study and cases submitted to validating partners, awarding bodies or the Office of the Independent Adjudicator, as appropriate.

Annual Course Monitoring

- To consider and approve a summary of the Institute's Higher Education Annual Monitoring Reports and action plans and to report to Academic Board institute-wide matters arising from reports by External Examiners and annual monitoring of courses in the annual report to Academic Board on Annual Course Monitoring.
- To consider External Examiner Reports for each Higher Education course and highlight good practice and areas of enhancement for inclusion in the annual External Examiner Summary Report to be considered by Academic Board.
- To monitor the outcomes from, and the effectiveness of, the External Examiner system, to consider recommendations on External Examiner nominations from Boards of Studies, and to approve nominations thereon to Academic Board.



- To consider and approve a summary of the Institute's Further Education Annual Self-Assessment Reports and action plans and to report to Academic Board institute-wide matters arising from reports from external verifiers and annual self-assessment of courses in the annual report to Academic Board on Annual Self-Assessment.

External Quality Assurance Engagement

- To recommend for the approval of Academic Board written submissions for external quality assurance reviews by the Office for Students, the Quality Assurance Agency, Ofsted, validating partners and awarding bodies.
- To consider the outcomes of external quality assurance reviews by the Office for Students, the Quality Assurance Agency, Ofsted, validating partners and awarding bodies, make recommendations to Academic Board on actions required to improve and/or enhance provision and to monitor the implementation of action plans.
- To receive reports as appropriate from the HE Learning, Teaching & Enhancement Committee on quality and standards issues emerging from internal course approvals and external course validations, and to make recommendations for action as appropriate to Academic Board.
- To receive reports as appropriate from the FE Learning, Teaching & Enhancement Committee on quality and standards issues emerging from course approvals and to make recommendations for action as appropriate to Academic Board.
- To consider reports from validating partners, awarding bodies and Further Education funding partners regarding the outcomes of annual and periodic reviews of collaborative provision, and any other matters relating to the quality assurance or academic standards of collaborative provision, propose action plans for the approval of Academic Board and monitor the implementation of action plans.

To consider Ofsted reports on Further Education partners regarding the outcomes of reviews of provision, and any other matters relating to the quality assurance or academic standards of provision and propose actions for the approval of Academic Board.

Compliance

- To advise Academic Board on all matters pertaining to BIMM Limited's compliance with the conditions of BIMM Limited's Tier 4 licence from the UK Visas & Immigration Service and to report any potential breaches thereof to Academic Board.
- To advise Academic Board on all matters pertaining to BIMM Limited's compliance with the UK Prevent Duty and to report any potential breaches thereof to Academic Board.
- To consider, recommend for the approval of Academic Board, oversee the implementation of, and keep under review all policies and procedures and the annual return in support of BIMM Limited's compliance with the UK Prevent Duty.

Subcommittees

- To establish, approve the composition and terms of reference for, and receive minutes and reports from the following subcommittees:
 - Annual Course Monitoring Committee (HE)
 - Annual Self-Assessment Committee (FE)



- To delegate authority to the Annual Course Monitoring Committee (HE) to approve, on behalf of the Quality Assurance & Compliance Committee, Annual Course Monitoring Reports and responses to External Examiners Reports prior to their submission to the Awarding Institution.
- To delegate authority to the Annual Self-Assessment Committee (FE) to approve, on behalf of the Quality Assurance & Compliance Committee, Annual Self-Assessment Reports and responses to External Verifier Reports prior to their submission to the partner college and/or Awarding Body.



Research & Enterprise Committee (REC)

Meets: Minimum of three times a year, normally each semester
Reports to: BIMM Limited Academic Board (AcBd)

Composition:

- Dean of Learning, Teaching & Research (Chair), *ex officio*
- Associate Dean of Learning & Teaching (Deputy Chair), *ex officio*
- Up to five academic members of staff from the UK Music Colleges, appointed by Academic Board for a period of two years*
- Up to three academic members of staff from the Performing Arts Colleges, appointed by Academic Board for a period of 2 years*
- Up to two academic members of staff from the German Music Colleges, appointed by Academic Board for a period of 2 years*
- One academic member of staff from the Dublin College, appointed by Academic Board for a period of 2 years*
- One academic member of staff from the Postgraduate School, appointed by Academic Board for a period of 2 years*
- One College Principal, appointed by Academic Board for a period of 2 years*
- One Head of Learning & Teaching, appointed by Academic Board for a period of 2 years*
- Up to two external members from the sector with expertise in research/enterprise, appointed by Academic Board for a period of 3 years

In attendance:

- Academic Development Officer (Secretary)

The Research & Enterprise Committee has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this committee to be quorate will be the Chair or Deputy Chair plus four other academic members.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

*Although members are initially appointed for 2 years, this will be reviewed annually to ensure appropriate representation from across the Institute.

Terms of Reference:

Strategy & Policy

- To advise Academic Board on all matters relating to research and enterprise as they affect strategic academic planning and policy.
- To keep a watching brief and advise Academic Board on external research and enterprise agendas and potential funding opportunities.
- To formulate and keep under review the BIMM Institute Research & Enterprise Strategy and associated operational plans for recommendation to Academic Board for approval and to monitor progress towards achieving objectives.



- To approve institutional applications for external research funding and, if successful, receive reports on their progress.
- To promote and exchange best practice in relation to the enhancement and management and conduct of research and knowledge exchange activities.
- To formulate and monitor the implementation of a strategy to facilitate interaction between colleges and our Awarding Institutions and promote institute-wide, collaborative and interdisciplinary research.

Research Projects & Postgraduate Study Schemes

- To approve and oversee the BIMM Institute Research Projects Scheme and receive regular reports on each project's progress.
- To approve and oversee the BIMM Institute Postgraduate Study Scheme and receive regular reports on the progress and implementation of the scheme.

Subcommittees

- To establish, approve the composition and terms of reference for, and receive minutes and reports from the following subcommittees as appropriate:
 - Ethical Approval Committee
 - Research Funding Approval Committee
 - Postgraduate Study Support Approval Panel
- To delegate authority to the Ethical Approval Committee to approve ethical review applications from staff and students for research projects undertaken at BIMM Institute.
- To delegate authority to the Research Funding Approval Committee to approve applications for research project funding and postgraduate study funding.
- To delegate authority to the Postgraduate Study Support Approval Panel to approve applications for postgraduate study funding and receive updates on individual participants progress.



BIMM Institute/University of Sussex Postgraduate Progress & Award Board (UoS PgPAB)

Meets: Normally twice annually
Reports to: Awarding Institution and BIMM Limited Academic Board

Composition:

- Chair (Senior University Representative)
- Deputy Chair (Dean of Learning, Teaching & Research)
- PgCert Course Leader
- PgCert External Examiner

In attendance:

- PgCert Course Manager (minutes)
- University representative(s)

BIMM Institute Progress & Award Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair, one academic member of staff and one External Examiner for boards at which awards are being made. For Retrievals Boards, External Examiners are not required to attend, but should be available for consultation by phone if necessary.

Terms of Reference:

- To determine whether candidates have satisfied the rules for progression from one stage of a course to the next.
- To determine the re-sit or repeat requirements in the event of failure of a stage or of the award.
- To consider and determine whether compensation or condonement should be applied in the event of module failure or other circumstances where academic credit is not achieved.
- To confirm the award of academic credit.
- To implement the recommendations of the Mitigating Evidence Committee (MEC) and enable students with condoned mitigation to complete Sits at the earliest available opportunity.
- To recommend awards to those candidates who have satisfied the appropriate assessment requirements for the awards.
- To make recommendations, if appropriate, on changes to arrangements for progression, award, re-sit and repeat.



BIMM Institute/University of Sussex Undergraduate Award Board (UoS AwBd)

Meets: Normally twice annually
Reports to: Awarding Institution and BIMM Limited Academic Board

Composition:

- Chair (Senior University Representative)
- Deputy Chair (Academic Director & Provost)
- College Principals
- Heads of Education/Heads of Higher Education
- Academic Registrar/Deputy Academic Registrar
- External Examiners for courses under consideration

In attendance:

- HE Administrator (or equivalent)
- University representative(s)
- Minute taker(s)

BIMM Institute Award Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair, one academic member of staff and one External Examiner. For Retrievals Award Boards, External Examiners are not required to attend, but should be available for consultation by phone if necessary.

Terms of Reference:

- To consider and determine whether compensation or condonement should be applied in the event of module failure or other circumstances where academic credit is not achieved.
- To confirm the award of academic credit.
- To recommend awards to those candidates who have satisfied the appropriate assessment requirements for the awards.
- To make recommendations, if appropriate, on changes to arrangements for progression, award, re-sit and repeat.



BIMM Institute Postgraduate Progress & Award Board (PgPAB)

Meets: Normally twice annually
Reports to: BIMM Limited Academic Board

Composition:

- Chair (Academic Director & Provost)
- Deputy Chair (Dean of Learning & Teaching)
- College Principals for those colleges in which the courses are delivered
- Heads of Education/Higher Education
- Course Leaders for those courses under consideration
- Academic Registrar/Deputy Academic Registrar
- External Examiners for those courses under consideration

In attendance:

- Course Manager
- HE Administrator (or equivalent)
- Minute Taker(s)

BIMM Institute Award Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair, one academic member of staff and one External Examiner.

Terms of Reference:

- To determine whether candidates have satisfied the rules for progression from one stage of a course to the next.
- To determine the re-sit or repeat requirements in the event of failure of a stage or of the award.
- To confirm the award of academic credit.
- To recommend awards to those candidates who have satisfied the appropriate assessment requirements for the awards.
- To consider and determine whether compensation or condonement should be applied in the event of module failure or other circumstances where academic credit is not achieved and, where not applied, to determine the re-sit or repeat requirements.
- To make recommendations, if appropriate, on changes to arrangements for award, re-sit and repeat.



BIMM Institute Undergraduate Award Board (AwBd)

Meets: Normally twice annually
Reports to: BIMM Limited Academic Board

Composition:

- Chair (Academic Director & Provost)
- Deputy Chair (Head of Education/Higher Education from the host College)
- College Principals
- Heads of Education/Higher Education
- Course Leaders for those courses under consideration
- Academic Registrar/Deputy Academic Registrar
- External Examiners for those courses under consideration

In attendance:

- HE Administrator (or equivalent)
- Minute Taker(s)

BIMM Institute Award Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair, one academic member of staff and one External Examiner.

Terms of Reference:

- To confirm the award of academic credit.
- To recommend awards to those candidates who have satisfied the appropriate assessment requirements for the awards.
- To consider and determine whether compensation or condonement should be applied in the event of module failure or other circumstances where academic credit is not achieved and, where not applied, to determine the re-sit or repeat requirements.
- To make recommendations, if appropriate, on changes to arrangements for award, re-sit and repeat.



College Progress Board (PB)

Meets: Normally twice annually
Reports to: Awarding Institution and BIMM Limited Academic Board

Composition:

- Chair (College Principal)
- Deputy Chair (Head of Education/Head of Higher Education)
- Course Leaders for those courses under consideration
- External Examiners for those courses under consideration (optional)

In attendance:

- HE Administrator (or equivalent)
- ADQA representative
- University representative(s)
- Administrator(s)

BIMM Institute Progress Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair and one academic member of staff. External Examiners are not required to attend, but they should be available for consultation by phone if necessary.

Terms of Reference:

- To determine whether candidates have satisfied the rules for progression from one stage of a course to the next.
- To determine the re-sit or repeat requirements in the event of failure of a stage or of the award.
- To consider and determine whether compensation should be applied in the event of module failure or other circumstances where academic credit is not achieved.
- To confirm the award of academic credit.
- To implement the recommendations of the Mitigating Evidence Committee (MEC) and enable students with condoned mitigation to complete Sits at the earliest available opportunity.
- To make recommendations, if appropriate, on changes to arrangements for progression, re-sit and repeat.



College Interim Progress Board (IPB)

Meets: As required

Reports to: Awarding Institution and BIMM Limited Academic Board

Composition:

- Chair (College Principal)
- Deputy Chair (Head of Education/Head of Higher Education)
- Course Leaders for those courses under consideration
- External Examiners for those courses under consideration (optional)

In attendance:

- HE Administrator (or equivalent)
- Administrator(s)
- ADQA representative (optional)

BIMM Institute Interim Progress Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair and one academic member of staff.

Terms of Reference:

- To monitor the progress of candidates during the academic year and make referrals to the Student Academic Risk Committee (SARC).
- To implement the recommendations of the Mitigating Evidence Committee (MEC) and enable students with condoned mitigation to complete Sits at the earliest available opportunity.
- To determine the re-sit requirements in the event of failure of a completed module.



College Module Assessment Board (MAB)

Meets: Normally twice annually
Reports to: Awarding Institution and BIMM Limited Academic Board

Composition:

- Chair (College Principal)
- Deputy Chair (Head of Education/Head of Higher Education)
- Course Leaders for those courses under consideration
- Module Leaders for those courses under consideration
- External Examiners for those courses under consideration (optional)

In attendance:

- HE Administrator (or equivalent)
- ADQA representative
- Administrator(s)

BIMM Institute Module Assessment Boards have the authority to co-opt up to 2 members for a maximum of 3 years.

Quoracy

The minimum quoracy is the Chair or Deputy Chair and one academic member of staff. External Examiners are not required to attend, but they should be available for consultation by phone if necessary.

Terms of Reference:

- To monitor marks distribution for individual courses and to determine what action should be taken (if any) in respect of aberrant sets of marks.
- To receive comments from External Examiners relating to the modules under consideration.
- To finalise marks for each module.



Postgraduate Board of Studies (PG BoS)

Meets: Termly
Reports to: Learning, Teaching & Enhancement Committee

Composition:

- Dean of Learning, Teaching & Research (Chair)
- Heads of Education/Higher Education
- PgCert Course Leader
- Head of Learning & Teaching Enhancement
- PgCert Course Manager (Secretary to the Board)
- Heads of Student Services for colleges in which the graduate version of the course runs
- A Student Representative from each cohort of the PgCert running at each College

In attendance:

- Awarding institution link tutor

The Postgraduate Board of Studies has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this board to be quorate will be the Chair plus two other academic members and two student representatives. Members may provide a nominee if unavailable.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

Terms of Reference:

- To consider views and make recommendations to LTEC concerning any academic matter relating to courses and/or modules within its remit and any other matter requiring consideration.
- To monitor the effectiveness of the delivery of courses within the remit of the Board in order to ensure course objectives are achieved and to assure the effective operation of the courses, including receipt of the annual course reports.
- To keep under review course admission criteria, placement and work-based learning arrangements and ensure the accuracy of information, advice and guidance to applicants and students in published information for courses within the remit of the Board, including course handbooks.
- To consider and approve minor modifications to courses within the remit of the Board in accordance with the BIMM Institute HE Course & Module Modifications policy.
- To ensure the administration of the examination and assessment arrangements is conducted in accordance with the agreed course requirements, following BIMM Institute and Awarding Institution procedures.
- To advise Quality Assurance Committee on External Examiner nominations and to ensure they are inducted and appropriately briefed on course examination and assessment requirements and related matters.
- To consider issues arising from students and staff in relation to course delivery and management and to recommend action as appropriate or to refer matters for consideration



and approval to the appropriate authority as required.

- To keep under review the resources required for the effective delivery of the course(s) under its remit and to ensure LTEC and College Management Teams are apprised of requirements as appropriate, including library and e-resources on the BIMM Institute VLE.
- To make recommendations to LTEC on in-year assessment changes arising from unforeseen issues to ensure the effective delivery and assessment of the course(s) under its remit and to provide regular reports as required to relevant college committees.
- To submit its minutes to LTEC and report all quality assurance matters to QACC.

Confidentiality:

Any issues of a personal, confidential or sensitive nature which are raised at the meeting (e.g. regarding an individual member of staff or student) should be dealt with accordingly. The Chair may ask that students present do not discuss such issues outside of the meeting so that they can be dealt with in the appropriate manner, respecting the right of confidentiality of those concerned. Alternatively, the Chair may decide that the particular issue will not be discussed further at the Board but will instead be referred to a more appropriate external channel for consideration.



College Higher Education Board of Studies (HE BoS)

Meets: Termly
Reports to: Learning, Teaching & Enhancement Committee

Composition:

- Head of Education/Higher Education (Chair)
- Course Leader of each course for which the BoS is responsible
- Academic Heads of Department
- Head of Student Services
- HE Administrator or equivalent (may also act as Secretary)
- A Student Representative from each course in the portfolio for which the BoS is responsible

In attendance:

- Secretary (minutes)
- Awarding Institution Link Tutor
- College Principal (optional)

The College HE Board of Studies has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this board to be quorate will be the Chair plus two other academic members and two student representatives. Members may provide a nominee if unavailable.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

Terms of Reference:

- To consider views and make recommendations to LTEC concerning any academic matter relating to courses and/or modules within its remit and any other matter requiring consideration.
- To monitor the effectiveness of the delivery of courses within the remit of the Board in order to ensure course objectives are achieved and to assure the effective operation of the courses, including receipt of the annual course reports.
- To keep under review course placement and work-based learning arrangements and ensure the accuracy of information, advice and guidance to students in published information for courses within the remit of the Board, including course handbooks.
- To consider and approve minor modifications to courses within the remit of the Board in accordance with the BIMM Institute HE Course & Module Modifications policy.
- To ensure the administration of the examination and assessment arrangements is conducted in accordance with the agreed course requirements, following BIMM and Awarding Institution procedures.
- To consider issues arising from students and staff in relation to course delivery and management and to recommend action as appropriate or to refer matters for consideration and approval to the appropriate authority as required.
- To keep under review the resources required for the effective delivery of the course(s) under its



remit and to ensure LTEC and College Management Teams are apprised of requirements as appropriate, including library and e-resources on the BIMM Institute VLE.

- To make recommendations to LTEC on in-year assessment changes arising from unforeseen issues to ensure the effective delivery and assessment of the course(s) under its remit and to provide regular reports as required to relevant college committees.
- To submit its minutes to LTEC and report all quality assurance matters to QACC.

Confidentiality:

Any issues of a personal, confidential or sensitive nature which are raised at the meeting (e.g. regarding an individual member of staff or student) should be dealt with accordingly. The Chair may ask that students present do not discuss such issues outside of the meeting so that they can be dealt with in the appropriate manner, respecting the right of confidentiality of those concerned. Alternatively, the Chair may decide that the particular issue will not be discussed further at the Board but will instead be referred to a more appropriate external channel for consideration.



College Further Education Board of Studies (FE BoS)

Meets: Termly
Reports to: Learning, Teaching & Enhancement Committee

Composition:

- Head of Education (Chair)
- Course Leader of each course for which the BoS is responsible
- FE Centre Manager (Brighton only)
- Academic Heads of Department
- Head of Student Services
- FE Exams Officer (may also act as Secretary)
- A Student Representative from each course in the portfolio for which the BoS is responsible

In attendance:

- Secretary (minutes)
- Partner Institution Representative
- College Principal (optional)

The College FE Board of Studies has the authority to co-opt up to 2 members for a maximum 3 years.

The minimum number of attendees for this board to be quorate will be the Chair plus two other academic members and two student representatives. Members may provide a nominee if unavailable.

In exceptional circumstances, business outside of the standard meeting schedule will be circulated electronically to the membership for consideration and/or signed off by Chair's Action.

Terms of Reference:

- To consider views and make recommendations to LTEC concerning any academic matter relating to courses and/or modules within its remit and any other matter requiring consideration.
- To monitor the effectiveness of the delivery of courses within the remit of the Board in order to ensure course objectives are achieved and to assure the effective operation of the courses, including receipt of annual course reports, Pearson Quality Management Review and updates on Standards Verification.
- To keep under review course placement and work-based learning arrangements and ensure the accuracy of information, advice and guidance to students in published information for courses within the remit of the Board, including course handbooks.
- To ensure the administration of the examination and assessment arrangements is conducted in accordance with the agreed course requirements, following BIMM and awarding partner procedures.
- To consider issues arising from students and staff in relation to course delivery and management and to recommend action as appropriate or to refer matters for consideration and approval to the appropriate authority as required.
- To keep under review the resources required for the effective delivery of the course(s) under its remit and to ensure LTEC and the College Senior Management Team (SMT) are apprised of



requirements as appropriate, including library and e-resources on the BIMM Institute VLE.

- To make recommendations to LTEC to ensure the effective delivery and assessment of the course(s) under its remit and to provide regular reports as required to relevant college committees.
- To submit its minutes to LTEC and report all quality assurance matters to QAC.

Where appropriate (for example, due to smaller FE student numbers), the FE Board of Studies can assume the responsibilities of the FE Student Representative Forum.

Confidentiality:

Any issues of a personal, confidential or sensitive nature which are raised at the meeting (e.g. regarding an individual member of staff or student) should be dealt with accordingly. The Chair may ask that students present do not discuss such issues outside of the meeting so that they can be dealt with in the appropriate manner, respecting the right of confidentiality of those concerned. Alternatively, the Chair may decide that the particular issue will not be discussed further at the Board but will instead be referred to a more appropriate external channel for consideration.



Student Representation Forum (SRF)

Meets: Termly
Reports to: College HE/FE Board of Studies

Composition:

- Course Leader (Chair)
- A Member of the Student Services/Exams Team with responsibility for the course (can also act as Note Taker)
- Student Representatives

In attendance:

- Note Taker
- Students*

Terms of Reference:

The Student Representation Forums exist to:

- Elicit, discuss and respond to student feedback from Student Representatives regarding the quality of course provision and other aspects of the student experience at the specific BIMM Institute college.
- Advise upon aspects of the operations of the BIMM Institute student representation system as appropriate.
- Report key issues of student feedback to HE/FE Boards of Studies and for consideration at other appropriate forums, including annual quality monitoring.

Quoracy and attendance:

The minimum quoracy is the Chair, one additional member of staff and two Student Representatives (or one Student Rep and one Student in cases where there is only a single year of a course running).

Confidentiality:

Any issues of a personal, confidential or sensitive nature which are raised at the meeting (e.g. regarding an individual member of staff or student) should be dealt with accordingly. The Chair may ask that students present do not discuss such issues outside of the meeting so that they can be dealt with in the appropriate manner, respecting the right of confidentiality of those concerned. Alternatively, the Chair may decide that the particular issue will not be discussed further at the SRF but will instead be referred to a more appropriate external channel for consideration.

*All students on the Course being discussed are invited to attend the SRF, but spaces will be limited by room capacity, with preference given to elected Reps, after which access will be granted on a 'first come, first served' basis.



College Mitigating Evidence Committee (MEC)

Meets: As required
Reports to: Progress and Award Boards

Composition:

- Head of Student Services (Chair)
- Deputy Head of Student Services (Deputy Chair)
- Head of Education / Head of Higher Education or equivalent
- Course Leader*
- Administrator

* The Course Leader present may not be the Course Leader for the Student being discussed. Where there are students from more than one course, an additional Course Leader shall attend as necessary. Each shall declare any vested interest and abstain from discussing students on their course.

Terms of Reference:

The MEC shall:

- Review individual mitigating evidence claims and accompanying evidence
- Make decisions on the removal of allowed lateness penalties
- Make decisions on the level of impairment; major or minor
- Make recommendations to the progress and award boards on MEC claims
- Ensure the implementation of regulations, policies and procedures for MEC

Quoracy: The committee shall be quorate if the Chair or Deputy Chair and all other members are present.

The Deputy Chair will take decisions on claims where there is a conflict of interest.



College Student Academic Risk Committee (SARC)

Meets: Minimum of termly, but more often as required
Reports to: College Management Teams

Composition:

- College Principal (Chair)
- Head of Education
- Head/Deputy Head of Student Services
- Course Leader(s)
- Student Support Officer
- Exams Officer

In attendance

- Administrator (minutes)

Terms of Reference:

- To formulate and keep under review the Student Academic Risk Register (SARR)
- To discuss students on the register on a case-by-case basis and make decisions for action as appropriate and in line with this policy.
- To suggest and approve additional support for students on the SARR in order to re-engage them with their studies or, where appropriate, recommend referral of students under BIMM's Fitness to Study procedure.
- To monitor student engagement, where engagement has fallen below acceptable levels for a significant period of time and, where attempts to re-engage a student have failed, to withdraw students once a 14-day warning has been issued.
- To report to BIMM College Management Teams (CMTs) on efforts to re-engage at risk students and on trends in engagement within each College.
- To monitor the levels of student engagement and recommend to CMT benchmarks for engagement as part of the development of this policy.
- The minimum number of attendees for this committee to be quorate will be the Chair (or designated deputy) plus two other members and the Head of Student Services or Deputy.
- In exceptional circumstances the Chair may take decisions outside of the cycle of meetings on a range of matters agreed in advance by the committee (annually).
- Ex-officio members may provide a nominee if unavailable.



College Management Team (CMT)

Meets: As required, usually monthly.
Reports to: Senior Management Group

Provides monthly written reports by Department to be submitted to the College Principal.

Composition:

- College Principal (Chair)
- Head of Education/Head of Higher Education
- Head of Student Services
- Head of Facilities & Estates
- Head of Industry Liaison & Careers
- Head of Events & Guests

In optional attendance on occasion where reports are required from:

- Admissions
- Course Leaders
- Learning Support
- Exams team
- FE Coordinator

Other college services may be invited as required.

The College Management Teams have the authority to co-opt up to 2 members for a maximum 3 years.

To be quorate, the meeting shall require the Chair and two members.

Terms of Reference:

- To provide operational leadership and direction for the College to deliver the BIMM Institute strategic plan.
- To ensure the effective delivery of curriculum and resources within the College.
- To maintain and monitor delivery in the College in line with BIMM Institute policy and strategy.
- To discuss and implement actions for improvement for retention, attendance and achievement.
- Provide a formal channel for reporting significant activities and initiatives within each department and take account of any recommendations which arise for ongoing development.
- To ensure the quality of creative outcomes for the College in line with SMT directives.
- Receive, review, respond to and disseminate at College level all reports and recommendations from SMTs.
- To report to SMTs on provision of resources to support learning and teaching, and on College issues concerning academic quality and standards
- To table key items discussed in HE and FE team meetings for consideration and approval before Senior Management / ADQA / Executive Team sign off, as appropriate.
- To monitor and respond to issues of Health & Safety within the College.
- To ensure all departments are aware of over-arching key issues within the College and to discuss solutions/plans as a whole.
- To receive and review each individual departmental monthly college report.