



POINT BLANK
MUSIC SCHOOL

**INSTITUTIONAL GOVERNANCE
DOCUMENT
2023**

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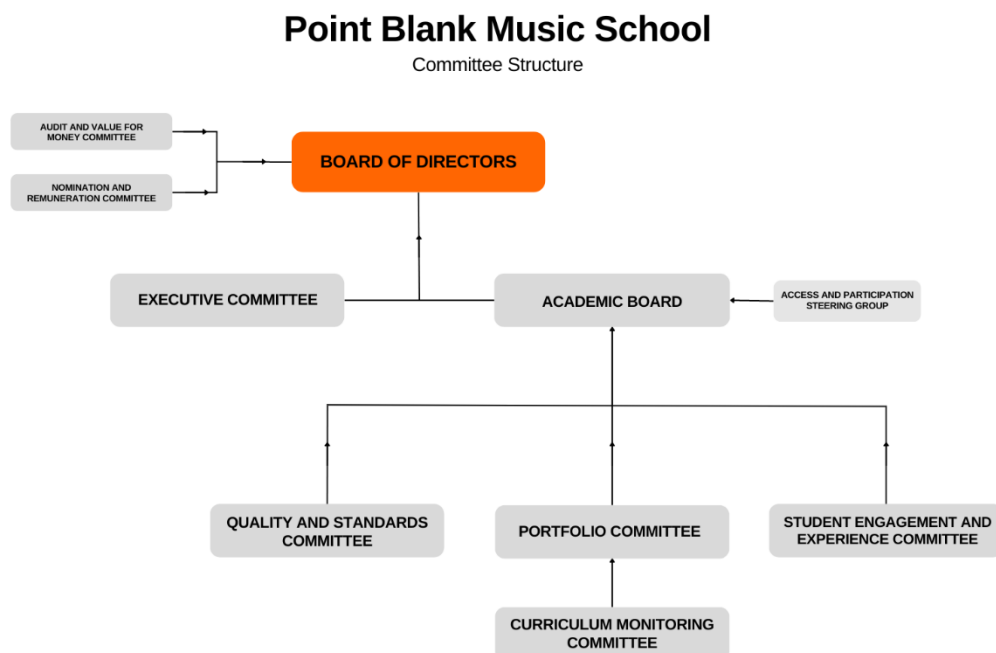
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Introduction

Overview of the Governance Framework



Terms of Reference

Board of Directors

Frequency: Termly

Membership:

Appointed Members:

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

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

In attendance:

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

Quorum: 60% of appointed membership including the Chair.

Mandate and Narrative:

Terms of reference:

1. To appoint a Chairman and Deputy-Chairman.
2. To appoint members of the Board of Directors as instructed in section 20 of the Charter and Schedule of Delegation.
3. To co-opt members to the Board of Directors.
4. To nominate persons for appointment as Chancellor and Vice- Chancellor.
5. To appoint the Vice-Chancellor, General Manager and Provost.
6. To make and ensure non-academic regulation and by-laws are fit for purpose.
7. To agree and approve budgets, delegated powers and limitations for Committees.

8. To suspend, dismiss or remove any post outside of those created by the Schedule of Delegation, on the recommendation of the Academic Board (for academic posts) or Executive Committee (operations).
9. To appoint all Academic Staff, and agree the remuneration and working conditions after consultation with the Academic Board.
10. After consultation with the Academic Board, or on their recommendation, establish or remove departments or posts of teaching or academic administration, or revise their purpose and functions.
11. To appoint all professional services or operational staff, and to agree the remuneration and working conditions after consultation with the Executive Committee.
12. After consultation with the Executive Committee, or on their recommendation, establish or remove departments or posts of professional services or operations, or revise their purpose and functions.
13. To govern, manage and regulate the finances, property, business and all other responsibilities required of the School and for these purposes to consult internal staff, specialists, consultants and any other agents decided by the Board of Directors as beneficial to appoint.
14. To review the work and operations of the School and take actions as agreed for the purpose of advancing its progress or ensuring sustainability and value for money for its students and staff.
15. To develop and maintain associations or partnerships with commercial, research and/or public organisations.
16. To agree, modify, continue and cancel contracts on behalf of the School.
17. To provide for schemes of insurance, pensions or retirement benefits for members of staff, and other remuneration as the Board considers fit and proper for other employees of the School.
18. Approve resources and provide for the personal development and well-being of students and staff of the School.
19. Recommend by the creation of regulation the conditions under which Students shall be permitted to pursue their studies, and the suspension of registration of those students who do not comply with the conditions.
20. Agree and approve the fees, methods of payment and deposits of courses or other educational services.
21. Agree and provide for the delivery of courses for Students and facilities for academic inquiry or other educational services.

22. Receive and consider reports, proposals and recommendations from the Academic Board and Executive Committee.
23. Exercise all powers as stated or bestowed on the Board of Directors by the Charter, the Schedule of Delegation and all other the powers vested in the Board of Directors, including the power to make Regulations.

Working Groups and Sub-Committees:

There are no regular prescribed working groups which report to the Board of Directors. Where specific strategies and directives arise, the Board of Directors may set up steering groups in order to manage the project(s). These steering groups will report to the Board of Directors, while communicating with other relevant stakeholders in the Governance Framework in the following way:

Audit and Value for Money Committee

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

Membership:

Appointed Members:

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

In attendance:

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

Quorum: 75% of appointed members including one independent member.

Mandate and Narrative:

Terms of reference:

1. To safeguard and obtain assurance on the effectiveness and integrity of financial control and limitation systems.
2. To safeguard and obtain assurance on the effectiveness and integrity of the School's corporate and academic governance systems.
3. To safeguard and obtain assurance on the effectiveness and integrity of the School's policies, procedures and operations in relation to finance, whistleblowing, public interest and audit.
4. To consider evidence and advise on external and internal audit reports of the School, and take emergency action on behalf of the Board of Directors to ensure the integrity and financial sustainability of the School.
5. To review the accuracy and financial sustainability of the annual financial statements and reports, and coordinate and obtain the formal opinion and approval of the School's appointed external and internal auditors.
6. To safeguard and ensure the full implementation of the financial elements of School's Student Protection Plan, should the Plan be activated.
7. To review and advise on the School's Committee budgets.

8. To safeguard and obtain assurance on the effectiveness and integrity of the School's regulatory returns, management and quality of evidence to external regulatory bodies, inclusive of HESA, the SLC and the OfS.
9. To scrutinise the effectiveness and efficiency of the School's Value for Money Strategy and ensure student interests are considered.
10. Produce a report to the Board of Directors, inclusive of the Committee's formal opinion on risk, financial control and sustainability, governance and quality assurance of regulatory returns, and value for money.
11. To co-opt members, and request, receive and review reports from Chairs of committees as necessary in the interest of ensuring financial integrity, sustainability or value for money.
12. Update and review the Terms of Reference, review the effectiveness of this Committee and advise the Board of Directors of any changes.
13. To nominate and recommend for appointment external auditors, their replacement, or dismissal.
14. To maintain oversight and awareness of the risks to the School.
15. To request and receive reports from the Executive Committee on the management of risks and assess the effectiveness on behalf of the Council, with recognition of the Council's delegated power and overarching responsibility.
16. To review the School's risk management systems and report any recommendations to the Board of Directors.

Working Groups and Sub-Committees:

There are no regular prescribed working groups which report to the Audit and Value for Money Committee.

Nomination and Remuneration Committee

Frequency: Annual

Membership:

Appointed Members:

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

In attendance:

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

Quorum: 50% of appointed members with most seats occupied by non-executive members.

Note: Where a staff review is required for a member (whether appointed or in attendance), that member must be absent for the duration of the review proceedings.

Mandate and Narrative:

Terms of reference:

1. To advise and recommend on lay membership issues and any concerns on the appointment of co-opted members of Board of Directors.
2. To advise on the roles of Chancellor, Vice-Chancellor, non-executive directorships and key financial roles within the School.
3. To receive and consider nominations for the roles of Chancellor, Vice-Chancellor, non-executive directorships and key financial roles.
4. To recommend appointments to the Board of Directors.
5. To review and scrutinise director and executive staff performance, ensuring fair and thorough assessment.
6. To review and approve recruitment and nomination procedure, criteria and the scale of remuneration to be used in the annual review of the remuneration of directors and senior staff.
7. To record and note increases in remuneration for non-executive directors and senior staff.
8. To maintain scrutiny and oversight of the remuneration of senior staff, non-executive directors and sector fluctuation, ensuring that the values of the School are maintained.

9. Scrutiny and oversight of median staff salaries, multiples and the assurance of equality within professional levels.
10. Update and review the Terms of Reference, review the effectiveness of this Committee and advise the Board of Directors of any changes.
11. To co-opt members as necessary.

Working Groups and Sub-Committees:

There are no regular prescribed working groups which report to the Nomination and Remuneration Committee.

Executive Committee

Frequency: Termly

Membership:

Appointed Members:

- General Manager – Chair
- Creative Director – Deputy Chair
- Head of Education and Curriculum
- Head of Quality
- Head of Marketing and Communications
- Head of Digital Development
- Head of Music School and Facilities
- Head of Data and Insights
- Head of Widening Participation
- Registrar
- Student Representatives

In attendance:

- Quality Manager (Clerk)

Quorum: 50% of appointed members to include the Chair or Deputy.

Narrative and Mandate:

Reporting to Board of Directors, the Executive Committee aims to make recommendations that can be used to guide non-academic strategic decisions in relation to institutional operations, infrastructure and finance. These include recommendations in relation to initiatives that are in line with the institutional strategy, those that are not or require further attention and the allocation of resources.

The Committee operates to receive updates from all heads of departments on key areas of business, and works to assess and manage risk.

Terms of Reference:

1. To recommend Executive Committee and Academic Board budgets to the Board of Directors, and set departmental budgets.
2. To maintain oversight of business and operations between Departments, lead and steer strategic planning and forecasts. Amend current strategies in consultation with the Chair of the Board of Directors.
3. To review and approve the financial, physical and human resources required to achieve agreed strategic plans.
4. To monitor progress, take action accordingly to maintain course, and hold responsibility for the outcomes of institutional KPIs and key strategic plans, inclusive of the School Strategy, Access and Participation Plan, Value for Money Strategy.

5. To maintain an awareness of strategic issues and risks, review and prioritise departmental actions to resolve or mitigate risks accordingly.
6. To maintain an awareness of key opportunities and challenges within the sector and recommend courses of action to the Board of Directors.
7. To ensure that key regulatory returns are met and, within the boundaries of delegated powers, approved.
8. To approve non-academic policies and make key operational decisions in the interest of enhancing the student experience or ensuring value for money.
9. To review key priorities for operational development and produce an annual report to the Board of Directors.
10. Update and review the Terms of Reference, review the effectiveness of the Committee and advise the Board of Directors of any changes.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One
Term Two
Term Three
Term 4

• • • •

Reports In

Topic	Author	Frequency
Risk Register	All	Termly
Company KPIs	All	Termly
Department budgets	General Manager / Finance Manager	Termly
Student numbers report	Head of Data and Insights	Termly

Reports Out

Topic	Author	Frequency	Committee
Executive Committee report	Chair	Termly	Board of Directors
Risk register	All	Termly	Board of Directors
KPI tracker	All	Termly	Board of Directors
Department budgets	All	Annually	Board of Directors

Working Groups and Sub-Committees:

The following working groups are required to report to the Executive Committee once per term:

- GDPR Monitoring Group

Academic Board (AB)

Frequency: Termly

Membership:

Ex-Officio members

- Managing Director (Head of Provider)

Appointed Members:

- Head of Education and Curriculum (Chair)
- Head of Quality
- Head of Marketing and Communications
- Programme Leaders
- Registrar
- Head of Data and Insights
- Head of Music School and Facilities
- Head of Widening Participation
- Student Representatives

In attendance:

- Creative Director
- Content Development Manager
- Quality Officer (Clerk)

Quorum: 50% Appointed Membership including Chair or Deputy

In attendance:

- Quality Manager (Clerk)

Quorum: 50% of appointed members to include the Chair or Deputy

Narrative and Mandate:

The Academic Board is established as the principal academic body of Point Blank, overseeing the overall planning, co-ordination, development and supervision of the academic work of the institution. The Academic Board is responsible to the Board of Directors for providing guidance, advice and assurance that academic governance is effective.

Terms of Reference:

1. To uphold and maintain academic processes, and ensure all courses, teaching and the admission of students are regulated in line with requirements.
2. Monitor and assess School performance and ensure quality expectations are met in the provision of education.
3. To review the responsibilities of academic staff.
4. To recommend the creation of new senior academic posts, or the removal of senior academic posts to the Board of Directors.

5. To approve the nomination of External Examiners.
6. To monitor, regulate the processes of assessment and student performance and safeguard the integrity and value of awards.
7. Monitor student requirements and hold responsibility for the administration and maintenance of academic support services, inclusive of library and academic services, student welfare and wellbeing, and facilities.
8. Regulate academic discipline, approve related courses of action, and recommend revocation of awards or certifications to the validating body, with formal justification.
9. To report to the Board of Directors, recommend actions and provide advice on academic matters when requested.
10. Regulate student organisation and matters of student engagement.
11. To regulate conditions under which a student may be admitted to the programme(s).
12. Approve changes to existing courses or new courses for proposal/finalisation for validation.
13. To appoint Programme Leaders, Module leaders, Internal Examiners and senior academic staff.
14. Take responsibility for all delegated powers by the Board of Directors and take action as necessary to accomplish those duties.
15. To monitor, via the Access and Participation Steering Group, Point Blank's progress with APP targets, and approve any amendments to the Plan.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One	Term Two	Term Three	Term 4
•		<ul style="list-style-type: none"> • Curriculum Review Report • 	•

Reports In

Topic	Author	Frequency
Quality Committee Summary	Head of Quality	Termly

Curriculum Committee Summary	Programme Leaders	Termly
Access and Participation Steering Group Summary	Head of Widening Participation	Termly
Research and Ethics Panel Summary	Head of Education and Curriculum	Termly
New Programme Proposals	Head of Education and Curriculum	As required
Student Engagement and Experience Committee Summary	Registrar	Termly
Student Risk Report	Registrar	Termly

Reports Out

Topic	Author	Frequency	Committee
Academic Board Summary	Chair	Termly	Board of Directors

Working Groups and Sub-Committees:

The following working groups are required to report to the Academic Board once per term:

- Access and Participation Steering Group;
- Research and Ethics Panel.

Portfolio Committee (PC)

Frequency: As required

Membership:

Appointed Members:

- Head of Education and Curriculum - Chair
- Head of Marketing and Communications
- Head of Data and Insights
- Registrar
- Head of Quality
- Representative from Widening Participation Team
- Student Representatives

In attendance (as required):

- Quality Manager
- Data and Insights Manager
- Music School Manager

Quorum: 50% of appointed members to include the Chair or Deputy.

Mandate and Narrative:

Reporting to Academic Board, the Portfolio Committee aims to make recommendations that can be used to guide academic strategic decisions in relation to Portfolio refinements, consolidation, growth and development. These include recommendations in relation to programmes that are positioned for stability and viability in line with the institutional strategy, those that are not or require further attention and allocation to resources.

The Committee operates to receive updates from designated leads on key areas of the business, and works to translate this into meaningful insight to ensure that Point Blank delivers a relevant, diverse, attractive, and distinctive academic portfolio in compliance with the relevant quality assurance and enhancement procedures. This includes work being undertaken to continuously enhance the portfolio of programmes to the relevant student, graduate and employability outcomes and demands.

Terms of reference:

1. Provide a strategic steer to the Academic Board on the Point Blank's Portfolio of programmes and modules aligned to the institutional strategy. This includes future opportunities to add overall value and expand Point Blank's 'Offer' including entering new markets to ensure increased inclusivity, access and attainment from under-represented groups.
2. To monitor the Portfolio alignment with Point Blank Key Performance Indicators (KPIs) and continuously monitor changes within the sector for future opportunities for portfolio development. This includes KPIs linked to the Teaching Excellence Framework (TEF), Employability, Access and Participation, Quality Assurance and those articulated in Vision 2030, however in connection with student numbers and economies of scale.

3. Receive overview of Business Intelligence data and insight reports from the Data and Insight team to support and inform Portfolio enhancements and innovation.
4. Recommend to the Academic Board, for each level of study, the parameters for determining minimum thresholds required for delivery of programmes and modules to ensure long-term viability. This extends to specified number of core, optional and or elective modules considering any programme specific requirements such as those from relevant industry partners and other aspects of compliance for the relevant Portfolio area.
5. Report on programme/ cohort exemptions to minimum programme and module thresholds as determined by the Academic Board.
6. To receive and consider for Academic Board approval new programme proposals, major changes to existing programmes, and programme revalidation as submitted by the Curriculum Development Committee.
7. To manage, on behalf of the Academic Board, the programme validation and revalidation procedures and documentation.
8. Keep oversight of approved Portfolio review plans to ensure that the Financial Strategic Planning, Marketing and Quality Assurance aspects are maintained, and programmes as well as associated modules, continue to be viable.
9. Review intakes against targets for programme (and associated modules) prioritising where improvements and further attention is required.
10. Review Point Blank's Portfolio of programmes and, where appropriate, consult with colleagues of other relevant Committees within the Governance structure, to recommend proposals for changes to award(s) and or titles, programme closure and pause to recruitment for approval by Academic Board.
11. Receive from the Curriculum Development Committee proposals for introduction of new awards, introduction of programme pathways, costings and implementation timescales for development. This includes receiving for and changes to existing award titles to ensure compliance with the requirements of the Consumer Marketing Authority (CMA).
12. Review and monitor overview of outcomes from the annual review processes to inform Portfolio review plans to ensure quality enhancement and promote a culture of continuous improvement across Point Blank's portfolio of programmes, making recommendations for meeting key performance indicators.
13. Make recommendations for streamlined processes to strengthen connection between Academic and Professional Services areas of work. This includes recommendations that all necessary resourcing (infrastructure and staffing) required to support academic delivery is predicted well in advance and planned for effectively by the relevant Head of Services for implementation of approved outcomes as above.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One	Term Two	Term Three	Term Four
•		<ul style="list-style-type: none"> Curriculum Review Report 	•

Reports In

Topic	Author	Frequency
Curriculum Review Report	Senior Curriculum Manager	Annually

Reports Out

Topic	Author	Frequency	Committee
New Programme Proposals	Chair	As required	Academic Board
Portfolio Risk Report	Chair	Annually	Board of Directors via Academic Board

Working Groups and Sub-Committees:

The following working groups are required to report to the Portfolio Enhancement Committee once per term:

- Curriculum Development Committee

Quality and Standards Committee (QSC)

Frequency: Termly

Membership:

Appointed Members:

- Head of Quality – Chair
- Registrar – Deputy Chair
- Quality Manager
- Assessments Manager
- Student Experience Manager
- Data and Insights Manager
- Student Representatives

In attendance (as required):

- Head of Education and Curriculum
- Head of Marketing and Communications
- Head of Data and Insights
- Quality and Academic Support Officer
- Programme Leaders

Quorum: 50% of appointed members to include the Chair or Deputy.

Mandate and Narrative:

Reporting to the Academic Board, the Quality and Standards Committee is responsible for overseeing the institution's Quality Assurance Framework. They ensure it considers the perspectives of students, external examiners, quality bodies, and staff. The committee reviews outcomes, addresses concerns, and takes timely action to maintain education quality and standards. The committee is responsible for preparing an annual report responding to institutional data and summarising annual review cycles.

Terms of reference:

1. To govern and oversee the effectiveness of Point Blank's Quality Framework, taking account of both the internal and external context, ensuring that it takes proper account of the views of students, external examiners, external quality bodies and members of staff.
2. To ensure that the individual components are integrated and combined to form a cohesive Framework.
3. To set the agenda for review and identify specific priorities and themes to be reviewed by the Point Blank Quality Team on an annual basis, including operational management of the master actions table on behalf of the Academic Board.
4. To review the (individual and summary) outcomes from the Point Blank Quality Framework, ensuring that the quality and standards of education provision and the student learning experience are being upheld and relevant concerns or imperatives are being satisfactorily addressed by:

- i. Identifying any institutional-level quality matters and ensuring that these are resolved;
 - ii. Overseeing school and programme education action plans as mechanisms for improvement;
 - iii. Being assured that appropriate action is taken in response to identified issues or concerns by schools and programmes; and requiring timely action where a significant risk to quality and standards is identified.
5. To oversee the development and submission of the annual report to the Academic Board on quality and standards, using the outcomes of the annual departmental reviews.
6. To respond to any issues identified from a review of institutional level data and information on key quality measures, which includes scrutiny of degree classification ratios.
7. To receive and consider reports from examination boards so as to be assured of the quality of the awards being made by Point Blank and to contribute to the scrutiny of degree classification ratios.
8. To oversee preparations for institution-level quality reviews and on specified conditions for Point Blank's ongoing registration as a provider with the Office for Students.
9. To ensure alignment between the internal requirements for quality and standards and all relevant external reference points, including the OfS ongoing conditions of registration for quality and standards, and the UK Quality Code.
10. To respond to external imperatives and relevant consultations as they relate to the quality and standards of education provision.
11. To develop discrete academic regulations or policies where a substantial issue relating to academic standards has been raised and/or there is a significant risk of non-compliance.
12. To scrutinise and agree new and significant revisions to academic regulations, codes of practice, and policies that govern Point Blank's academic provision and the student academic experience.
13. To oversee the implementation, development and maintenance of a developmental approach to academic integrity at Point Blank, including receiving reports on allegations of academic misconduct
14. To highlight, report and refer any arising issues and areas of good practice with regards to academic standards and quality.

Reserved Business:

Reserved business within this committee include:

- All matters relating to individual the details and circumstances of staff;
- All matters relating to the details and circumstances of individual students.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One	Term Two	Term Three	Term Four
•	<ul style="list-style-type: none"> • Annual Departmental Reviews Summary; • Annual Programme Review 	<ul style="list-style-type: none"> • OfS KPI data 	<ul style="list-style-type: none"> • Policy review outcomes – sign-off of new and amended policies.

Reports In

Topic	Author	Frequency
Quality Department Annual Review	Head of Quality	Annually
All departmental review reports	Heads of Departments	Annually
External Examiners Reports	External Examiners, collated by Quality Manager	Annually
OfS Performance Metrics Tracking	Head of Quality	Annually
Assessment Board (Tier 2) Summary	Assessment Manager	Termly and annually

Reports Out

Topic	Author	Frequency	Committee
QSC Summary	Chair	Termly	Academic Board
B Conditions Monitoring	Chair	Termly	Academic Board

Working Groups and Sub-Committees:

There are no working groups or subcommittees under the Quality and Standards Committee.

Curriculum Monitoring Committee (CMC)

Frequency: Termly

Membership:

Appointed Members:

- Senior Curriculum Manager – Chair
- Curriculum Manager – Deputy Chair
- Head of Music School and Facilities
- Programme Leader (MPSE)
- Programme Leader (MPDJ)
- Programme Leader (MPVP)
- Programme Leader (MIM)
- Programme Leader (FY)
- Online School Coordinator
- Student Representatives

In attendance (as required):

- Head of Education and Curriculum
- Data and Insights Manager
- Quality and Academic Support Officer
- Assessment Manager

Quorum: 50% of appointed members to include the Chair or Deputy

Mandate and Narrative:

Reporting to the Academic Board, the Curriculum Monitoring Committee holds operational responsibility of all matters relating to learning and teaching at Point Blank. It is responsible for overseeing the annual monitoring of all programmes ahead of submission to the validating body, and the annual curriculum review.

The Committee operates to receive reports from the Programme Leaders and works to collate best practice and ensure a parity of experience across all programmes.

Terms of Reference:

1. Assist in setting and managing the overarching Learning and Teaching Strategy at Point Blank.
2. Recommend to the Academic Board annual curriculum targets (KPIs) including attainment rates, completion rates and graduate outcomes data, paying mind to the OfS absolute thresholds for Quality and Standards.
3. Receive, consider and recommend to the Academic Board the Annual Monitoring Reports for all programmes.
4. Assist in driving the continuous improvement of standards of curriculum leadership, teaching methods and assessment practices by scrutinising existing practice and considering further development.

5. Receive and scrutinise all forms of learner feedback relating to the learning experience and environment whether it be via learning walks, focus groups or learner surveys and making recommendations for further improvement.
6. To approve high impact changes referred to the Committee by the academic staff or student voice groups.
7. To discuss and agree upon the formulation of proposals for new programmes or modules, and for modifications to existing programmes or modules, for submission to the Portfolio and Development Committee.
8. To approve / make recommendations for approval by the Academic Board amendments and developments to Point Blank's framework for curriculum design and approval.
9. To undertake strategic reviews of the curriculum and modes of delivery on behalf of the Academic Board.
10. To establish that necessary consultations have been undertaken by the Programme concerned and that satisfactory programme specifications and/or module specifications have been formulated.
11. To seek to ensure that the design and content of the curriculum and the assessment strategy will allow students appropriate learning opportunities to achieve the intended outcomes of the programmes/modules concerned.

Reserved Business:

Reserved business within this committee include:

- All matters relating to individual the details and circumstances of staff;
- All matters relating to the details and circumstances of individual students.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One	Term Two	Term Three	Term Four
<ul style="list-style-type: none"> • Annual Monitoring of Programmes 	<ul style="list-style-type: none"> • Annual monitoring action plan and recommended KPIs for next AY. • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

Reports In

Topic	Author	Frequency
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Annual Monitoring Reports	Programme Leaders	Annually
Curriculum Review Report	Senior Curriculum Manager	Annually
Programme Reports	Programme Leaders	Termly

Reports Out

Topic	Author	Frequency	Committee
Curriculum Committee Summary	Chair	Termly	Portfolio Committee
Curriculum Review Report	Chair	Annually	Portfolio Committee
New Programme Proposals	Chair / Relevant Programme Leader	As required	Portfolio Committee
Module Change Requests	Chair / Relevant Programme Leader	As required	Portfolio Committee

Working Groups and Sub-Committees:

The following working groups report to the Curriculum Monitoring Committee:

- Programme Development Group (MPSE)
- Programme Development Group (MPDJ)
- Programme Development Group (MPVP)
- Programme Development Group (MIM)
- Programme Development Group (FY)

Student Engagement and Experience Committee (SEEC)

Frequency: Termly

Membership:

Appointed Members:

- Registrar – Chair
- Head of Data and Insight – Deputy Chair
- Head of Marketing and Admissions
- Head of Music School and Facilities
- Admissions Manager
- Student Experience Manager
- Senior Student Retention Officer
- Widening Participation Manager
- Disability Support Coordinator
- Student representatives

In attendance (as required):

- Data and Insights Manager
- Quality and Academic Support Officer

Quorum: 50% of appointed members to include the Chair or Deputy.

Mandate and Narrative:

Reporting to the Academic Board, the Student Engagement and Experience Committee holds operational responsibility for all matters relating to the non-academic student experience. They review and monitor student risk and intervention, and assess the effectiveness of student support mechanisms including counselling and disabilities support.

The Student Engagement and Experience Committee works to receive reports from key members of staff in order to monitor engagement across the student experience. The committee is also responsible for approving student induction plans and overseeing the annual National Student Survey.

Terms of Reference:

1. To maintain oversight of Point Blank's operational responsibilities in meeting and exceeding the absolute thresholds for continuation, completion and progression as set by the OfS.
2. To benchmark the Point Blank student experience against competitors and best practice within the higher education sector.
3. Support and help deliver overall improvements in student engagement, experience and satisfaction, using analysis of the National Student Survey, the Point Blank Annual Survey and other surveys and indicators to identify priority enhancements. This includes receiving and responding to student feedback in committee meetings from the Student Union President and/ or student representatives in attendance.

4. Consider the development of activities, policies and initiatives with respect to enhancing the student experience; identify and disseminate examples of good practice and enhancement, promoting a culture of continuous improvement.
5. Promote a sense of community for all Point Blank students, based on respect for equal opportunities and diversity, and help to identify the needs of specific groups of students.
6. To oversee the operational direction of the Retention Working Group, including the ongoing monitoring of student risk data and intervention activities.
7. To develop and approve annual plans for new student enrolment and induction.
8. To monitor overall student engagement and participation and use the information within the review of the quality of the student experience. Develop strategies and initiatives for mitigating risk via early intervention and in reaction to issues as they arise.
9. To cyclically review Point Blank's wellbeing and support services provision, assessing whether it continues to meet the changing needs of students and proposing enhancements.

Reserved Business:

Reserved business within this committee include:

- All matters relating to individual the details and circumstances of staff;
- All matters relating to the details and circumstances of individual students.

Agenda Cycle:

The table below outlines priority agenda items to be addressed in each term of the academic year.

Term One (Nov)	Term Two (Feb)	Term Three (May)	Term Four (Aug)
<ul style="list-style-type: none"> • January Induction and Enrolment Plan. • Annual NSS Strategy. 	<ul style="list-style-type: none"> • April Induction and Enrolment Plan. 	<ul style="list-style-type: none"> • Policies Reviewed for Endorsement to AB 	<ul style="list-style-type: none"> • October Induction and Enrolment Plan. • NSS Results and Action Plan.

Reports In

Topic	Author	Frequency
Marketing and Communications Report	Head of Marketing and Communications	Termly
Student Numbers Report	Head of Data and Insights	Termly
Student Engagement Report	Senior Retention Officer	Termly
Student Experience Report	Student Experience Manager	Termly
Admissions Report	Admissions Manager	Termly

Module Feedback Report	Data and Insight Managers	Termly
Student Union President Report	Student Union President	Termly

Reports Out

Topic	Author	Frequency	Committee
Student Engagement and Experience Committee Summary	Chair	Termly	Academic Board
NSS Action Plan	Head of Marketing and Communications	Annually	Academic Board
NSS Strategy (You Said, We Did)	Head of Marketing and Communications	Annually	Academic Board

Working Groups and Sub-Committees:

The following working groups report to the Student Engagement and Experience Committee:

- Retention Working Group
- Safeguarding Group

Appendix A: Schedule of Delegation

Section A: Limits to the Powers of Delegation of the Board of Directors

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

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

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

Composition and Representation

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

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

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

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

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

Terms of Delegation

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

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

Any delegated powers shall be made with the following terms:

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

Direct Powers

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

- a. Strategy
 - i. School Vision and Strategic Plan.
 - ii. Values Statement.
 - iii. Performance Indicators.
 - iv. Approving overarching Key Strategies including those on Finance, Estates, People (including pay and conditions of work), Marketing, Fundraising, Research and Learning, Teaching & Learning, International.
 - v. Risk Management Framework.
- b. Organisation
 - i. Changes to Section B and C of the Schedule of Delegation and Statutes.
 - ii. Approval of Committee budgets.
 - iii. Policies requiring Boards of Directors approval.
- c. Merger, incorporation and major institutional alliances.
- d. Creation and closure of Faculties, Academic Departments and Disciplines.
- e. Establishing, terminating, selling any company or joint venture company.

Appointment of a School Secretary to the Governing Body.

Establishing and dissolving committees and operational boards to aid the Board of Directors in their responsibilities. Operational and financial committees shall report directly to the Board of Directors.

Authority Delegated by the Board of Directors to the Chairperson

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

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

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

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

Appointments via the Nomination and Remuneration Committee:

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

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

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

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

Appointments via the Board of Directors:

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

Executive Committee

The following powers have been delegated to the Executive Committee:

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

Audit and Value for Money Committee

The following powers have been delegated to the Audit and Value for Money Committee:

- i. Appointment of External Auditors.
- ii. Appointment of Internal Auditors.
- iii. Review of the School Annual Budget and Committee and Departmental budgets.
- iv. Recommend changes to the overall budgeted surplus/deficit for the year up to 5%.
- v. Financial Plans & Forecasts.
- vi. Financial Statements.
- vii. Capital Expenditure > £150k.

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

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

- i. Approval to change the overall budgeted surplus/deficit for the year over 5%.
- ii. Appointment of investment managers.
- iii. Investment Strategy.
- iv. VFM Strategy.
- v. Appointment and termination of banks and credit card companies.

Nomination and Remuneration Committee

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

- i. Appointment process and the approval of appointment of Directors : Directors, Non-Executive Directors.
- ii. Appraisal of Directors as defined above has been delegated to the Chair of the Board of Directors.
- iii. Appraisal of the Chair of the Board of Directors has been delegated to the Chancellor.
- iv. Appointment process and the approval of appointment of Senior Staff: Heads of Department and School Secretary.
- v. Appraisal of Senior Staff has been delegated to the General Manager.
- vi. Total reward and service contracts of the post-holders above.
- vii. The development of all nomination and remuneration policies.
- viii. Approve pension schemes and any material changes to schemes.
- ix. Recognition and de-recognition of Trade Unions.
- x. Changes to redundancy or appeal against dismissal processes in relation to the Board of Directors or any of its Committees or members.

Academic Matters delegated to the Academic Board

The following powers have been delegated to the Academic Board:

- i. Approval and management of governance, changes to existing courses, new courses of study, academic awards, examinations, prizes, scholarships & grants.

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