

GOVERNANCE HANDBOOK

Committee composition, terms of reference, and procedures for the governance of programmes offered by Corndel Education Ltd.

May 2023

Corndel Education Ltd

V1.2

Table of Contents

Introduction	0
Indicative committee schedule and flow of business	1
Board of Governors.....	3
Audit and Risk Committee	5
Remuneration and Nominations Committee	7
Summary of Directors' Committee Memberships	8
Academic Board	9
Learning Teaching Enhancement Committee	12
Programme Management Committee.....	14
Feedback Groups	15
Assessment Boards: Module (M) and Programme (P).....	16
Cases Panel.....	18
Programme Approval Panel.....	19

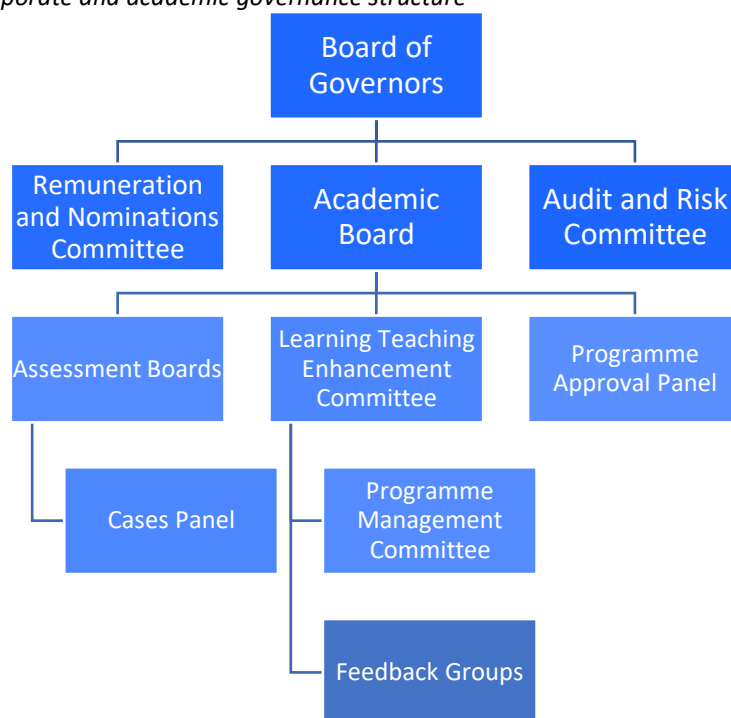
Introduction

The Governance of Corndel Education Limited (trading as Corndel College London) is ultimately determined by the Articles of Association lodged with Companies House. The Articles establish the company's board of directors as CCL's Board of Governors (the Board) and describe procedures for their operation.

The Articles require the Board to establish and maintain an Academic Board as the academic authority of the institution, although in-line with Committee of University Chair's Guidance and Office for Students Expectations, the Board maintains ultimate responsibility for the activities of the organisation.

The Board is responsible for determining its own composition and terms of reference in line with the articles, and that of Academic Board too. Academic Board in turn is responsible for establishing the composition and terms of reference for its committees.

Figure 1: Combined corporate and academic governance structure



The Governance structure of CCL reflects sector practice and seeks to develop and facilitate a self-critical academic community that supports the academic business of CCL, the maintenance of standards, the enhancement of quality and the student experience.

The structure and processes underpinning it also recognise and reflect that CCL is a new and, currently, small provider of higher education and committees and their composition have been designed to be flexible to accommodate this while still ensuring due consideration of business.

Governance effectiveness will be reviewed in December 2023 and December 2024 and thereafter on a triennial basis. This will not exclude minor amendments to terms of

reference/composition as part of the routine maintenance of CCL’s governance structure between reviews.

Indicative committee schedule and flow of business

The chart below identifies the flow of business between regular, scheduled, CCL committees. It is supported by the draft Academic Board Committee Calendar (Appendix 1) and, not shown, the draft assessment board schedule (Appendix 2) detailing the meetings and modules/programmes for consideration.

Committee/Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Board of Governors			X			X			X			X
Audit and Risk		X										
Rem& NomCo					X					X		
Academic Board		X			X		X				X	
LTEC	X			X			X			X		
PMCs	X			X			X			X		
Feedback Groups	X			X			X			X		

Standing Orders

The following standing orders determine how CCL Committee’s will conduct their business:

1. Unless explicitly determined by the Board of Governors, in case of conflict between the Governance Handbook and the Articles of Association for Corndel Education Ltd¹, the latter will take precedence.
2. The Operation of the Board of Governors, Audit and Risk Committee and Remuneration & Nominations Committee (including the proposition, and agreement, of resolutions) will be conducted in accordance with the Articles of Association for Corndel Education Ltd.
3. Meetings of Academic Board and its committees shall be scheduled by the Academic Registrar as Clerk to Academic Board and in consultation with the Principal and CEO as Chair of Academic Board. Notice of meetings will be published in the December for the following year.
4. The Principal and CEO may at their discretion call for and schedule additional meetings of Academic Board and its committees. Unless otherwise mandated by force majeure events, seven days’ notice of additional meetings will be given.
5. The agenda and papers for a committee will be circulated a minimum of 5 days in advance of the meeting.
6. Papers must:
 - a. Have been approved by a relevant member of the executive or endorsed by another committee before being submitted
 - b. Identify whether it is to note, for discussion, or for approval/endorsement.
7. The quorum for a committee is detailed within the terms of reference, and quorum will be confirmed at the start of the meeting. Where members leave during a meeting, the meeting will remain quorate unless a member asks the chair to re-confirm quoracy.
8. The Chair of the meeting is specified within the Terms of Reference and composition for the committee. Where the Chair cannot be present and is required for the

¹ [Articles of Association approved 11 July 2022](#)

meeting to be quorate, they may nominate an alternate Chair. Where the Chair is not present and not required to be present as part of the quorum, the members shall nominate an alternate Chair for that meeting.

9. All Members are expected to prepare for, attend (virtually or physically) and contribute to, each committee that they are a member for. A member not able to attend should provide apologies to the Clerk as soon as practically possible. Members not able to attend may give written feedback on agenda items to the Chair or Clerk for inclusion in discussion. Such feedback received after the meeting will not be considered.
10. Unless specified within the Terms of Reference and Composition, alternates /nominees are not permitted, except under (8) above.
11. Committee members and Officers are expected to declare any personal, financial conflicts of interest in business being transacted. The Chair may require conflicted individuals to withdraw from the meeting. Where the Chair believes that they may be conflicted they should discuss this with the Academic Registrar or Principal and CEO at the earliest opportunity *before* the meeting. The test for a conflict of interest is that a reasonable observer might conclude that it could influence the judgement/decision of the member/officer.
12. The Chair is responsible for running the meeting and may adjust the agenda at their discretion including, adding urgent items, adjourning, or concluding the meeting.
13. Committee decisions are expected to be reached by consensus, but a poll or vote may also be used on a simple majority basis. The Chair has a casting vote where a poll of members in relation to a particular proposal is tied.
14. The Board of Governors, Academic Board and their committees must keep appropriate records of the discussions, including actions and approvals/endorsements. The record may be a recording of the meeting. The Chair and Clerk/Officer are responsible for ensuring actions/approvals/endorsements etc are appropriately communicated within CCL, usually this will be via the SharePoint Action Tracker
15. The Committee Officer or Clerk may be a member or an attendee of a committee. In case of the latter they have full speaking rights as an ordinary member would.
16. Academic Board and its committees, except for Cases Panel, will not discuss matters relating to individual students or staff members. No student will be present at a discussion in relation to other students.
17. Agenda's papers and actions arising from Academic Board and its committees will normally be available upon request to staff and students of the Corndel Group, unless a) they are marked as confidential; or b) they pertain to individual (or identifiable) students or staff (e.g. assessment board and cases panel agenda, paper and minutes are always confidential).

Board of Governors

<p>Purpose:</p>	<p>The Board of Governors as established by the articles is made up by the executive and non-executive directors of Corndel Education Limited. It is ultimately responsible for all the Corndel College London's activities, including its educational character and mission, the oversight of academic and commercial performance and its financial solvency.</p>
<p>Terms of Reference:</p>	<ul style="list-style-type: none"> i. To set and agree CCL's mission strategic vision and values of with the Principal and Executive. ii. To agree long-term academic and business plans and key performance indicators, including the schedule of tuition fees; iii. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the strategy, plans and approved key performance indicators. iv. To appoint CCL's Principal, appoint them as Chief Executive and to put in place suitable arrangements for monitoring their performance (Article 38.1). v. To delegate authority to the Principal & Chief Executive Officer 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 Principal & CEO (Article 38.3). vi. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, risk assessment, value for money arrangements and procedures for handling internal grievances and managing conflicts of interest in accordance with articles (including but not limited to) 22, 23, 24. vii. To be CCL's principal financial and business authority to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall accountability for the institution's assets (including property and estates). viii. To be CCL's legal authority and, as such, to ensure systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments (including requirements of OfS Registration, Ofsted and ESFA) made in the institution's name. This includes accountability for safeguarding, health, safety and security and for equality, diversity and inclusion. ix. To establish an Academic Board (Article 36) to act as CCL's academic authority, maintain oversight of its work and receive appropriate assurance on: <ul style="list-style-type: none"> a. The maintenance of standards against those defined and published from time to time by the Office for Students(OfS); b. The provision of a high-quality academic student experience; c. Appropriate provision of resources and support for students.

	<p>x. To appoint a clerk to the Board of Governors as deemed necessary and to ensuring appropriate separation in the lines of accountability.</p> <p>xi. To maintain and protect the principles of academic freedom and ensure compliance with relevant freedom of speech legislation.</p> <p>xii. To conduct its business in accordance with the articles, standing orders and these terms of reference, seeking appropriate advice where necessary and:</p> <ol style="list-style-type: none"> a. establish processes to monitor and evaluate the performance and effectiveness of the Board of Governors b. safeguard the good name and values of the institution. <p>In case of conflict the Articles shall take precedence, except for where the Board resolves otherwise. (Article 11.2)</p>	
Composition and membership	<p>Non-executive Directors: 3 independent members one of which to be appointed as Chair.</p> <p>Group Chief Executive Officer Group Chief Financial Officer Principal Student Governor Up to 2 x parent company nominees</p>	<p>A Chandraker (Chair) J Cooke K Stanton J Kelly Vacancy Professor Niamh Downing Vacancy J Allerson Vacancy</p>
Attendees (Non-voting)	<p>Clerk</p> <p>Any other individual(s) by invitation of a majority of Directors or nominated by the parent company.</p>	<p>A Osborn</p>
Quorum:	<p>One third of appointed Directors to include the Principal and subject to the provisions of articles, including but not limited to, 17, 33</p>	
Frequency:	<p>The Board of Governors will meet at least quarterly and may hold other general meetings as necessary.</p>	
Reporting Committees	<p>Audit and Risk Committee Remuneration and Nominations Committee Academic Board</p>	
Approved:	<p>26 May 2023</p>	

Audit and Risk Committee

<p>Purpose:</p>	<p>Audit and Risk Committee's role is to assist the Board of Governors to advise on, and have oversight over, CCL's assurance and control environment. While encompassing oversight of the external financial audit, its role extends beyond that to provide assurance that CCL is effectively managing strategic and operational risk by consistently complying with its own governance, policies, and the expectations of stakeholders and regulators and where appropriate through the oversight of a programme of internal audit.</p>
<p>Terms of Reference:</p>	<ol style="list-style-type: none"> i. Advise the Board of Governors on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors, and any questions of resignation or dismissal of the external auditors. ii. Discuss with the external auditors, before the audit begins, the nature and scope of the audit. iii. Discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter, incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary). iv. Consider and advise the Board of Governors on the necessary and appropriate arrangements for internal audit strategy, including commissioning and removal of auditors. The Committee will recommend to the Board of Governors the resources that need to be made available for internal audit are enough to meet CCL's needs. v. Reviewing internal audit risk assessment, programme, major findings of internal audit investigations and management response; and promote coordination between the internal and external auditors. vi. Reviewing the external auditors' management letter, the internal auditors' annual report and management responses. vii. Keep under review the effectiveness of the risk management, culture, control and governance arrangements and with additional specific regard to the oversight of the effectiveness of policies and approaches in relation to: <ol style="list-style-type: none"> a) Reportable Events as defined by the Office for Students b) Consumer protection c) Anti-Bribery; d) Modern Slavery; e) Whistleblowing (public disclosure). viii. To monitor the implementation of agreed audit-based recommendations from whatever source. ix. Ensure that all significant losses have been thoroughly investigated and that the internal and external auditors – and where appropriate the regulator – have been informed. x. Oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.

	<ul style="list-style-type: none"> xi. Satisfy itself that suitable arrangements are in place to ensure the sustainability of the institution and to promote economy, efficiency. This may include consideration of arrangements that: <ul style="list-style-type: none"> a) support the culture and behaviour that is prevalent within the institution; b) ensure the effective management of conflicts of interest; and c) enable the appointment of 'fit and proper persons' to the governing body and senior executive positions. xii. Satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies. xiii. Receive any relevant reports from the National Audit Office and the Office for Students and other organisations. xiv. Monitor annually the performance and effectiveness of the internal and external audit functions, including any matters affecting their objectivity, and make recommendations to the Board of Governors concerning their reappointment, where appropriate. xv. Monitor other relevant sources of assurance, for example other external reviews. xvi. Consider elements of the annual financial statements in the presence of the external auditors, including the auditors' formal opinion, the statement of members' responsibilities and the statement of internal control, in accordance with the regulator's accounts directions. xvii. In the event of the merger or dissolution of the institution, ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed. xviii. To report to the Board of Governors on the discharge of its own duties. 	
<p>Composition:</p> <p>2x Non-executive Directors (exclude the Chair of the Board of Governors)</p> <p>1x independent co-opted member with relevant experience.</p>	<p>Membership:</p> <p>J Cooke (Chair) K Stanton</p> <p>To be nominated</p>	
<p>Attendees (Non-voting)</p>	<p>Group Chief Financial Officer Internal and External Audit Leads as necessary for the business Clerk Any other individual(s) by invitation of a majority of Directors or nominated by the Parent Company .</p>	<p>A Khakhar (interim group CFO) TBC TBC A Osborn</p>
<p>Frequency:</p>	<p>Audit and Risk Committee will meet a minimum of three times per calendar year.</p>	
<p>Quorum:</p>	<p>Two to include, the both independent members of the Board.</p>	
<p>Reports to:</p>	<p>Board of Governors</p>	

Approved:	26 May 2023 by Board of Governors
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Remuneration and Nominations Committee

Purpose:	The remunerations and nominations committee is responsible for making recommendations to the Board of Governors (Board) in relation to the remuneration of the Principal and CEO of CCL and (with the input of the Principal) that of the CCL executive, including performance measures. The Committee also makes recommendations on the composition and membership of the Board and on the planning and arrangements for the succession and Principal and CEO, Chair, and members of, the Board and its committees.	
Terms of Reference:	<ul style="list-style-type: none"> i. To maintain oversight and make recommendations in relation to the (total) remuneration of: <ul style="list-style-type: none"> a) The Principal and CEO b) The CCL Executive c) Independent members of the Board and Co-opted members of its Committees. ii. To make recommendations to the Board for performance targets for the Principal and to provide oversight of the performance targets for the CCL Executive. iii. To maintain oversight and make recommendations to the Board in relation its composition and membership to ensure it has the appropriate balance of skills to support CCL’s strategy and that appointments are made in a timely manner. iv. To lead on the arrangements of and planning for the succession of the Chair and Principal and CEO making recommendations to the Board accordingly. v. To report to the Board of Governors on the discharge of its own duties. 	
Composition:	<p>Chair of the Board of Governors Group Chief Executive Officer Group Chief Financial Officer</p> <p>CCL Principal & CEO*</p> <p>* The Principal and CEO may not be present for discussions concerning their own performance/succession.</p>	Membership:
	<p>A Chandraker J Kelly A Khakhar (interim group CFO)</p> <p>Professor Niamh Downing</p>	
Attendees	<p>Clerk Group HR Director</p>	TBC
Frequency:	Twice per calendar year	
Quorum:	Two to include the Chair (except for matters of their own succession) and Group CEO	
Reports to:	Board of Governors	
Approved:	26 May 2023 by Board of Governors	

Summary of Directors' Committee Memberships

Member/Committee	BOG	Audit and Risk	Rem & NomCo
A Chandraker	Chair		Chair
J Cooke	Member	Chair	
K Stanton	Member	Member	
CCL Principal & CEO	Member	Attendee*	Member*
Group CEO	Member		Member
Group CFO	Member	Attendee*	Member*
Audit Co-opt		Member	

* May not be present for discussions concerning their own performance/succession.

Academic Board

<p>Purpose:</p>	<p>Academic Board is established through the Articles of Association for Corndel Education Limited as CCL’s academic authority. It is responsible for the development and maintenance of the academic regulatory and policy environment to assure the quality and standards of awards made by CCL (directly or on behalf of a validating body) and provide a high-quality student experience. It also provides advice on the academic mission and academic character of CCL to the Principal and provides suitable assurance to the Board of Governors of on-going compliance with conditions of registration and other statutory or regulatory requirements relevant to the academic business of the institution.</p>
<p>Terms of Reference:</p>	<ol style="list-style-type: none"> i. Advising the Principal on the development of the academic business and overall strategy of CCL, including mission and academic character, and considering emerging information from sector stakeholders (e.g. OfS, DFE, Ofsted etc.) ii. Considering and determining approaches to the academic business of the institution, and the effectiveness thereof, including, but not limited to: <ol style="list-style-type: none"> a) Regulations and academic policy, including for the assessment of students and the award of credit and awards and their alignment with <i>sector recognised standards</i> (formally the FHEQ) b) Procedures for the approval, continuous improvement and review of CCL’s credit bearing programmes; c) Learning, teaching, and assessment strategies; d) Widening access and inclusivity (including policy and plans for Access and Participation); e) Scholarships; f) the academic and academic-related student experience; g) Policy and procedures for: <ol style="list-style-type: none"> i. the admission of students ii. the appointment of external examiners iii. maintenance of academic integrity iv. student behaviour v. Student complaints and academic appeals vi. Student protection Policy/plan vii. Ethics in relation to student and staff projects/research iii. Providing appropriate oversight of the work of committees that report to Academic Board; iv. Maintaining a register of academic risks, receiving and testing assurance that mitigating actions are appropriate and in place. v. Oversee the development of, and advise the Principal on, reports and submissions to external stakeholders (e.g. TEF or NDAP submissions, bids) as appropriate; vi. Monitoring, and advising the Principal & CEO, on recruitment targets and performances. vii. Advising on any other business as requested by the Board of Governors or Principal & CEO.

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| | <ul style="list-style-type: none">viii. Providing advice and assurance to the Board of Governors on the termination of CCL Programmes and appropriate measures for student protection.
ix. To report to the Board of Governors annually how Academic Board has discharged its responsibilities via an annual report on quality and standards explicitly encompassing and considering performance against B3 thresholds and sector benchmarks for continuation, completion, and progression (and other such measures that may be specified by the Office for students), the student experience and outcomes, and consumer protection (CMA). |
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<p>Composition: Principal (Chair) Director Operations Directors of Curriculum</p> <p>Academic Registrar (Clerk) Director of Growth and Strategy Head of Admissions</p> <p>1 x Student* 2 x Academic members of staff*</p> <p>*Appointed via recruitment.</p> <p>Attendees: Director of Curriculum and Assessment (Corndel) Director of Excellence, compliance, and learner experience (Corndel) Head of Compliance and Auditing (Corndel)</p> <p>Any other staff member within the Corndel Group necessary for the conduct of business.</p> <p>Observers: 1 x Independent Governor Staff and students of CCL by request</p>	<p>Membership: Professor Niamh Downing Ciarán Brennan Dr Rachel Andrews Gareth Day Alastair Osborn J Allerson Vacancy</p> <p>Vacancy Vacancy</p> <p>Shezan Hirjee</p> <p>David Millar</p> <p>Lisa Hurle</p> <p>K Stanton</p>
Frequency:	Academic Board meets at least three times in a 12-month period
Quorum:	One third of the membership, to include the Chair
Reports to:	Board of Governors
Responsible for:	Assessment Boards Learning and Teaching Enhancement Committee Programme Approval Panels (ad hoc)
Approved:	26 May 2023 by Board of Governors

Learning Teaching Enhancement Committee

<p>Purpose:</p>	<p>Learning and Teaching Enhancement Committee is responsible for advising Academic Board on the development of approaches to Learning, Teaching and Assessment as well as oversight of the effective implementation of CCL's Continuous Improvement Processes and other policies, including but not limited to arrangements for programme/module modification, the Assessment Cycle Policy and policies relating to student complaints and academic appeals.</p>
<p>Terms of Reference:</p>	<ul style="list-style-type: none"> i. To develop and monitor the implementation of policies for the enhancement of: <ul style="list-style-type: none"> a) The quality and standards of CCL's credit bearing provision; b) Approaches to learning teaching and assessment in support of high-quality student experience and outcomes; and c) Making recommendations to Academic Board as appropriate. ii. To consider qualitative and quantitative data on quality and standards and student outcomes at an institutional level and advising Academic Board and instructing Programme Management Committees (PMCs) accordingly on appropriate action for continuous improvement. Data includes, but limited to: <ul style="list-style-type: none"> a) Thematic overview of external examiner reports and consideration of specific issues as identified by the quality team or PMCs; b) Thematic outcomes of student feedback groups; c) Student retention and progression; d) Assessment data including distribution of marks and awards, and end point assessment outcomes using, where appropriate, split data to support gap analysis between different demographic groups of students; e) Thematic internal (e.g. module evaluation) and external survey data (e.g. GOS/NSS) f) Issues arising from academic appeals and student complaints; iii. To identify and support wider adoption of effective practice in the enhancing of the quality, standards, outcomes, and student experience. iv. To consider and advise Academic Board on CCL's approach to widening access and inclusivity and ensure that policies it develops and has oversight of support CCL's aims to be an inclusive higher education provider. v. To consider continuous improvement plans and major modification requests escalated by Programme Management Committees and plans in response to external examiner concerns (e.g. in reports or where scaling has been used). vi. To provide effective oversight of Programme Management Committees. vii. Advise on any other business as referred to it by Academic Board or the Principal & CEO. viii. To report to Academic Board on how LTEC has discharged its responsibilities, including an evidence-based report on quality and standards and the student experience and outcomes.

<p>Composition: Principal (Chair) Chief Operating Officer Directors of Curriculum</p> <p>Academic Registrar</p> <p>1 x Student from each Programme Management Committee</p> <p>Staff with module lead responsibilities</p> <p>Attendees: Director of Curriculum and Assessment (Corndel) – or nominee</p> <p>Director of Excellence, compliance, and learner experience (Corndel) – or nominee</p> <p>Quality Officer (Clerk) – or nominee</p> <p>Any other staff member within the Corndel Group necessary for the conduct of business.</p> <p>Observers: Staff and students of CCL by request</p>	<p>Membership: Professor Downing C Brennan Dr R Andrews G Day A Osborn</p> <p>Vacancy Vacancy</p> <p>G Fernando D Hunt</p> <p>S Hirjee</p> <p>D Millar</p> <p>TBC</p>
Frequency:	Learning Teaching Enhancement Committee meets at least three times in a 12-month period
Quorum:	One third of the membership, to include the Chair
Reports to:	Board of Governors
Responsible for:	Assessment Boards Learning and Teaching Enhancement Committee Programme Approval Panels (ad hoc)
Approved:	XXXX by Academic Board

Programme Management Committee

Purpose:	Programme Management Committee (PMC) is responsible for the continuing monitoring and enhancement of one or more defined programmes. Through the continuous improvement process it monitors the performance of the programme and its constituent modules against key indicators (e.g., module pass rates, student, external examiner, and employer feedback etc) and acts as a forum to discuss and approve or endorse amendments to the programme(s)/modules as appropriate and in accordance with prevailing CCL policy.	
Terms of Reference:	<ul style="list-style-type: none"> i. To critically reflect on qualitative and quantitative information the Programme(s) (and modules) within its remit and develop and implement enhancements that support the maintenance of sector standards, improve the student experience, and improve student outcomes (both in terms of student success and B3 measures) at modular and programme levels. ii. To maintain oversight and ensure effective implementation of the continuous improvement policy as it applies to the programme(s) with its remit, including review of (or escalation) continuous improvement plans. iii. To consider discussion at Programme Feedback Group(s) and ensure clear feedback is provided on the adoption or otherwise of recommendations arising from it. iv. To support the Principal and Director of Curriculum in ensuring the ongoing sustainability of the Programme through the review of, and advice on, key measures financial and performance measures. v. To support the implementation of directions/policy approved by Learning Teaching and Enhancement Committee or Academic Board as appropriate. vi. To reflect on relevant outcomes of academic appeals and complaints and advise on/implement controls as appropriate. vii. To approve the response to the annual External Examiner Report; 	
Composition: Directors of Curriculum (Chair) All programme staff (AMLs and PDEs) 1 x employer representative Attendees: Quality Officer (Clerk) Any other staff member within the Corndel Group necessary for the conduct of business. Observers: Staff and students of CCL by request	Membership:	
Frequency:	As required and not less than three times a year.	
Quorum:	One third of eligible members	
Reports to:	Learning and Teaching Enhancement Committee	
Responsible for:	Feedback Groups	
Approved:	XXXX by Academic Board	

Feedback Groups

Purpose:	Feedback groups are an open forum for students and staff to jointly discuss, the operation management and student experience of the programme and identify enhancements to the Director of Curriculum and Programme Management Committee.	
Terms of Reference:	<ul style="list-style-type: none"> i. To consider, among other things: <ul style="list-style-type: none"> a) Formal and informal student feedback on modules; b) External examiner comments including the annual report; c) To develop and or review for likely effectiveness, the Programme Continuous Improvement Plan; d) Other matters identified by students present, or raised by students that can't be present; e) Proposals for modification to the programme and it's modules. ii. Based on the discussion to make recommendations to the Director of Curriculum and the Programme Management Committee accordingly. iii. To allow for student only discussions to take place. iv. To nominate two students to attend Programme Management Committee. v. To keep a summary of discussions and outcomes. 	
Composition: Director of Curriculum (Chair) Staff with module lead responsibilities Registered Students Attendees: Any other staff member within the Corndel Group necessary for the conduct of business. Note: Care should be taken by the Chair to ensure that the student voice is the most prominent within the discussion.	Membership:	
Frequency:	Quarterly	
Quorum:	N/A	
Reports to:	Programme Management Committee	
Approved:	XXXX by Academic Board	

Assessment Boards: Module (M) and Programme (P)

<p>Purpose:</p>	<p>Assessment Boards are convened as necessary to consider the academic performance of a student. Depending on the position of the student on the programme when they are considered an assessment board may do either or both of the following:</p> <ul style="list-style-type: none"> i. Where a student is considered prior to a progression point an Assessment Board confirms marks and that assessment processes have been conducted appropriately for the students, and that assessment outcomes are appropriate (Module (M) Board). ii. Where a student has reached a progression point the Assessment Board considers the appropriate progression/award outcome for students based on the marks confirmed, that the regulations have been applied accurately to the outcomes and that the outcomes are comparable with sector expectations. (Progression (P) Board) <p>In most cases M & P Boards will run consecutively, but an assessment board may be convened for either role in isolation and may also be adjourned as necessary where it has been convened to consider both.</p>
<p>Terms of Reference:</p>	<p>Module Board:</p> <ul style="list-style-type: none"> i. To receive and consider information pertaining to the performance of identified cohorts, including but not limited to: <ul style="list-style-type: none"> a) individual student assessment element marks; b) aggregate cohort performance and internal benchmarks; and c) external examiner feedback; on one or more modules and determine the marks to be awarded at assessment element level. ii. To determine the timing of a student's second opportunity where they have been unsuccessful at the first opportunity (including first rework). iii. To implement outcomes from the cases panel and approved extenuating circumstances requests and, determine the impact on a student's profile at a modular level, including but not limited to, the application of penalties and the timing of new first opportunities. iv. To ensure that marks are determined according to the prevailing academic regulations and policies appropriate to the students' circumstances; v. To award credit where the student has demonstrated attainment of the module learning outcomes in accordance with the regulations, including where they have appropriately demonstrated via the APL Policy that they meet the criteria for AP(E)L Credit. vi. To monitor student performance in relation to module marks and statistics and confirm that the standards achieved in the modules under consideration are being maintained and are consistent with comparable standards in the sector. <p>Progression Board:</p> <ul style="list-style-type: none"> i. To receive the outcomes agreed at a Module Board(s) and in accordance with the regulations determine: <ul style="list-style-type: none"> a) Whether a student should progress from one level of study to another, and within that whether a full or partial re-take is either required under the regulations or would be in a students' best academic interests.

	<p>b) To confirm a students' eligibility for an award, including intermediate awards (e.g. CertHE) and where appropriate confirm the appropriate application of the regulations to in determining the students' award and any associated classification.</p> <p>ii. To implement outcomes from the cases panel and approved extenuating circumstances requests and, determine the impact on a student's profile at a programme level, including but not limited to, reversing a previous decision following a successful academic appeal or terminating a student's studies.</p> <p>General Duties for both M & P Boards</p> <p>i. To maintain appropriate records of decisions made and their rationale;</p> <p>ii. To follow up outstanding actions and receive updates as necessary where decisions are deferred for chairs action;</p> <p>iii. To receive confirmation from the External Examiner(s) that</p> <ul style="list-style-type: none"> a) they have had appropriate access to relevant evidence (including student work and moderation records) to enable them to make their judgements; b) the marks proposed at the board are appropriate; c) CCL has adhered to the assessment processes as understood by the external. <p>iv. To regularly report to Academic Board on its activities, including observations on the performance of students and maintenance of threshold standards.</p>
<p>Composition: Principal/Nominee (Chair) Director of Curriculum for programmes under consideration</p> <p>External Examiners for programmes under consideration</p> <p>Staff with module lead responsibilities</p> <p>PDEs (M Board elements)</p> <p>Academic Registrar</p> <p>Attendees: Quality Officer (Clerk) Head of Student Records</p> <p>Observers: Observers are only permitted for staff development purposes.</p>	<p>Membership: Professor Niamh Downing (or nominee) Dr Rachelle Andrews Gareth Day</p>
Frequency:	Assessment board meet as required and specified in the assessment Board Schedule
Quorum:	Chair, DOCs and relevant externals (or written confirmation in accordance with 3.4 ii of the Externals Policy)
Reports to:	Academic Board
Responsible:	Cases Panel
Approved:	XXXX by Academic Board

Cases Panel

Purpose:	The cases panel is convened to consider student cases in relation to academic integrity, academic appeals against decisions of CCL and student wellbeing and discipline.	
Terms of Reference:	<ul style="list-style-type: none"> i. To consider, and determine findings, in relation to reports submitted to it by the Academic Registrar (or nominee) in relation to cases arising under the following: <ul style="list-style-type: none"> a) Academic Integrity Policy b) Student Conduct Policy c) Complaints and Appeals Policy d) Health wellbeing and Fitness to Study Policy e) Ethics Policy ii. To request additional information as necessary in order to reach an informed decision. iii. To maintain confidentiality of the information concerning individual students and to ensure clear communication of the panel's findings to students it has considered. iv. Where necessary to inform the relevant Assessment Board of any adjustment that should be made to the profile (e.g. attempt number) or marks (e.g. capping) as a result of its consideration and findings. v. To make recommendations as necessary to support the development and implementation, and support of students within, the above policies. 	
Composition: Director of Curriculum of student(s) under consideration (Chair) 2 x members of Academic Staff without experience of the student(s) under consideration. Academic Registrar (or nominee)	Membership:	
Attendees: Quality Officer (Clerk) External experts by invitation (e.g. wellbeing/MH professionals) Any other staff member within the Corndel Group necessary for the conduct of business (e.g. investigating or reporting member of staff)		
Observers: Observers may only be permitted for staff development purposes and may not be permitted at all for some cases.		
Frequency:	Cases Panel meets as required	
Quorum:	Three	
Reports to:	Assessment Board	
Responsible for:	N/A	
Approved:	XXXX by Academic Board	

Programme Approval Panel

<p>Purpose:</p>	<p>Programme approval panel is responsible to Academic Board for the approval of defined programmes of study leading to awards of CCL, and short-cycle credit bearing courses in accordance with the Programme Development, Approval, Review and Modification Policy and the Academic Regulations.</p> <p>The Panel's functions may be subsumed and replaced by a Programme Approval Panel (or equivalent) properly constituted under the regulations of the awarding body partner.</p>	
<p>Terms of Reference:</p>	<ul style="list-style-type: none"> i. To consider proposals for new awards and changes to existing awards in accordance with the Programme Development, Approval, Review and Modification (PDARM) Policy and the Academic Regulations and amongst other things, critically reflect on: <ul style="list-style-type: none"> a) Alignment with sector standards as articulated via the FHEQ (QAA), Sector Recognises Standards (OfS), benchmark statements and other external reference points (e.g. Apprenticeship Standards) b) Alignment with the ethos and learning and teaching strategy and other relevant CCL policies; c) The overall appropriateness of the design of the proposed programme/course and its position within the sector including the extent to which it is both coherent and contemporary; d) The appropriateness of the arrangements for in providing reliable, fair assessment that supports students to demonstrate attainment of learning outcomes and maintains standards; e) The likely effectiveness of the proposal in supporting students to achieve high-quality outcomes (Continuation, Completion and Progression and achievement beyond threshold); f) The likely effectiveness of the proposal in providing an outstanding student experience; g) The extent to which the proposal considers and supports diversity and inclusivity within both the curriculum and student body. ii. To determine based on its consideration, whether to Approve, Conditionally Approve or Refer back the proposal in accordance with the PDARM Policy. In the case of Approval or Conditional Approval to also identify any recommendations or commendations. iii. To keep an accurate record of its considerations and provide a report to Academic Board after each meeting to outline its findings and identify areas for enhancement within the institutional approach to PDARM. 	
<p>Composition:</p> <p>Principal/Nominee (Chair)</p> <p>2x Academic staff not directly involved in the proposal and with appropriate experience.</p> <p>1x external academic panel member</p> <p>1x industry expert panel member</p>	<p>Membership:</p>	

<p>1x student or alumni of a CCL or Corndel Group programme.</p> <p>Academic Registrar/Nominee (Clerk)</p> <p>PSRB/Awarding Body Representative(s) as necessary</p> <p>Attendees: Quality Officer (Clerk) The DOC endorsing the proposal to the Panel and any other staff members actively engages in the development of the proposal. Any other staff member within the Corndel Group necessary in order for the panel to reach an informed judgement.</p> <p>Observers:</p>	
Frequency:	Programme Approval Panel meets as required
Quorum:	Four to include the Chair, one internal member of academic staff and the external academic panel member.
Reports to:	Academic Board
Responsible for:	N/A
Approved:	XXXX by Academic Board