



Higher Education Directorate Governance, Management and Meeting Structures for Higher Education

1. Overview

This document should be read in conjunction with the details relating to the Committees and Teams that contribute to the operational and strategic functions of higher education governance and management (provided as appendices) at University Centre Weston (UCW). The document should also be seen in the context of Weston College of Further and Higher Education (the College) and the Higher Education Directorate structures.

2. Background

This document clarifies the College's higher education (HE) provision functions and is supported at UCW through corporate governance, management approaches and team and student meetings. In reviewing the terms of reference of committees and meetings, UCW has taken due regard of the requirements and expectations of the Office for Students (OfS), including the revised UK Quality Code for Higher Education (the Quality Code). In addition, all actions align with the Strategic Aims outlined in the UCW Higher Education Strategic Plan and the associated key performance indicators.

The structure of Weston College has a Principal and Chief Executive with a Corporate Leadership Board and a Faculty structure. For HE provision, a separate infrastructure informs, directs, and supports all aspects of higher education through the HE Directorate (appendices 1-3).

3. Governance, Management, and the Higher Education Directorate

Strategic direction comes from the Principal and Chief Executive and Weston College Corporation. Overseen by Governors through the Curriculum and Quality Governance Committee (CQGC) (appendix 4), the HE Directorate helps Corporation devise strategy, and provides operational and administrative leadership. The Assistant Principal - Higher Education leads the HE Directorate and manages a team of staff that assure the key elements of successful and effective HE are maintained (appendix 3). In addition, the Assistant Principal - Higher Education leads on discussion and negotiations with partner universities, the OfS or on behalf of, the Principal and Chief Executive. The HE Directorate support the maintenance of registry, respond to student voice, assure an outstanding student experience, and supports all aspects of delivery and development of HE courses at UCW.

Several managers support the Assistant Principal - Higher Education with the oversight of Curriculum and Quality, and Academic Registry. These include the Deputy Director: HE, HE Academic Registrar, HE Specialist Support Manager and the HE Partnership and Development Manager (appendix 3).

Strong partnerships are supported through regular meetings with each partner university (Bath Spa University, University of the West of England, Bristol (UWE) and Hartpury University). These meetings are used to discuss developmental, operational and strategic issues. They are minuted and occur every two months, or more frequently if necessary (appendix 2).

The resourcing of HE courses is ultimately the responsibility of the Corporate Leadership Board (CLB) through the Principal and Chief Executive as advised by the Assistant Principal - Higher Education. Resources such as staffing, equipment and accommodation are requested through a formal planning process by each Faculty, scrutinised by the Assistant Principal - Higher Education, and if supported by the HE Directorate, final decisions are made at Principal level at CLB (appendix 6). As a minimum, the resourcing of each HE course must be at a level acceptable to the partner university, as well as fulfilling the UK Quality Code requirement. Library resources have an allocated HE budget per programme, agreed by CLB, and monitored by the HE Management Team (HEMT) (appendix 9).

HE quality assurance overall is the joint responsibility of the Weston College Deputy Principal: Curriculum, Quality and Student Experience, the Deputy Principal: Business Engagement and Growth, and the Assistant Principal - Higher Education. Within the HE Directorate, principle responsibility resides with the Deputy Director: HE, supported by the HE Student Experience Manager, HE Quality and Compliance Coordinator, and the Learning, Teaching and Assessment Coaches. Members of this team lead on and monitor a range of quality assurance activities, including programme monitoring, peer observation, review and impact of scholarly activity, and will link with HE Academic Registry for responding to the "student voice". However, the culture of quality assurance at UCW is to see it as a responsibility of all staff. All reports related to academic standards, student outcomes, quality assurance, and the monitoring of key performance indicators is undertaken by Governors at the CQGC meetings.

HE courses at UCW are delivered through an established faculty structure (appendix 1). Operational responsibility is with the Dean of Faculty who, through established management structures, timetables staff, provides key resources and reviews scholarly activity and staff development. The Assistant Principal - Higher Education maintains regular dialogue with each Dean of Faculty and for all new appointments with HE responsibility, the Assistant Principal - Higher Education or an appropriate manager from the HE Directorate, will be on the interview panel. Partner university representation is invited and encouraged. The Dean of Faculty is required to formally report to the HE Academic Quality and Standards Committee (AQSC) (appendix 6) on an annual basis (including annual validation of the Faculty Mid-Year Reports). Through faculties and reporting mechanisms, analysis of the effectiveness of courses takes place, and response to progression and retention information, the student experience, scholarly activity, and actions related to previous issues are documented. AQSC is chaired by the Deputy Principal: Curriculum, Quality and Student Experience.

The support functions that help assure a comprehensive approach to HE at UCW such as library resources, marketing, finance and learning support are represented at HEMT.

4. Management structure

UCW has an established management structure that is committed to supporting the delivery of effective HE programmes. The Deputy Principal: Curriculum, Quality and Student Experience, the Deputy Principal: Business and Growth, and the Assistant Principal - Higher Education are members of CLB, the College's most senior non-governance Committee, chaired by the Principal (appendix 5).

At Governor level there is Curriculum and Quality Governance Committee (CQGC). CQGC is the highest-level committee to consider matters relating to HE. CQGC is chaired by a Governor with

expertise from the HE sector and attended by up to seven Governors allocated by Weston College Corporation (appendix 4).

Students are treated as equal partners in the development and operation of HE, with representation on key committees. Staff Student Liaison Committees (SSLC) and the Student Representative Committee fit within the wider HE Student Engagement Strategy. Their views are sought and valued, contributing to the enhancement of the student experience. There is also representation from partner universities at several key meetings, contributing to the governance and management of higher education (appendix 2).

5. Meetings structure

Detailed terms of reference and membership of all committees, teams and meetings that take place at UCW and are reflective of the governance, management, operation and function of HE are provided in the appendices. A brief summary of these is provided:

5.1 Curriculum and Quality Governance Committee (CQGC) (appendix 4)

CQGC has corporate oversight and is the highest-level committee to consider matters relating to the HE provision at UCW. A key role of this Committee is to gain assurance on behalf of the Corporation that HE provision at UCW meets the needs and expectations of HE students, governance, employers, partner universities, the OfS, the Quality Assurance Agency (QAA) and appropriate government agencies. It reviews the educational character, mission, and strategy of Weston College and UCW, and the oversight of its activities. This involves the monitoring of data, and financial, academic and reputational risk. It reviews actions related to HE provision and ensures that deliberate steps are in place to assure continual improvement. CQGC also checks that the HE Directorate reflects the requirements of the OfS and the QAA in terms of its structure, actions, reporting, policies and procedures. The intention is to ensure that HE provision continues to thrive and expand at UCW.

CQGC is chaired by a Governor with HE expertise and attended by up to seven Governors allocated by Weston College Corporation. Membership includes a staff Governor, HE student representative, Clerk to the Corporation and the Assistant Principal - Higher Education. There are five meetings per year. The Chair may choose to add extra meetings if deemed necessary.

5.2 Corporate Leadership Board (CLB) (appendix 5)

CLB is the main policy making and strategic body for Weston College. Chaired by the Principal, it includes the Deputy Principal: Curriculum, Quality and Student Experience, and Assistant Principal - Higher Education, along with ten other senior managers, meeting on a weekly basis.

All aspects of HE delivered by UCW are discussed here. Strategic planning for the College commences here, and the Assistant Principal - Higher Education is required to produce an annual Strategic Planning Response for HE provision. In addition, as CLB considers student voice critical, where and when appropriate, student issues and opinions are brought to its attention.

5.3 Higher Education Academic Quality and Standards Committee (AQSC) (appendix 6)

The HE Academic Quality and Standards Committee (AQSC) is the group that takes responsibility for the review and reporting of issues relating to academic standards and quality in HE provision at UCW. It is chaired by the Deputy Principal: Curriculum, Quality and Student Experience.

Meeting five times annually, it approves UCW strategy, policies, and position statements. It scrutinises reports relating to course monitoring, quality of learning, teaching and assessment, scholarly activity, and student feedback. It also receives and considers statistical data and analysis and makes recommendations to HEMT, CLB and the CQGC.

5.4 Higher Education Directorate Management Team (HEDMT) (appendix 7)

HEDMT meets on a monthly basis. Membership comprises the Assistant Principal - Higher Education, Deputy Director - HE, HE Academic Registrar, HE Student Experience Manager, HE Specialist Support Manager, HE Partnership and Development Manager and the HE Quality and Compliance Coordinator. On occasion, others are invited to attend to address specific topics or present discussion papers. This group has responsibility for the oversight of the strategic and operational activities related to HE at UCW. It reports to and makes recommendations to AQSC, CQGC and CLB.

Decisions made at HEDMT are disseminated at HEMT meetings. Discussions of topics at AQSC and HEMT, as well as student forums, inform the decision making of HEDMT. Decisions about new course development, policies and procedures, strategy and course health checks are initially discussed for feasibility by HEDMT before proceeding through the Committee structure for approval.

Outcomes of course development meetings are discussed by HEDMT. Discussion also takes place regarding operational issues including finance and expenditure, and human and physical resources. HEDMT discusses staff development needs and themes for the annual HE Teaching and Learning conference.

5.5 HE Directorate meeting (appendix 8)

Chaired by the Assistant Principal - Higher Education, this is an operational meeting of all staff who are part of the HE Directorate, including the HE Academic Registry section and the HE Curriculum and Quality section. The team focuses on matters relating to student engagement, student support, key administrative activities, admissions, complaints, student finance, accommodation, student records and the student experience. The team also considers and discusses the development, delivery, monitoring, and quality assurance of HE at UCW. Meetings are held monthly and minuted.

5.6 Higher Education Management Team (HEMT) (appendix 9)

Meeting monthly and chaired by the Assistant Principal - Higher Education, HEMT deals with the ongoing management and operations of HE delivery. Deans of Faculty are asked to attend as well as HE Curriculum/Programme Coordinators and support service managers. This ensures that current and future HE developments are managed, monitored, and reviewed. Recommendations from this team are related directly to CLB through the Chair.

Decisions and discussions that take place at HEMT are relayed to teaching teams at the Programme Team meetings which are chaired by the relevant HE Curriculum/Programme Coordinators.

5.7 Programme Team Meetings (PTM) (Appendix 10)

UCW seeks to promote and encourage effective and worthwhile programme level meetings. These provide assurance that academic standards, quality, and all relevant developments are reviewed and monitored in an appropriate forum and in a timely ongoing basis. Decisions related to the operational running of programmes should be taken at these meetings and should underpin the successful delivery of the programme.

PTM's are chaired by the Programme/Curriculum Coordinator or the Subject Area Manager (SAM). Meetings take place after each HEMT meeting to ensure matters discussed at HEMT are disseminated to teaching staff.

5.8 Staff Student Liaison Committees (SSLC) (appendix 11)

Chaired by the HE Student Experience Manager and meeting a minimum of three times annually, these are based on the programme of study, and provide a two-way channel of communication between staff and students. There is no restriction to what can be discussed, and the meetings are student driven, but there is a standard agenda for each meeting to ensure discussion of key information takes place including, for example, National Student Survey (NSS) outcomes, annual monitoring and external examiner reports.

5.9 Student Representative Committee (SRC) (appendix 12)

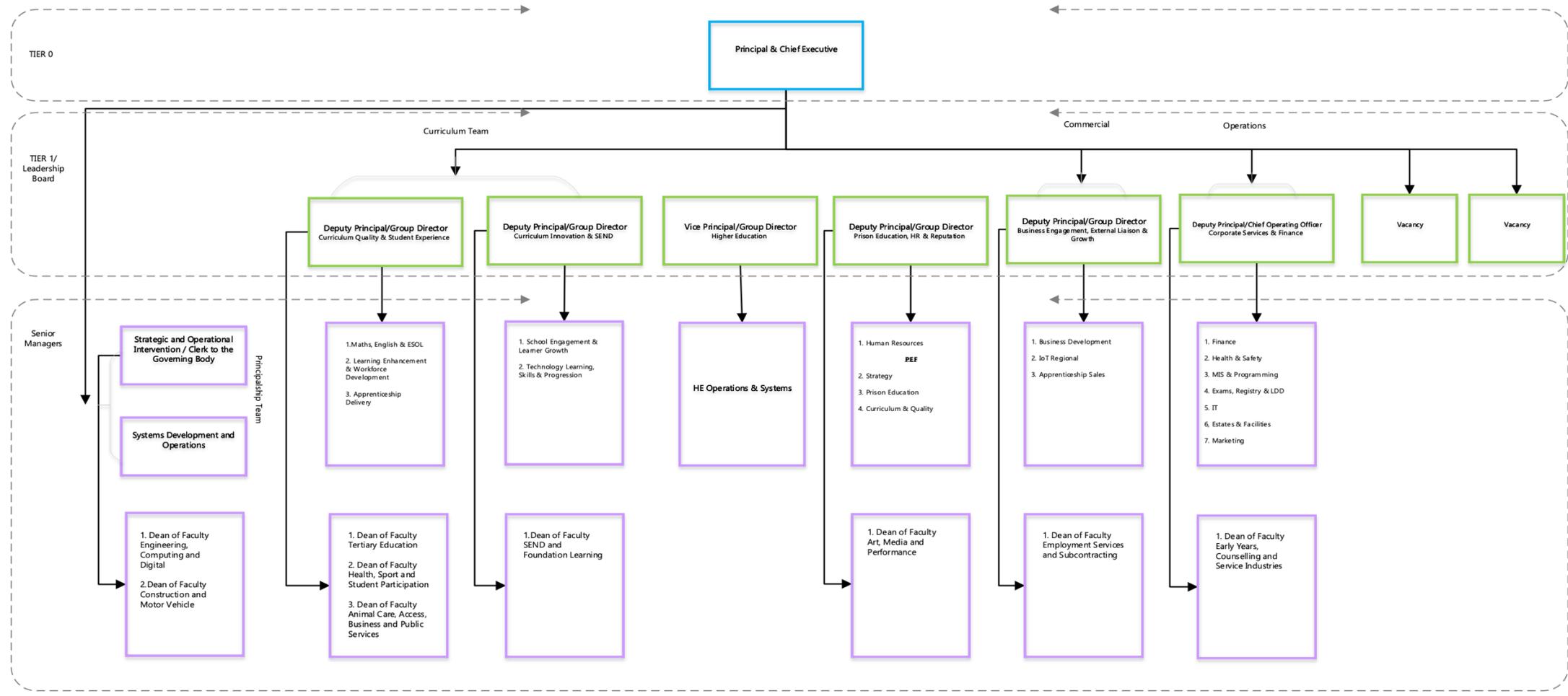
As with SSLCs, the Student Representative Committee fits within the wider HE Student Engagement Strategy. The SRC, made up of students from all programmes and campuses, focuses on cross-college issues with potential to affect all HE students.

6. Supporting documents, structures, and terms of reference.

Several policies, statements and structure diagrams have been devised over the last few years which help to contextualise the management and meetings structure relating to HE at Weston College. These are listed below and are available as appendices.

- Appendix 1: Weston College Leadership structure.
- Appendix 2: Governance and Management Structure for HE.
- Appendix 3: HE Directorate Structure.
- Appendix 4: Membership and terms of reference Curriculum and Quality Governance Committee.
- Appendix 5: Membership and terms of reference Corporate Leadership Board.
- Appendix 6: Membership and terms of reference HE Academic Quality and Standards Committee
- Appendix 7: Membership and terms of reference HE Directorate Management Team.
- Appendix 8: Membership and terms of reference HE Directorate Meeting.
- Appendix 9: Membership and terms of reference HE Management Team.
- Appendix 10: Membership and terms of reference Programme Team Meetings.
- Appendix 11: Terms of reference Staff Student Liaison Committees.
- Appendix 12: Terms of reference Student Representative Committee

Appendix 1



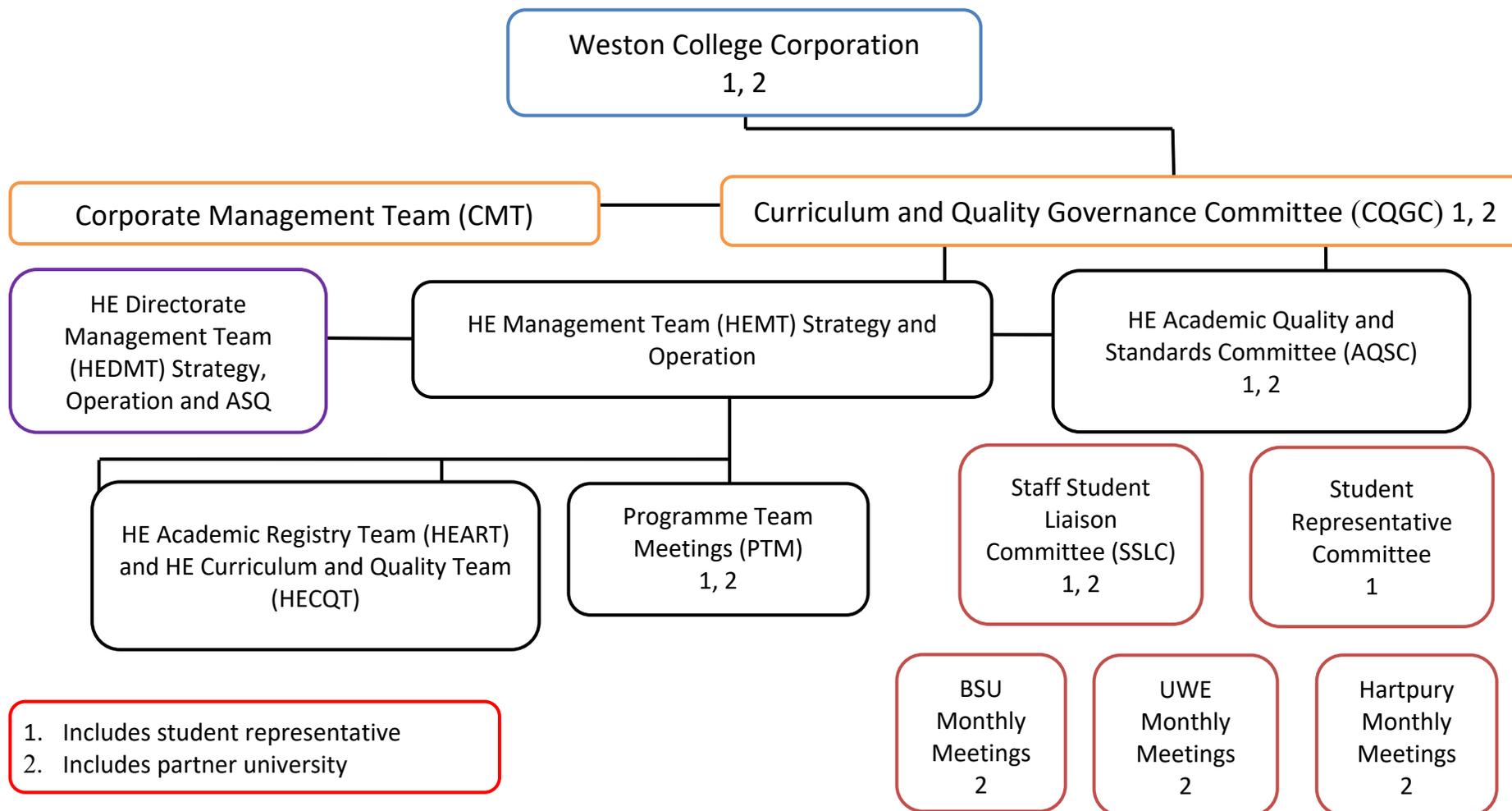
NB.1 Two vacancies currently exist at Tier 1 around Strategy and Apprenticeship Development

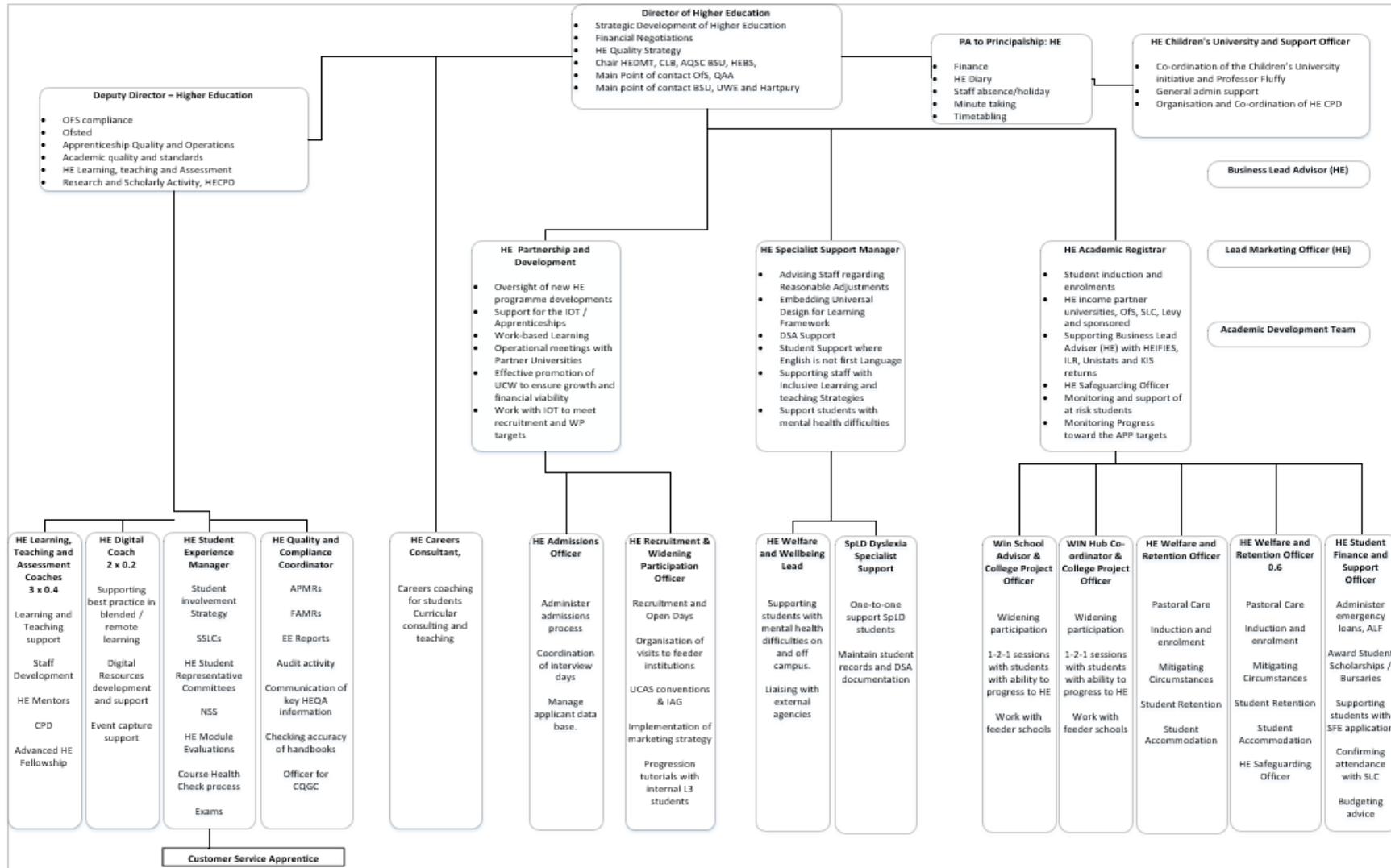
NB. 2 Following restructure of core business the titles of some management roles are under review.

NB.3 All Deans of Faculty are line managed by the Deputy Principal's of Curriculum Quality & Student Experience and Curriculum Innovation & SEND. For the purpose of the structure they have been aligned to their mentors.

Please note the caveat that Governors commissioned a report on Curriculum/management structures which may change the current structure from September 2020.

Governance and Management Structure for Higher Education







**WESTON COLLEGE CORPORATION
CURRICULUM AND QUALITY GOVERNANCE COMMITTEE
For FE and HE Provision**

TERMS OF REFERENCE

1. AUTHORITY

The Committee is responsible for reviewing ESFA, AEB, WECA, HE, International and Apprenticeship funded provision. This will extend to the review of key projects/schemes such as IoT, Centre's of Excellence etc.

Offender learning (PEF) is outside the scope of this Committee.

This is not a Statutory Committee. The Committee is non-decision making and has been established to assist the Corporation in meeting its responsibilities as outlined in the Instrument and Articles of Government (January 2008), part of Article 3(1):

The Corporation shall be responsible for the following functions:

- a) The determination and periodic review of the educational character and mission of the institution and the oversight of its activities*
- b) Approving the quality strategy of the institution*

The Curriculum and Quality Committee on behalf of the Corporation shall be responsible for the following functions:

- The determination and review of the educational character, mission and strategy of Weston College and University Centre Weston and the oversight of its activities;
- Providing oversight and scrutiny of higher education quality and standards at University Centre Weston, ensuring maintenance of academic standards and the quality of the student experience;
- Providing oversight and scrutiny of further education, including 16-19, Adult, Apprenticeship, SEND and Commercial education at Weston College, ensuring maintenance of academic standards and the quality of the student experience;
- Ensuring that there are effective systems which facilitate student involvement, at all levels, which seek to improve the student academic experience;
- Oversight and scrutiny of financial sustainability in accordance with the Chief Accounting Officer of both the higher education provision at University Centre Weston and the further education provision including 16-19, Adult, Apprenticeship, SEND and Commercial at Weston College. This will include the assessment of the delivery of curriculum against FE Commissioner benchmarks etc.

2. DELEGATED AUTHORITY

The committee will have delegated authority on behalf of the Corporation for:

- Recommendation for approval by the Corporation of all Quality and Standards reports and accompanying action plans.
- Recommendation for approval by the Corporation the Annual Quality Assessment Returns as stipulated by regulatory bodies.
- Protecting the interests of HE and FE students as consumers through ensuring compliance with Consumer Protection Law.
- The approval of Academic Regulations and Assessment where UCW and the College as a whole has responsibility and authority.
- Ensuring there is full compliance with the student complaints scheme run by the Office of the Independent Adjudicator for Higher Education (OIA) for HE and the ESFA for FE.

3. MEMBERSHIP

The Weston College Search Committee will have responsibility for electing the Chair of the Curriculum Quality Committee, as well as identifying other Governors who will be members.

Members:

The Principal and Chief Executive (or his delegated representative)
 Up to seven Governors including Student Governor
 Up to two External Members

In attendance:

Deputy Principal – Curriculum, Teaching and Learning
 Deputy Principal - Curriculum Innovation and SEND
 Director – Higher Education
 Director - Quality Learning Enhancement and Workforce Development
 Director - Quality and Standards
 Director of HE
 Clerk to the Corporation
 Minute Secretary

4. QUORUM

- 4.1. **The quorum for each meeting shall be four (4) members of which 3 should be governors.**

5. MEETING CYCLE

- 5.1. **There will be at least five meetings per year. (The meeting in October will be held to review the prior year and to discuss/recommend proposed targets for the new academic year.)**

6. DECLARATION OF INTEREST

- 6.1. **Standing Orders relating to disclosure of interest apply to Committee meetings in the same way as they apply to Corporation meetings.**

7. TERMS OF REFERENCE

The primary role of this Committee is to gain assurance on behalf of the Corporation that:

In general

- 7.1. **The curriculum is effectively responding to and meeting the needs of learners, employers and other key stakeholders at a local, regional and, where appropriate, national level.**
- 7.2. **Achievement, progress and progression of learners are being monitored against internal targets and exceed those achieved by Colleges nationally.**
- 7.3. **Teaching, learning and assessment are being monitored and robust improvement actions are in place and being delivered.**
- 7.4. **The Committee will be responsible for the on-going scrutiny of Higher and Further Education Strategic Risk Register.**
- 7.5. **Education provision at University Centre Weston meets the needs and expectations of higher education students, employers, partner universities and appropriate government bodies.**
- 7.6. **Data related to student satisfaction is analysed, acted upon, and impact of actions assessed.**

For Higher Education

- 7.7. **Data relating to higher education recruitment, student achievement, continuation rates and destinations is matched with and compares favourably with the higher education sector in general, and college higher education specifically.**
- 7.8. **Higher education learning, teaching and assessment are being monitored and improvement actions are in place and being delivered.**
- 7.9. **The Higher Education Directorate ensures that UCW complies with the on-going conditions of registration with the Office for Students (OfS) and meets the requirements of the Quality and Standards Review (QSR) methodology.**
- 7.10. **Higher education continues to develop and expand at University Centre Weston, including the growth of Level 4 and 5 Apprenticeships which meet industry needs.**
- 7.11. **To provide the assurances that are required by the OfS and Quality Assurance Agency (QAA).**
- 7.12. **Student engagement is present at all levels, is effective and is used to monitor the quality of provision and prioritise improvements, as well as help develop new provision and the expectations of the UK Quality Code is being met.**

For Further Education:

- 7.13. **Teaching, learning and assessment in further education, including 16-19, Adult, Apprenticeship, SEND, International and Commercial**

education at Weston College is consistently good or better with the ideal outcome to be outstanding.

- 7.14. Ensuring that learners make progress relative to their starting points and this is reflected in internal data and published performance tables.**
- 7.15. Curriculum products and modes of delivery are appropriate and meet the needs of learners, employers and the local community.**
- 7.16. Attendance, retention, achievement, success and the rate of learner progress exceed National Benchmarks by a minimum of 5% and meet internal targets for all areas of the College.**
- 7.17. Robust processes and mechanisms are in place for curriculum planning, recruitment, quality assurance, self-assessment, quality improvement, strategic planning and student feedback.**
- 7.18. Retention, achievement, success, attendance, progression and satisfaction levels are monitored for different groups of learners including those with protected characteristics. Actions are prioritised to narrow and reduce gaps and ensure widening participation.**
- 7.19. Student Voice is effectively used to monitor the quality of provision and prioritise improvements.**
- 7.20. Partner and employer feedback are used to prioritise improvements in training, apprenticeship and partnership working.**
- 7.21. Relevant Careers Education, Information, Advice and Guidance (CEIAG) is provided to learners and prospective learners to enable them to select appropriate courses and achieve positive progression outcomes.**
- 7.22. Quality improvement actions and mechanisms to improve the quality of teaching, learning and assessment address shortfalls in performance and narrow gaps in performance between different groups of learners.**
- 7.23. Ensure participation in industry placements and work experience exceeds college performance targets and records confirm the impact of this activity.**

The Committee shall in addition:

- 7.24. Annually review proposed internal targets for retention, achievement and success (including for high grades) and recommend these to Corporation for approval. Success targets must be a minimum of 5% above national benchmarks.**
- 7.25. Annually review the Teaching, Learning and Assessment Strategy for FE and HE and associated milestones and recommend it to Corporation for approval. Monitor the milestones of the strategy and gain assurance that actions to achieve them are appropriate and effective.**

- 7.26. Annually review all Technology in Learning Strategies and associated milestones. Monitor the milestones of the strategy and gain assurance that the actions to achieve them are appropriate and effective.
- 7.27. Review the Self-Assessment reports for Governance and assure that it identifies strengths and areas for improvement against the relevant criteria.
- 7.28. Annually review the College and UCW Self-Assessment Report (including the Quality Improvement Plan) and recommend it to Corporation for approval.
- 7.29. Review the annual Equality and Diversity Report and the Single Equality Scheme.
- 7.30. Annually review the Student Engagement Strategy and recommend it to Corporation for approval.
- 7.31. Monitor progress against the College Quality Improvement Plan and gain assurance that it is being implemented in a timely manner.
- 7.32. Review internal and external quality audit reports and gain assurance that their recommendations are being implemented in a timely manner.
- 7.33. Agree the content of a risk register for Higher Education at University Centre Weston, along with risk owners who may be required to attend meetings related to their particular risk(s). Where appropriate the recommendation of identified risk to be forwarded to the Corporation Risk Register.
- 7.34. Receive and recommend to Corporation for approval the UCW Quality and Standards Report and assure that it identifies both strengths and areas for improvement referencing the constituent parts of the ongoing conditions of registration, revised UK Quality Code and the QSR methodology.
- 7.35. Review the analysis and actions resulting from the National Student Survey findings.
- 7.36. Review the impact and effectiveness of student engagement through the HE Student Engagement Report.
- 7.37. To ensure that student protection measures are implemented, and consumer protection obligations are met, through the findings of the annual HE Complaints and Academic Appeals Report and the Consumer Protection Law Compliance Report.
- 7.38. To participate in the SAR process as dictated by the Chair and the Principal and Chief Executive

8 ADDITIONAL INFORMATION

- 8.1 The Terms of Reference will be reviewed every three years or prior to this if there are any changes to legislation.

CURRICULUM AND QUALITY COMMITTEE

Usual CQC Cycle of Business

CQC Committee Cycle of Business - All reports and papers will need to be reviewed and approved by The Principal and Chief Executive before submission to CLB or WCC.				
Month	Meeting	Reports/Papers	CLB Approval required	Holder
October	CQC	CQC Terms of reference		DT/AM
		Outcomes vs National Benchmarks (including areas which failed to meet National Benchmarks – by course) (16-19, Adult and WBL)		DT/JF/GD
		HE Outcomes against TEF metrics		AM
		FE Performance targets and Governors watch list		DT/JF
		English and Maths Pass Rates and Progress Scores		LW
		A Level Outcomes by Grade		WR
		FE Enrolments by division with quality and progress targets to be set well above National Benchmarks (Interim Report)		DT/BC/GD
		HE Enrolments by division with evidence of actual recruitment vs target		SS
November	CQC	Learner Voice		DT/EB
		Student Engagement and Feedback Report		SS
		16-19 Report		DT/GD
		Apprenticeship Report		TBC
		Adult Report		JF
		UCW Quality and Standards Report	Yes	AM
		FE Performance thresholds		DT/GD
		FE Enrolments by division		DT/BC
		HE Student Numbers Report		SS
		FE Enrolments by division with quality and progress targets to be set well above National Benchmarks (Interim Report)		DT/BC/GD
		Teaching and Learning Annual Report	Yes	DT/EB
		Equality and Diversity Annual Report	Yes	EB
		National Student Survey Report	Yes	SS
		UCW Complaints and Academic Appeals Report	Yes	SS
		UCW Student Achievement, Continuation and Destination Report	Yes	SS
UCW Fees Policy	Yes	SS		
		HE Strategic Risk Register		SS
February	CQC	Learner Voice		DT/EB
		Student Engagement and Feedback Report		AM/SS
		16-19 Report		DT/GD
		Apprenticeship Report		TBC
		Adult Report		JF
		HE In Year Retention Data Report		SS

		FE Performance thresholds		DT/GD
		FE Applications by division		DT
		HE Applications by division		SS
		HE Strategic Risk Register		AM
April	CQC	Learner Voice		DT/AM
		Student Engagement and Feedback Report		SS
		16-19 Report		DT/GD
		Apprenticeship Report		TBA
		Adult Report		JF
		HE Consumer Protection Law Compliance Report		SS
		FE Performance thresholds		DT/GD
		FE Applications by division		DT
		HE Applications by division		SS
June	CQC	Learner Voice		DT
		16-19 Report		DT/GD
		Apprenticeship Report		TBC
		Adult Report		JF
		HE In Year Retention Data Report		SS
		Performance thresholds		DT/GD
		FE Applications by division		DT
		HE Applications by division		SS
		UCW HE Strategic Plan	Yes	SS
HE Strategic Risk Register		SS		

Corporate Leadership Board **Terms of Reference**

The Leadership Board of Weston College is made up of a team of Senior Managers led by the Principal and Chief Executive, responsible for the strategic direction and implementation of the core business of the College. This Board is the most Senior Management Board in the College and drives strategy and change across the Weston College Group. The structure of the group ensures there is representation from the 3 divisions in the College i.e. Curriculum, Operations and Commercial.

MEMBERSHIP:

Group Principal and Chief Executive
 Group Director/Deputy Principal - Chief Operating Officer
 Group Director Deputy Principal– Curriculum
 Group Director/Deputy Principal - Curriculum
 Group Director/Deputy Principal – Business Growth, Innovation and HE
 Group Director/Deputy Principal – Prison Education, HR and Reputation
 Group Director/Vice Principal – Curriculum Delivery and Technical Innovation
 Group Director/Vice Principal – Finance and Business Planning
 Group Director/Vice Principal – Curriculum Audit Development and Compliance

TERMS OF REFERENCE

1. To manage the College within the parameters set by the Instrument and Articles of Government.
2. To respond to Government strategy that affects the delivery of curricula/training across the organisation including restructure of the business where necessary.
3. To monitor the annual delivery plan of the College in terms of quality indices, financial indices and curriculum delivery.
4. To develop the constituent themes of the strategic plan taking into account the key drivers for change, the political, local and regional landscapes and themes emerging from the reporting subgroups of Leadership Board.
5. To receive reports and recommendations from the two subgroups of Leadership Board and in particular to monitor performance in:
 - Learner progress, recruitment, retention, completion, achievement and progression.
 - Stakeholder responsiveness.
 - Learning resources and accommodation.
 - Learner experience at all delivery levels.
 - Major initiatives and contracts.
 - Safeguarding, Risk Management, Health and Safety.
 - Internal and external partnerships.
 - Financial targets, cost benefit analysis and value for money.
 - Triangulation of Human Resources, Finance and MIS data management.
 - The divisions of Curriculum, Operations and Commercial and their reporting areas.
 - Self-assessment and overall quality profile.
 - To ensure communication of key issue permeates the College Group and embraces the liaison with the Governing Body, and its subcommittees.
 - To ensure that the College's reputation is continually enhanced via high quality marketing techniques, development of key events and representation at

regional/national events including funding agencies, unitary authorities, combined authority, Association of Colleges, Principal's Professional Council and HEIs / LEPs.

- To further develop the ethos of the College as one that puts learners first, embraces change and delivers excellence in all it does.
- To focus on the high level strategies that will ensure the institution remains top of its game, has exemplary financial management and where learners achieve outcomes better than could be expected based on their entry qualifications.
- To hold all components of the Weston College Group to account and simultaneously to be ready to review and change if necessary part of the business to reflect engagement priorities.
- To ensure business continuity and efficiency at all times with appropriate plans to deal with frustrations to the business around health and safety including pandemics.

Meeting cycle – Fridays (weekly)



MEMBERSHIP AND TERMS OF REFERENCE

Higher Education Academic Quality and Standards Committee

A. The Role of the HE Academic Quality and Standards Committee

The Higher Education (HE) Academic Quality and Standards Committee (AQSC) is the committee that reviews and assures the academic standards, quality and enhancement of HE provision at University Centre Weston (UCW). It aims to ensure that the HE infrastructure at UCW meets the Office for Students (OfS) ongoing conditions of registration as a provider of higher education; that it meets the expectations and practices of the Quality Assurance Agency's (QAA) UK Quality Code for Higher Education; that it is developing learning, teaching and assessment practice; and that the quality of the student experience is maximised. AQSC considers the effectiveness of annual monitoring and evaluation activities, quality of learning and teaching, impact of scholarly activity, student feedback, statistical data and analysis and makes recommendations to Curriculum and Quality Governance Committee (CQGC), College Leadership Board (CLB) and HE Management Team (HEMT).

B. Membership

Ex-officio members:

- Deputy Principal (Chair)
- Assistant Principal - Higher Education (Vice Chair)
- Representation from Bath Spa University
- Representation from UWE, Bristol
- Representation from Hartpury University
- Deputy Principal: Business Engagement and Growth
- Dean of Faculty: Computing and Digital Technology
- Dean of Faculty: Engineering
- Dean of Faculty: Building Automotive and Civil Engineering
- Dean of Faculty: Creative Arts
- Dean of Faculty: Inclusive Learning
- Dean of Faculty: Sport
- Dean of Faculty: PAS
- Dean of Faculty: Service Sector
- Deputy Director: HE
- HE Student Experience Manager
- HE Development and Partnership Manager
- HE Academic Registrar
- HE Specialist Support Manager
- HE Quality and Compliance Coordinator
- Head of Learning Centres
- Academic Development and Skills Manager
- Lead Business Advisor HE

Nominated members:

- HE Curriculum Coordinator: Public and Environmental Health
- HE Programme Coordinator: HMPP

HE Programme Coordinator: Biological Laboratory Sciences
Lead Student Representative/s
Minute taker

C. Terms of Reference

The remit of **AQSC** will include:

1. To ensure UCW complies with the ongoing conditions of registration with the Office for Students (OfS) as a provider of Higher Education.
2. To ensure that UCW adheres to the Expectations and Core Practices of the current UK Quality Code for Higher Education, as a means of effective quality assurance.
3. To ensure UCW is prepared for, and complies with, the expectations and demands of any external review of the quality and standards of its HE provision by an authorised professional body (e.g. QAA, Ofsted, OfS, Professional Statutory Regulatory Bodies (PSRB), partner awarding organisation).
4. To consider opportunities for enhancement of higher education provision, ensuring that they are planned, delivered and monitored to assure continual improvement.
5. To receive, scrutinise and approve recommendations for summary reports in relation to the core quality assurance monitoring and evaluation activities.
6. To receive, scrutinise and approve recommendations for summary reports in relation to HE learning, teaching and assessment, including scholarly activity and Higher Education Continuing Professional Development (HECPD).
7. To consult with students by receiving and scrutinising reports relating to the student voice, including the National Student Survey (NSS) and other student fora, and make recommendations based on findings from student feedback.
8. To ensure Faculty accountability for HE delivery and development in its area.
9. To monitor quality improvement and development plans at Directorate, Programme and Faculty level.
10. To ensure effective engagement and collaboration with UCW's partner awarding organisations.
11. To receive and scrutinise all relevant statistical data relating to higher education provision; to include student recruitment, progression, achievement and destinations.
12. To reflect the changing nature of the provision and amend the remit of the Committee as necessary and agreed by Curriculum and Quality Governance Committee (CQGC).
13. To make recommendations to CLB as appropriate.

D. Quorum

The quorum for a meeting of AQSC is two-thirds of members eligible to attend.

E. Meeting Cycle

Shall normally be five times annually, twice in the autumn and spring term (see notes below).

F. Other notes

It will be chaired by the Deputy Principal who, along with the Assistant Principal - Higher Education, will take responsibility for the formulation of the agenda. AQSC will meet formally five times per year but reserves the right to hold extra meetings as and when directed by CQGC. This may be as a result of new programme proposals, or issues related to the Office for Students (OfS) and/or Quality Assurance Agency (QAA). AQSC demonstrates good practice in assuring the meeting the OfS ongoing general conditions

of registration and helps to provide evidence for the Quality and Standards Review (QRS) process in the event of being identified through random sampling for a review by the QAA. Papers will be received in advance of the meeting and the agenda, to indicate items for discussion/decision, to enable the meeting to be concise as possible. Minutes of meetings will be prepared and presented at the following meeting for formal approval of accuracy and monitoring actions.

G. Academic Quality and Standards Committee Reporting Cycle

Meeting	Report	Reference in Section C
October	HE Student Engagement Report	7
	HE Programme Development Strategy 2020-21	4, 11
	Learning, Teaching and Assessment Overview Report 2019-20	4, 6, 7
	NSS Summary Report	7
	HE Complaints and Academic Appeals Report	4, 5, 7
	Course Health Check Report	4, 9
December	HE Student Engagement Report	7
	HE Scholarly Activity Impact Report	6
	HE Student Achievement, Continuation and Destination Report	12
	NSS Report Update and Action Plan	7
	BSU Partners Annual Report	3, 5, 10
	External Examiner Overview Report 2019-20	5, 6
	Course Health Check Update (by exception)	4, 9
January	Faculty Mid-Year Reports	8, 9
	UWE Partnership Lead Report (AME5)	3, 5, 10
	Course Health Check Update (by exception)	4, 9
March	HE Student Engagement Report	7
	In-year retention data	12
	Course Health Check Update (by exception)	4, 9
	Progress against Access and Participation Plan Targets	1, 12
June	HE Student Engagement Report	7
	In-year retention data	12
	Course Health Check Update (by exception)	4, 9
	University Centre Weston Academic Regulations: Assessment BSU and HNC	10, 14
	HE Guaranteed Levels of Information Audit and Report	5, 6
	HE Guaranteed Tutorial Entitlement Audit and Report	5, 6

Additional reports may be provided as required, for example Teaching Excellence Framework Metric analysis or Provider Submission.



MEMBERSHIP AND TERMS OF REFERENCE HIGHER EDUCATION DIRECTORATE MANAGEMENT TEAM

The role of Higher Education Directorate Management Team (HEDMT)

HEDMT will act as the top-level committee within the Higher Education Directorate. Chaired by the Assistant Principal - Higher Education, it will be responsible for the strategic and operational direction of the Directorate, and will be the starting point for policy, process, and initiatives that relate to higher education at Weston College. It will formally report to, and make requests of, Corporate Leadership Board (CLB) when required. This will occur through the Assistant Principal - Higher Education who is also a member of Corporate Management Team. If relevant, other members of the Higher Education Directorate will be invited to discuss matters.

A. Membership

Assistant Principal - Higher Education
 Deputy Director Higher Education
 HE Student Experience Manager
 HE Quality and Compliance Coordinator
 HE Partnership and Development Manager
 HE Academic Registrar
 HE Specialist Support Manager

B. Terms of reference

1. To provide a forum for strategic discussion and influence policy and process relating to higher education activity at Weston College.
2. To act as a group to support the Assistant Principal - Higher Education in considered decision-making.
3. To make recommendations to Curriculum and Quality Governance Committee (CQGC), CLB and HE Academic Quality and Standards Committee (AQSC) that relate to the management, delivery and enhancement of higher education at Weston College.
4. To consider, influence and strategies the relationship with external agencies such as partner universities, OfS, QAA and Advance HE.
5. To advise Faculties on potential developments, and draft papers for HEMT and AQSC when required.

C. Quorum

No quorum of attendance is set. The viability of the meeting in terms of attendance will be determined by the Chair.

D. Meeting cycle

Frequency of meetings will be monthly

E. Other notes

Minutes of meetings will be prepared and presented at the following meeting.



MEMBERSHIP AND TERMS OF REFERENCE HIGHER EDUCATION DIRECTORATE

A. The role of Higher Education Directorate:

1) The responsibility is as follows:

- **Student Recruitment/Marketing** – Implementation of HE recruitment strategy, support with level 3 HE tutorials, UCAS fairs, open days, manage University Centre Weston (UCW) website.
- **Assuring accuracy and completeness of published material** – To provide assurance that UCW complies fully with the UK Quality Code, and Competition and Markets Authority (CMA) recommendations.
- **Undergraduate Admissions** – Administer admissions process, co-ordination of interview days; manage the applicant database, and coordination of orientation days.
- **HE Student Finance** – Liaison with Student Finance England (SFE), Student Loans Company (SLC), sponsored students, apprenticeship students (levy and non-levy), manage and administer emergency loans, Access to Learning Fund (ALF), Bursaries and Scholarships and general contact with students regarding finance.
- **HE Student Experience** – Freshers', HE student induction, student accommodation; Student Engagement Strategy: Student Representation Committees, SSLCs; and NSS.
- **HE Student welfare and pastoral support** – Providing support and guidance to students, working with staff to develop appropriate pastoral support for at-risk students and liaising with HECQT regarding any concerns related to pastoral or tutorial support.
- **Student retention** – To oversee and ensure effective engagement with the UCW's Retention Strategy; Fitness to Practice Policy; Fitness to Study and Return to Study Policy.
- **HE Student Support** - Coordination of Specialist Learning Support (including Disabled Student Allowance support) in accordance with the Equality Act 2010;
- **OFS engagement** – HE in Further Education Early Student Survey (HEIFES); ILR; Unistats; Student Premium funding; Access and Participation Plan and Monitoring to ensure approval of tuition fee above the base rate, outreach, supporting success and supporting progression.
- **Data capture and usage** – Putting together and presenting data reports for key committees and external agencies. Advising on and evaluating data.
- **Careers Information Advice and Guidance** – Assuring the effective delivery of careers advice and guidance and monitoring the effectiveness of personal development programmes.
- **To manage partnerships** – Maintain dialogue with and respond to expectations from partners. Undertake monthly partnership meetings and respond to partner requests.
- **Oversee Scholarly Activity** - Allocate, monitor, and report on the impact of scholarly activity and run scholarly activity workshops / sharing good practice.
- **Oversee HECPD** - Strategise, plan for, and deliver HECPD on a monthly cycle.
- **Manage HE peer observation** - Allocate, help schedule, provide training for, where necessary undertake observations, and manage the peer observation process.
- **Curriculum audit and monitoring** - Check and monitor all curriculum related issues such as implementation of Guaranteed Levels of Information, quality of module and programme and student handbooks.
- **Lead on external quality inspections such as Teaching Excellence and Student Outcomes Framework (TEF), Quality and Standards Review (QSR), Professional Statutory and Regulatory**

Body (PSRB) Reviews - Plan for, strategise, provide staff training on, and ensure preparedness for Quality Assessment and other external scrutiny activity.

- **Managing University Periodic Review and Periodic Curriculum Review activity** - When required as part of an ongoing cycle, to manage the periodic review process with partner universities.
- **Checking and monitoring** - Ensuring faculties and programme areas are compliant with all quality expectations and activities (e.g. annual programme monitoring, responding to EE reports)

B. Membership

Assistant Principal: Higher Education (Chair)

Minute-taker: HE and Children's University Support Officer

Deputy Director: HE

HE Academic Registrar

HE Specialist Support Manager

HE Widening Participation and Recruitment Officer

HE Admissions Officer

WIN Hub Coordinator (NCOP Project Officer)

WIN School Advisor HE (NCOP Project Officer)

HE Student Experience Manager

HE Welfare and Wellbeing Lead

HE Welfare and Retention Officer

HE Student Finance and Support Officer

HE Careers Consultant

HE Quality and Compliance Coordinator

HE Partnership and Development Manager

Academic Development and Skills Manager

C. Terms of reference

1. To provide a forum for strategic and operational discussion related to the responsibilities in section A, above.
2. To act as a group to support the Director of HE in considered decision-making.
3. To make recommendations to Higher Education Directorate Management Team that relate to the management and delivery of higher education at UCW.
4. To consider, influence and discuss the relationship with external agencies such as partner universities, QAA and Advance HE.
5. To advise Faculties on potential developments and draft papers for HEMT and AQSC when required.
6. To devise targets and actions for monitoring at subsequent meetings.

D. Quorum

No quorum of attendance is set. The viability of the meeting in terms of attendance will be determined by the Chair.

E. Meeting cycle

Frequency of meetings will be monthly.

F. Other notes

1. Minutes of meetings will be prepared and presented at the following meeting



MEMBERSHIP AND TERMS OF REFERENCE HIGHER EDUCATION MANAGEMENT TEAM

A. The Role of the HE Management Team

To deal with the on-going management and operations of higher education delivery at University Centre Weston. To ensure that current and future HE developments are managed, monitored and reviewed against a set of defined criteria and that recommendations from this process are communicated to College Leadership Board (CLB). This occurs via the Assistant Principal - Higher Education who is a member of CLB

B. Membership

Assistant Principal - Higher Education (Chair)

Dean of Faculty: Engineering

Dean of Faculty: Computing and Digital Technology

Dean of Faculty: Building Automotive and Civil Engineering

Dean of Faculty: Creative Arts

Dean of Faculty: Inclusive Learning

Dean of Faculty: Sport

Dean of Faculty: Professional Studies, Access to HE and Animal Science

Dean of Faculty: Service Sector

Head of Sales and Recruitment (WC)

Operations Manager Engineering FE and HE

HE Curriculum Coordinator: HNC Engineering

HE Curriculum Coordinator: Applied Computing

HE Curriculum Coordinator: Digital and Technology Solutions

HE Coordinator: Construction

HE Curriculum Coordinator: Games and Animation

HE Curriculum Coordinator: Visual Arts

HE Section Leader: Performance

HE Curriculum Coordinator: Film and Photography

HE Curriculum Coordinator: Music

HE Programme Coordinator: Animal Management

HE Curriculum Coordinator: Law and FdA Business

HE Programme Coordinator: BA top-up Business

HE Programme Coordinator: Biological Laboratory Sciences

HE Curriculum Coordinator: Public and Environmental Health

HE Curriculum Coordinator: Uniformed and Public Services

HE Curriculum Coordinator: Early Years

HE Programme Coordinator: Hair, Make-up and Prosthetics for Production

HE Curriculum Coordinator: Counselling

HE Programme Coordinator: Sports Studies

HE Curriculum Coordinator: HSCP/IMHSCP/NAP:

Inclusive Practice Manager

HE Student Experience Manager

Deputy Director: Higher Education

HE Partnership and Development Manager

HE Academic Registrar
HE Specialist Support Manager
Lead Business Advisor HE
HE Quality and Compliance Coordinator
Head of Learning Centres
Academic Development and Skills Manager
HE Admissions Officer
HE Widening Participation and Recruitment Officer

C. Terms of Reference

1. To provide a forum for the discussion of new developments and programmes at HE Level.
2. To consider and determine strategic and operational issues relating to HE activity e.g. future strategy, enhancement activities, requirements of Universities and Colleges Admissions Service (UCAS), The Office for Students (OfS), Office of the Independent Adjudicator (OIA) and the Competition and Markets Authority (CMA).
3. To discuss issues impacting on students and discuss any matters that students have brought to the attention of higher education. To capture and act on “the student voice”.
4. To monitor expenditure on library resources and engagement with the HE Library Plus (HE.LP) study skills scheme.
5. To monitor the quality of HE provision and make recommendations where appropriate.
6. To make recommendations to Corporate Leadership Board on the following issues:
 - The development of policies, procedures, statements and strategies.
 - Resources (physical and human).
 - Academic standards and quality.
 - Marketing and recruitment.
7. Where appropriate, to have representation of partner universities in attendance.
8. To contribute to the UCW HE Strategy and to monitor the successful achievement thereof.

D. Quorum

No quorum of attendance at meetings has been established.

E. Meeting Cycle

Monthly.

F. Other Notes

1. The Chair of the Committee shall be the Assistant Principal - Higher Education or, in their absence one of the HE Managers
2. Minutes of meetings will be prepared and presented at the next meeting for formal approval.
3. Minutes of meetings will be circulated to Programme/Curriculum Coordinators in a timely manner to inform Programme Team Meeting (PTM) agendas.



Directorate of Higher Education

Programme Team Meetings: Membership and Terms of Reference

A. The role of Programme Team meetings

University Centre Weston seeks to promote and encourage effective and worthwhile Programme Team meetings. It is expected that these will provide assurance that academic standards, quality, and all relevant developments are reviewed and monitored in an appropriate forum and in a timely ongoing basis.

B. Membership

The following is an indicative list identifying proposed membership/attendees. It will be the case that dependant on the partner university, this may differ slightly.

- Curriculum/Programme Coordinator (Chair) *INSERT NAME HERE*
- Partner University Link Tutor (by invite)
- Subject Area Manager for the Programme area
- Module Leaders / teaching staff
- Student representatives

C. Terms of Reference

1. To provide a formal forum to discuss issues impacting on the students and discuss any issues that students have brought to the attention of the Programme Team.
2. To disseminate information discussed in the Higher Education Management Team (HEMT) meetings to teaching staff.
3. To capture and act on the Student Voice.
4. To provide an opportunity for discussion and review of approaches, innovation, developments, resources and activity related to the subject area.
5. To consider and determine operational issues relating to programme delivery and marketing. This could include student assessment, peer observation, HE continuing professional development (to include the effectiveness of scholarly activity), admissions and progression.
6. Review and make suggestions relating to the course/programme/module handbooks.
7. To assure that the Dean of Faculty is made aware of issues relating to the programme via formal minutes.
8. Discuss strategic issues that could include viability, resources, (human and physical), quality assurance issues, and marketing.

D. Meetings cycle

Informal communication should occur monthly, after each HEMT meeting. Four minuted meetings should then be scheduled; one at the beginning of the academic year and then termly. The meeting schedule needs to be confirmed with the Dean of Faculty at the start of the Academic Year with a copy provided to the HE Quality and Compliance Coordinator .

E. Other notes

Minutes of meetings should be sent to the Dean of Faculty and the HE Quality and Compliance Coordinator .



Staff Student Liaison Committees Membership and Terms of Reference

The Role of Staff Student Liaison Committees (SSLCs)

Staff Student Liaison Committees (SSLCs) fit within the wider Higher Education Student Engagement Strategy. They primarily focus on academic, programme related matters and demonstrate UCW's commitment to receiving and acting upon the views of students studying on higher education programmes in order to continue to enhance and improve the provision itself and the student experience. SSLCs can be held with Representatives of the year of study or with the whole student group of an academic year. The first meeting of the academic year must be held with all member of the group.

A. Membership

Student Experience Manager

Student Representatives

University Representative (as appropriate)

Whole student group (as appropriate)

In attendance:

Link Tutor (minimum of one meeting per year)

Programme Team

Representatives from the HE Curriculum and Quality Team

Representatives from the Faculty

Representatives from the Higher Education Library Plus Team

There should be a minimum of 2 student representatives invited to attend, meetings will be organised by year of study, these representatives should be elected by their peers on an annual basis. However, it could be decided to include additional students e.g. having specific part time student representatives for each year or even including the whole group.

The Course Coordinator should usually be present, along with a minute taker (normally from the faculty administration team). Additional staff - including support staff, module leaders, HE Partnership Manager or partner university representatives - could be in attendance if there are relevant agenda items, but ideally staff would not outnumber the students in attendance.

B. Terms of Reference

The remit of SSLCs will include:

- To provide a two-way channel of communication between staff and students and the partner awarding organisation related to the student learning experience.
- To highlight best practice, along with constructively critiquing the programme.
- To review and evaluate the teaching methods, content, assessment and quality of individual programmes.
- To discuss External Examiner Reports / Module Evaluations / Annual Programme Monitoring Reports and make recommendations as appropriate.

- To consider the outcomes of National Student Survey data and the reasons behind it.
- To have a formal channel for raising and addressing issues or concerns.

C. Quorum

3 members as a minimum and a minuting secretary.

D. Meeting Cycle

There should be a minimum of three meetings per year to be held in October, February and May (September cohort) or February, May and October (January cohort). One meeting should occur within the first 6 weeks of the academic year and others should occur prior to the Student Representative Committee meetings. Additional meetings could be arranged as necessary as requested by the student representative or awarding body.

Dates and times of SSLC meetings should be published in advance via notice boards, email circulation, the Virtual Learning Environment etc.

E. Other Notes

The HE Student Experience Manager will Chair the meeting. The Chair will prepare a draft agenda (see samples below) but students or staff may request for items to be included in the agenda prior to the meeting.

The Chair should ensure all students are given the opportunity to contribute and the meeting is not dominated by any individual student / year group. Essentially meetings should be student focused and led and the outcomes and responses to any issues raised should be widely circulated.

Minutes of meetings will be prepared (by the minute taker) and presented at the following meeting for formal approval of accuracy and monitoring actions. All agreed actions recorded in the minutes should be clearly assigned to named individuals responsible for the specific action. These will be forwarded to university contacts where appropriate and the Student Experience Manager, who will collate any issues in the overall Student Voice Quality Improvement Plan (QIP) presented at each Higher Education Board of Studies. Minutes should be made available to all students via the VLE. Feedback on actions will be addressed at the subsequent SSLC meeting.

Programme Coordinators are responsible for ensuring that a minimum of three meetings are arranged each year, dates are published in advance, appropriate students attend and minutes are taken then passed onto the Student Experience Manager.



Student Representative Committee Terms of Reference

The Role of Student Representative Committee

Higher Education Student Representative Committee fit within the wider Higher Education Student Engagement Strategy. The Student Representative Committees focus on cross UCW issues affecting all higher education students and demonstrate UCW's commitment to receiving and acting upon the views of students studying on higher education programmes in order to enhance the overall student experience.

A. Membership

HE Student Experience Manager (Chair)

Head of HE

HE Partnership Managers (as appropriate)

Y1 Student Representatives x 2 from every course

Y2 Student Representatives x 2 from every course

Y3 (Part time) Student Representatives (as appropriate)

BA / BSc Student Representatives x 2 from every course

Student Governor

UWE Student Representative

BSU Student Representative

All student representatives (2 per year group from each course) should be invited to attend the Student Representative Committee. These representatives should be elected by their peers on an annual basis at the start of term.

B. Terms of Reference

The remit of the Student Representative Committee will include:

- To enable a two-way channel of communication between staff and students related to the student experience
- To review and evaluate cross UCW events and activities including: Induction and Enrolment; Fresher's Week; and Social Activities.
- To monitor UCW's progress towards achieving the KPIs related to student engagement
- To review the effectiveness of the Student Engagement Strategy and supporting processes
- To provide the organisation with a group to consult regarding new proposals, strategies, policies and procedures effecting higher education students
- To highlight best practice, along with constructively critiquing the UCW structures and procedures
- To discuss facilities and resources available and make recommendations for the future as appropriate
- To have a formal channel for raising and addressing issues or concerns that students consider were not adequately addressed through the Staff Student Liaison Committees

C. Quorum

The majority of attendees should be student representatives. The decision to postpone the meeting due to lack of student attendees will be at the Chair's discretion.

D. Meeting Cycle

There should be a minimum of three meetings per year to be held in October, February and May. Additional meetings could be arranged as necessary as requested by the Student Representatives, HE Student Experience Manager, or other appropriate HE Directorate Staff. Dates and times of meetings should be published in advance.

E. Other notes

Meetings will be chaired by the HE Student Experience Manager who will prepare a draft agenda, but Student Representatives may request for items to be included in the agenda prior to the meeting.

Students who are unable to attend may provide written comment / feedback, either on agenda items or under any other business. This should be submitted in advance to the HE Student Experience Manager to be brought to the meeting.

Minutes of meetings will be prepared (by the minute taker) and presented at the following meeting for formal approval of accuracy and monitoring actions. All agreed actions recorded in the minutes should be clearly assigned to named individuals responsible for the specific action. These will be forwarded to the HE Student Experience Manager / HE Academic Registrar who will collate any issues in the overall Quality Improvement Plan presented at Higher Education Board of Studies. Minutes should be made as widely available as possible to all students.

The HE Student Experience Manager is responsible for ensuring that a minimum of three meetings are arranged each year, dates are published in advance, the agenda is finalised, refreshments are organised, appropriate students attend and minutes are taken and then passed onto the relevant staff / student.