



“Enabling Students to Accomplish their Academic Goal”

Management, Committee Structure and Terms of Reference

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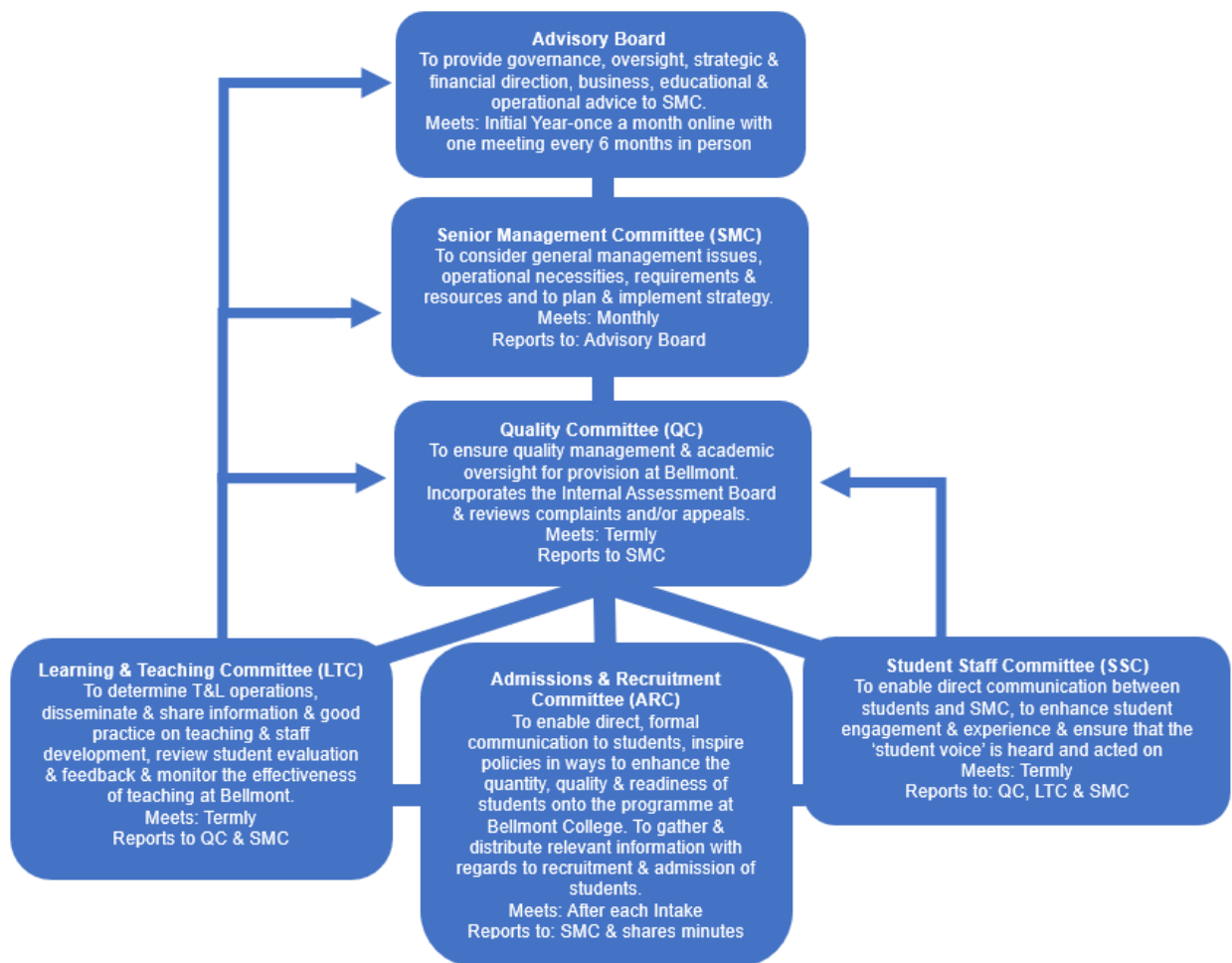
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1. Committee Structure

The diagram below indicates the Committee Structure and Reporting Lines for Belmont College (see also Terms of Reference for each Committee):



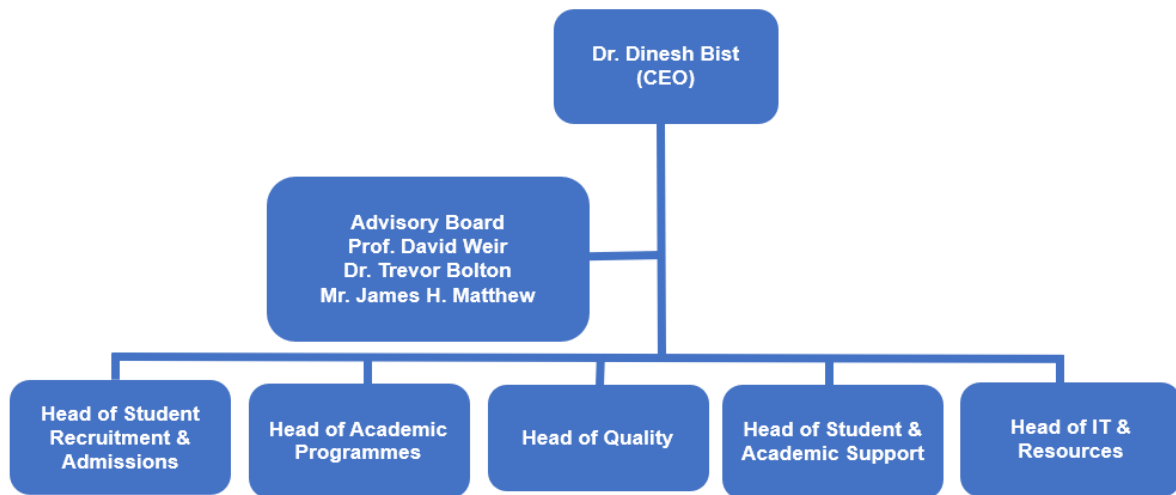
Bellmont College has the following committees:

- 1) Advisory Board
- 2) Senior Management Team Committee (SMC)
- 3) Quality and Academic Standards Committee (QC)
- 4) Admissions and Recruitment Committee (ARC)
- 5) Learning and Teaching Committee (LTC)
- 6) Student Staff Liaison Committee (SSC)

Committee members are drawn from college advisors and staff, as well as from the student body as shown in the organogram below.

2. Belmont College Organogram

The organogram below summarises the Management Structure and the roles and relationships within Belmont College:



Each committee has a specific remit. Below are the terms of reference for each.

3. Terms of Reference

3.1 Advisory Board

Purpose

The purpose of the Advisory Board is to provide governance, oversight and strategic advice to SMC.

The Advisory Board’s responsibility is to provide sound governance, oversight and steer the College’s strategic planning, ensuring that it is in accordance with Belmont College’s vision, mission and values as well as being based on extensive financial planning, HE obligations and regulations as well as the Value for Money principles.

The Advisory Board and Senior Management Committee meets every 3 months, with the Senior Management Committee (SMC) being responsible for Belmont’s strategic operation through the different committees. The SMC is responsible to report back to the Advisory Team.

As a start-up, the college will be managed under the following Committee Structure. These committees, however, will grow alongside with the development of the college (see the image below of Belmont College’s Committee Structure).

Mandate and Scope

The Advisory Board exists to provide specific advice, insight and experience and recommendations to SMC and to support the [public interest governance principles](#) that apply to all Higher Education providers. The Board’s advisory responsibilities encompass strategic planning, financial and risk management, transparency and accountability, value for money, operational matters and sustainability. While the Advisory Board does not have authority to vote on corporate matters, and does not bear legal fiduciary responsibilities, it plays a vital role in the governance of the College. The Advisory Board receives summaries of the business and actions taken by all the other Belmont College committees, the results of annual reviews and evaluations, and copies of External Examiner and other annual reports. It provides independent oversight and helps to guide future development and innovation. The size, composition, diversity and skills mix of this Advisory Board are deemed appropriate for

the nature, scale and complexity of Belmont College at this time. As the College grows, additional members with specific skill sets may be added to the Board.

Remit

- To provide and share informed advice on issues raised by the CEO, management team, or other Board members.
- To provide independent and unbiased insights, feedback, ideas and comment on College operation.
- To take steps as are reasonably practical to ensure that the College:
 - operates openly, honestly, with integrity and accountability demonstrating the values appropriately to be recognised as an English Higher Education provider
 - operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of operations and compliance with HE Legislation
 - has adequate and effective arrangements in place to provide transparency about value for money for students and taxpayers (in terms of students accessing the student loan system)
 - secures academic freedom and freedom of speech within the law
 - tests assurance that academic governance is adequate and effective
 - ensures that all students have opportunities to engage with the governance of the provider, allowing for a range of perspectives to have influence
- To encourage and support the exploration of new business and programme development.
- To facilitate understanding of higher education, business and market trends and priorities.
- To provide networking opportunities and ideas.
- To pose challenges to the SMC for improvement and enhancement of the business and educational provision.

Appointment of Members

Members are appointed for their knowledge, experience and skills in higher education, financial management, business and operational management. Belmont College values diversity and inclusivity and Board members are appointed regardless of nationality, ethnic origin, religion, gender identity, socio-economic status, disability, or other characteristic. Initial members have been invited by the CEO, based on their experience and background. New members may be proposed by the existing Board members, or the CEO, and agreed by majority. Current and future members must have been deemed to be [‘fit and proper’ persons](#) and be familiar with the [7 Nolan Principles of Public Life](#) and the [public interest governance principles](#) that apply to all Higher Education providers.

Term of Membership

Advisory Board members are expected to commit to six meetings, i.e. a period of service of three years. This term can be extended for a further year if wished. Members participate on a voluntary basis with just remuneration of expenses.

With only two in-person meetings per year and monthly meetings online for the initial year of provision, members are expected to attend all meetings. For the meeting to be quorate at least one member must be present.

Remuneration

Members are reimbursed for any travel or additional expenses related to the Advisory Board meeting. If meeting onsite, refreshments are provided.

Committee Organisation and Frequency

During the first year of its operations the Advisory Board will meet on a monthly basis online with an in-person meeting every 6 months. Upon the completion of the first year, two Advisory Board meetings per year will be held. All meetings will be held at Belmont College or virtually, by prior agreement. Relevant paperwork and agendas will be sent to members no less than 7 days prior to the meetings. Minutes are taken by the Head of Quality, or a designated administrator, and distributed within two weeks to Board members and the SMC.

Reporting and Relationship with Other Committees

The Advisory Board advises the Belmont College Quality Committee (QC) who will then disseminate the information to the other committees.

Committee Communications and Information Storage

- Communication between members is by email or phone with meetings held face-to-face or by electronic conferencing.
- Advisory Board Minutes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Advisory Board members' contact details are stored in the College database and held in accordance with GDPR.

3.2 Senior Management Committee (SMC)

Purpose

The purpose of the Senior Management Committee (SMC) is to oversee and monitor all aspects of the day-to-day operational running of the College, management issues and the implementation of strategy.

Membership

- Chief Executive Officer (CEO)
- Head of Quality
- Head of Recruitment and Admissions
- Head of Academic Programmes
- Head of Student and Academic Support
- Head of IT

Mandate and Scope

The QC receives and considers notes and recommendations from the Advisory Board and all minutes and reports from the SMC, ARC, LTC and SSC. It summarises and presents relevant and accurate information to the Advisory Board and disseminates information to the other committees and to Belmont College staff, tutors and students, as appropriate. It monitors progress and decides on actions required for the smooth running, effectiveness and maintenance of high standards of operation and educational provision within the College. It also sets its own agenda and targets for college performance which are related to relevant committees. It ensures that the student experience is of high quality and monitors student

applications, enrolments, progression, retention, achievement and graduate outcomes. It also ensures that all government and legal requirements in terms of quality standards, data collection and other requirements are being met.

Specific Roles

- Monitors and assigns resources, equipment and requisitions and approves budgets and expenditure.
- Oversees, executes and resolves general management or operational issues.
- Monitors and approves actions of SMC, ARC, SSC and LTC.
- Oversees HR functions including contracts, sick leave and holiday leave arrangements.
- Approves recruitment of staff.
- Oversees marketing and publicity.
- Monitors student applications, admissions and registrations.
- Monitors student progression, retention, achievement and graduate outcomes.
- Reviews and comments on annual review reports and other reports.
- Reviews and signs off any complaints and appeals.
- Ensures implementation of Health and Safety regulations.
- Reviews and signs off published public information and website content.
- Reviews and approves policy updates.
- Reviews and approves expenditure ensuring the financial sustainability of the College.
- Approves allocation of hardship funds and bursaries.
- Monitors risk management.
- Ensures that all legislation e.g. GDPR, CMA, Health & Safety at Work, Disability Act are complied with and ensures that Belmont College is an inclusive environment.

Appointment of Members

Members consist of those appointed to SMC roles in the College organogram.

Term of Membership

Membership is ongoing while the individuals hold their SMC posts.

Remuneration

Members are expected to participate as part of their normal job requirements, with no separate remuneration when on site, but may be reimbursed for travel or additional expenses if required to travel solely for attendance at an SMC meeting.

Committee Organisation and Frequency

The committee meets monthly, or more often if required. All meetings are either held at Belmont College or virtually, by prior agreement, and last approximately 1 hour. Relevant paperwork and agendas are sent to members no less than 3 days prior to the meetings. Notes are taken by the Head of Quality or another appointed committee member or administrator and distributed within two weeks to SMC members.

Reporting and Relationship with Other Committees

The Senior Team Management Committee (SMC) reports to the Quality Committee who then directs information, communications and actions to the other three committees following discussion with the Advisory Board.

Committee Communications and Information Storage

- Communication between members is by email, phone or in person, with meetings held face-to-face or by electronic conferencing.
- SMC notes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Members' contact details are stored in the staff folder of the College database and held in accordance with GDPR

3.3 Quality Standards Committee (QC)

Purpose

The purpose of the Quality Standards Committee (QC) is to ensure that the delivery of higher education at Belmont College is in accordance with the requirements of relevant legislation, relevant awarding bodies and external benchmarks relating to the delivery of Higher Education within the UK. This includes guidance from the Office for Students (OFS) and the Quality Assurance Agency for Higher Education (QAA), as represented in the UK Quality Code for Higher Education and relevant Subject Benchmarks.

Membership

- Head of Quality (Chair)
- Head of Academic Programmes
- Head of Student and Academic Support
- Head of IT
- Lead Student Representative, or another Representative

Mandate and Scope

The QC oversees the management of quality and academic standards for all aspects of Belmont College higher education provision. This includes ensuring that the delivery of our programmes meets all the requirements as well as relevant legislation and external accrediting bodies. The Committee keeps under review all Belmont College policies and procedures, reviews student feedback and module evaluations and conducts termly and annual review of retention, progression and achievement data as well as Assessment Board reports and External Examiner (EE) reports, to ensure that EE reports are disseminated and acted upon. It also reviews the outcomes of any academic misconduct investigations, complaints or appeals and seeks to identify ways of improving and innovating the delivery of quality and academic standards.

Specific Roles

- Monitors, promotes and enhances quality and academic standards in relation to all Higher Education programmes delivered by Belmont College and identifies and disseminates good practice.
- Advises SMC on the maintenance of quality and academic standards development and identifies any resources needed to support these.
- Develops, approves and keeps under review a framework of policies and procedures related to quality and academic standards for all aspects of Higher Education provision, student experience and staff development at Belmont College.

- Ensures compliance with regulations, policies and procedures in relation to the programmes being delivered.
- Conducts termly review of admissions, progression retention and achievement of students.
- Conducts Annual Review of all aspects of quality and academic standards in relation to admissions, progression retention and achievement of students.
- Reviews and actions any issues identified by the SSC that relate to quality and academic standards.
- Reviews and actions, as appropriate, External Examiner report comments in relation to any aspect of quality and academic standards.
- Monitors and reviews any academic misconduct investigations, complaints, or appeals, related to quality and academic standards and decides their outcomes, as appropriate or refers them to SMC, or the Chief Executive Officer, as appropriate.
- Ensures adherence to the quality and academic standards commitments.
- Oversees the management of any risk to quality and academic standards.
- Reviews any published public information and website content in relation to the maintenance of quality and academic standards.
- Monitors compliance with GDPR, CMA, Health & Safety at Work, Disability Act, and so on, in relation to the maintenance of quality and academic standards.

Appointment of Members

Members consist of the 5 Heads from the SMC, as shown in the College organogram, plus at least one Student Representative. To be quorate, at least three of the Heads must be present.

Term of Membership

Membership is ongoing while the individuals hold their SMC posts and, for Student Representatives, is for their one year of office.

Remuneration

Members are expected to participate as part of their normal job requirement, with no separate remuneration, when on site but may be reimbursed for travel or additional expenses if required to travel solely for attendance at a QC meeting.

Committee Organisation and Frequency

The committee meets termly, or more often if required. All meetings are either held at Belmont College or virtually, by prior agreement, and last approximately 1-2 hours. Relevant paperwork and agendas are sent to members no less than 7 days prior to the meetings. Minutes are taken by a committee member, or administrator, and distributed within two weeks to QC members and to SMC.

Reporting and Relationship with Other Committees

The QC reports to the Advisory Board and may direct information to the SSC or LTC, as appropriate.

Committee Communications and Information Storage

- Communication between members is by email, phone or in person, with meetings held face-to-face or by electronic conferencing.

- QC Minutes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Members' contact details are stored in the relevant staff and Student Advocate folders of the College database and held in accordance with GDPR.

3.4 Admissions and Recruitment Committee (ARC)

Purpose

The purpose of the Admissions and Recruitment Committee (ARC) is to:

- enable direct, formal communication to students, to inspire policies in ways that enhance the quantity, quality and readiness of students onto a course at Belmont College.
- to gather and distribute relevant information with regards to the recruitment and admission of students.

Membership

- Head of Admissions and Recruitment
- Head of Quality
- Head of Student and Academic Support
- Other members of Belmont College SMC or teaching team as relevant or requested by the SSC

Mandate and Scope

The ARC is run by the Head of Admissions & Recruitment who will also decide on the Agenda for the meeting and can invite relevant Belmont College staff or tutors to attend in addition to the Head of Quality and the Head of Student and Academic Support if wished. A chosen representatives will be responsible for taking minutes and disseminating them. Minutes from the ARC are considered by each of the other committees to ensure that the ideas brought forward are acted upon if deemed vital and of importance to improve the quantity, quality and readiness for future intakes.

The committee mandate is to consider any issues that directly impact on the student experience with regards to recruitment and admissions. The ARC may raise any issues of concern, or any good practice, contributed by members of the team.

Specific Roles

- Facilitates good communication between prospective students and the Belmont College Admissions and Recruitment team or other teams if necessary.
- Oversight of the expansion and execution of long-term strategy, policy, planning, and process relating to all student recruitment and admissions.
- Encouraging the accomplishment of student intake targets.
- Development and implementation of the College's widening access participation strategy.
- Developing and implementing marketing strategy, including market research as well as attending admission and recruitment fairs and events.
- Reporting and making recommendations to the Senior Management Team and other bodies as deemed appropriate in regard to student recruitment and admissions issues.

- Evaluating and assessing any risks related to student recruitment and creating, recommending and putting action plans into place to mitigate these.
- Liaise with the Learning & Teaching Team regarding student applications and interviews.
- Organising prospective student interviews and communicating effectively and in a timely manner with all prospective students and queries.

Appointment of Members

Members consist of the 5 Heads from the SMC, as shown in the College organogram, plus at least one Student Representative. To be quorate, at least three of the Heads must be present.

Term of Membership

Membership is ongoing while the individuals hold their SMC posts.

Remuneration

Members are expected to participate as part of their normal job requirement, with no separate remuneration, when on site but may be reimbursed for travel or additional expenses if required to travel solely for attendance at a QC meeting.

Committee Organisation and Frequency

The committee meets termly as well as after every student intake. All meetings are either held at Bellmont College or virtually, by prior agreement, and last approximately 1 hour. Relevant paperwork and agendas are sent by the Admissions and Recruitment Team members to the Head of Admissions and Recruitment following the intakes. The Head will then disseminate any relevant information or documentation to the SMC no less than 7 days prior to the meetings. Minutes are taken by a committee member and distributed within two weeks to all other committees.

Reporting and Relationship with Other Committees

The ARC reports to the SMC and also shares its minutes with QC and LTC.

Committee communications and information storage

- Communication between members is by email, phone or in person, with meetings held face-to-face or by electronic conferencing.
- ARC Minutes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Members' contact details are stored in the Student Representatives folder of the College database and held in accordance with GDPR.

3.5 Learning and Teaching Committee (LTC)

Purpose

The purpose of the Learning and Teaching Committee (LTC) is to oversee all aspects of learning and teaching and staff development at the College.

Membership

- Head of Academic Programmes (Chair)
- All Module Leads
- Tutor representatives*

- Head of Quality
- Head of Student and Academic Support
- Head of IT

*Note: this may include all tutors whilst the scale of provision is limited

Mandate and Scope

The LTC is responsible for overseeing, monitoring and enhancing the delivery of programmes, assessment outcomes, monitoring of feedback and module evaluations, teaching staff recruitment and allocations, staff development, peer observations and appraisals and the dissemination of good practice. The committee oversees admissions and also reviews learning support for students, the functions and effectiveness of personal tutors, academic skills and resources and matters arising and actions from the SSC. It also reviews student disability support as well as diversity and inclusivity policies and procedures.

Specific Roles

- Monitors, promotes and enhances learning and teaching for all Higher Education programmes delivered by Belmont College and identifies and disseminates good practice.
- Ensures adherence to the learning and teaching commitments.
- Approves programme delivery, assessment schedules and tutor allocations for each programme.
- Advises SMC on learning and teaching requirements and any related resources including library/e-book/IT requirements.
- Reviews and ensures compliance with Belmont College policies and procedures related to learning and teaching and the student learning experience, including Academic Integrity Policy.
- Ensures compliance with regulations, policies and procedures in relation to the programmes being delivered.
- Oversees and reviews Learner Support (LS) in relation to learning and teaching, including the Personal Tutor system, and identifies students or groups who may require additional support (as outlined in the Student Support section of the Student Handbook and Quality Assurance Handbook).
- Reviews the procedure for Individual Learning Plans (ILP's) and their follow-up.
- Collates and reviews, on a termly basis, data on student performance and assessment and progressions and module results.
- Conducts an Annual Review of programmes, programme delivery and student performance.
- Reviews and actions any issues identified by the SSC that relate to learning and teaching and the student learning experience.
- Receives notification from SMC in terms of any changes with respect to admissions, teaching and assessment and comments on any significant changes in Belmont College policy which may have a direct consequence on learning and teaching.
- Identifies learning and teaching enhancement opportunities.
- Reviews and actions, as appropriate, any External Examiner or awarding body report comments in relation to any aspect of to learning and teaching and the student learning experience.

- Coordinates staff development and training, schedules peer observations and appraisals, and identifies and disseminates good practice.
- Records teaching staff achievements, research and funding awards.
- Monitors and reviews any complaints, or appeals, related to learning and teaching and the student learning experience.
- Oversees the management of any risk to learning and teaching and the student learning experience.
- Reviews any published public information and website content that relates to learning and teaching and the student learning experience.
- Monitors compliance with GDPR, CMA, Health & Safety at Work, Disability Act, and so on, in relation to learning and teaching and the student learning experience.

Appointment of Members

Members consist of the Head of Academic Programmes, all Module Leads, tutor representatives from the teaching team, the other three Heads from the SMC, as shown in the College organogram, plus at least one of the Lead Student Representatives, or other, Student Representatives. To be quorate, the Head of Academic Programmes and at least 50% of the Module Leads must be present.

Term of Membership

Membership is ongoing for individuals holding teaching or SMC posts at the College while, for Student Representatives, their term of service is their one year of office.

Remuneration

Members are expected to participate as part of their normal job requirements, with no separate remuneration, when on site but may be reimbursed for travel or additional expenses if required to travel solely for attendance at a L&T meeting.

Committee Organisation and Frequency

The committee meets termly, or more often if required. All meetings are either held at Belmont College or virtually, by prior agreement, and last approximately 1-2 hours. Relevant paperwork and agendas are sent to members no less than 7 days prior to the meetings. Minutes are taken by a committee member, or administrator, and distributed within two weeks to LTC members and also to SMC and QC.

Reporting and Relationship with Other Committees

The LTC reports to the QC and SMC and may direct information to the SSC as appropriate.

Committee Communications and Information Storage

- Communication between members is by email, phone or in person, with meetings held face-to-face or by electronic conferencing.
- LTC Minutes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Members' contact details are stored in the relevant staff and Student Representative folders of the College database and held in accordance with GDPR.

3.6 Student Staff Liaison Committee (SSC)

Purpose

The purpose of the Student Staff Committee (SSC) is to: enable direct, formal communication between students and SMC, in addition to the usual informal channels; to enhance student engagement and student experience; to give students the opportunity for advocacy and committee, experience as a useful employability skill; and to ensure that the 'student voice' is heard and acted on in relation to all aspects of college operations that affect students.

Membership

- Lead Student Representatives* (two, elected by all the Student Representatives)
- Student Representatives for each programme (elected by programme students)
- Head of Quality
- Head of Student and Academic Support
- Other members of Belmont College SMC or teaching team as relevant or requested by the SSC

*Note: The initial student body will be small and will therefore only act as Student Representatives. As the student body grows, however, students will be encouraged to diversify roles within their representative role e.g. 'Disability Advocate', 'Employability Advocate' and to consider establishing a separate Student Council as a forum for student debate.

Mandate and Scope

The SSC is run by the Student Representatives and chaired by one of the Lead Student Representatives, elected by all the other Student Representatives, on a rotation basis or subject to availability. The students decide the Agenda for the meeting and can invite relevant Belmont College staff or tutors to attend in addition to the Head of Quality and the Head of Student and Academic Support if wished. The Representatives are responsible for taking minutes and disseminating them. Minutes from the SSC are considered by each of the other committees to ensure that the Student Voice is heard and acted upon. To be quorate, at least 50% of the Representatives must be present.

The committee mandate is to consider any issues that directly impact on the student experience, such as recruitment, admissions, teaching, assessment, feedback, resources, facilities, etc, as well as any relevant local, or national, student issues. The Representatives can raise any issues of concern, or any good practice, contributed by members of the student body. Representatives are also responsible for administering, and then disseminating key points from discussions on, the End of Module Evaluations for each module submitted at Belmont College. The SSC also receives and comments on External Examiner and Annual Review.

Specific Roles

- Facilitates good communication between students and Belmont College staff and tutors.
- Raises issues of concerns to students, so these can be addressed, or to note good practice, so that this can be disseminated.
- Offers suggestions on improvements to learning and teaching practice and facilities.

- Facilitates student engagement, involvement and personal responsibility in relation to their education and training at Belmont College.
- Facilitates and provides feedback on student end of module evaluations.
- Explores, and actions, enhancement opportunities.
- Notes and comments on External Examiner and Annual Review.
- Contributes, and actions, employability ideas, e.g. Volunteering and community activities.
- Monitors resources and contributes ideas for resource development.
- Contributes ideas for student engagement in marketing and publicity.
- Note any non-confidential complaints or appeals and Belmont College responses.
- Ensures that students are aware of, and following, Belmont College Health and Safety regulations as well as Belmont College Policies and Procedures, and comments on any changes required.
- Organises social, or other, events for students.

Appointment of Members

Student Representatives are elected by fellow students during Induction/Welcome Week at the start of their programme and the elected Representatives then elect two Lead Representatives to chair the SSC, attend other committees and be their prime advocate.

Term of Membership

Membership lasts for one year from time of election. The election of new Representatives takes place with the start of each new programme.

Remuneration

Student Representatives are not remunerated when on site or meeting virtually but may be reimbursed for reasonable travel or additional expenses if required to travel solely for attendance at an SSC meeting.

Committee Organisation and Frequency

The committee meets termly. All meetings are either held at Belmont College or virtually, by prior agreement, and last approximately 1 hour. Relevant paperwork and agendas are sent by the Representatives to members and relevant staff no less than 7 days prior to the meetings. Minutes are taken by a Student Representatives committee member and distributed within two weeks to SSC members as well as to SMC, QC and LTC.

Reporting and Relationship with Other Committees

The SSC reports to the SMC and also shares its minutes with QC and LTC. Two Student Representatives are also nominated to serve on the QC and LTC, apart from exiting during any discussion of protected information.

Committee Communications and Information Storage

- Communication between members is by email, phone or in person, with meetings held face-to-face or by electronic conferencing.
- SSC Minutes are digitally stored in the relevant digital committee folder and held in accordance with General Data Protection Regulation (GDPR) requirements.
- Members' contact details are stored in the Student Representatives folder of the College database and held in accordance with GDPR.

Bellmont College Committee Structure and Terms of Reference					
Version	Date	Author(s)	Amendments	Approved by	Next review
1	March 2023	EWW	New Document	Advisory Board	October 2024
2	February 2024	EWW	Updated Document	Advisory Board	October 2024

Document context	
This document relates to:	
Document/Policy	Date/version
Bellmont College Quality Assurance and Enhancement Handbook	February 2024 v2
Bellmont College Academic Integrity Policy	February 2024 v2
Bellmont College Student Partnership Agreement	February 2024 v2
Office for Students' Public Interest Governance Principles	2019
Gov.UK The 7 Principles of Public Life	May 1995
QAA Quality Code for Higher Education	May 2018