CASPIAN
SCHOOL OF ACADEMICS

Procedure 1.9

DELIBERATIVE STRUCTURE AND COMMITTEES TERMS OF REFERENCE

Management and Governance | August 2026

Deliberative Structure and Committees – Terms of Reference

Management and Governance

Document Control

Document title	Deliberative Structure and Committees – Terms of Reference
Document reference	Procedure 1.9
Policy category	Management and Governance
Document type	Procedure
Status	Current
Policy owner	Chief Executive Officer
Approved by	Board of Governance
Publication classification	Public
Current controlled version	Caspian Policy Library - caspianschool.ac.uk/policies/

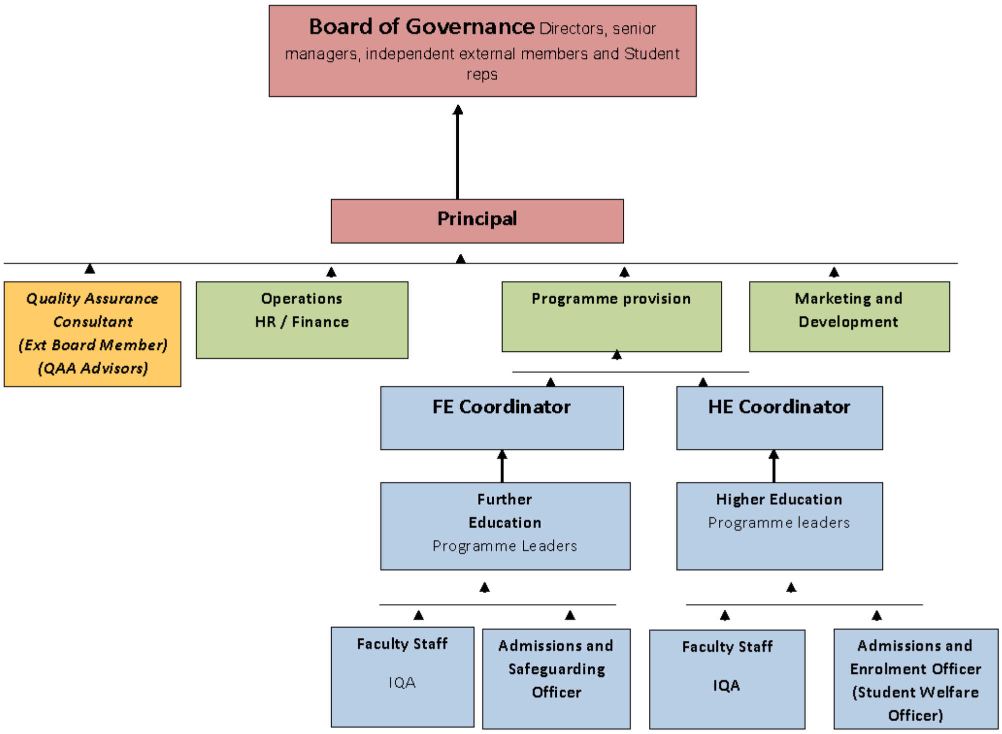
Version History

Version	Approved by	Approval date	Effective date	Next review date
1.5	Board of Governance	19 August 2026	19 August 2026	19 August 2027

Table of Contents

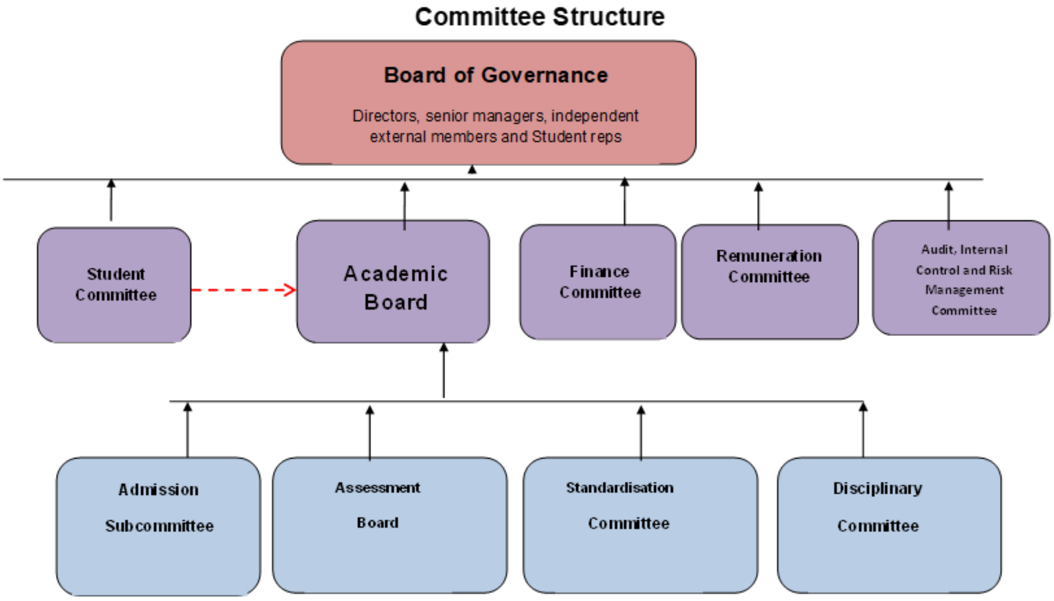
The School's organogram and committee structure reflects that as a small organization staff often undertake responsibility for more than one function.

Organisation Chart



Caspian School of Academics organisation chart

Committee Structure



Caspian School of Academics committee structure

Terms of Reference for Board of Governance

Aim

To act as the senior decision-making body for the School, considering and approving strategy and utilising the ideas, expertise and experience of independent external members

The Board`s rationale is two fold:

- To act as the strategic decision-making body for the School
- To drive forward the School`s values and mission

With these elements in mind, the Board will:

- Be effectively and efficiently chaired and administered so as to maximise benefit from every meeting
- Utilise to the full the commitment and expertise of its independent external members, both during and between meetings as appropriate
- Focus every meeting upon monitoring and enhancing the quality of School operations and provision
- Ensure that learner success, contribution and engagement are addressed at all times
- Be mindful of the School's Mission, the Public Interest Governance Principles (Academic freedom, Accountability, Student engagement, Academic governance, Risk management, Value for money, Freedom of speech, appropriate Governing body and Fit and proper members) and of the guidance in the Higher Education Code of Governance published in September 2020.
- Be mindful of the of HE delivery across the UK are a set of core values which HE governance should be founded on: Integrity, Sustainability, Inclusivity, Innovation and growth
- Strive at all times to demonstrate good practice in corporate governance, Excellence

Membership

The Board of Governance will comprise the senior managers, together with a number of independent external members, each with a particular area of expertise and experience which is of value to the School.

The independent external members will comprise a majority on the Board and the Chair will be drawn from their number. The Board Secretary will provide secretarial support, prepare papers in advance and produce minutes, as well as tracking progress with agreed actions after each meeting. A student representative will also be invited to participate in Board meetings.

Meeting frequency and duration

The Board of Governance will meet three times per calendar year. Meeting duration will not normally exceed two hours.

Sub-committee

Academic Board, Student Committee, Finance Committee, Remuneration Committee and Audit, Internal Control and Risk Management Committee

Reports received

Apart from receiving the minutes of the Finance Committee, the Board of Governance also receives minutes from the Academic Board, Student Committee, Finance Committee, Remuneration Committee and Audit, Internal Control and Risk Management Committee

Terms of Reference for Academic Board

Aim

To consider all matters relating to academic management, teaching, learning and assessment in the School.

Responsibilities

- to consider teaching and learning arrangements for all School programmes
- to receive awarding body reports and consider any necessary actions recommended
- to review the effectiveness of assessment
- to consider the outcomes from teaching observation
- to review student data and consider issues relating to performance and progression
- to prepare for inspections and external reviews
- to manage quality assurance across the School
- to prepare programme and annual monitoring reports
- to manage and monitor the internal verification process
- to consider admissions and enrolment
- to consider academic malpractice and appeals

Membership

The Academic Board will comprise the Principal, Quality Assurance Personal and all academic and administrative staff, together with a student representative. Meetings will be chaired by the Principal.

Meeting frequency and duration

The Academic Board will meet three times per calendar year and will meet on occasions set out in the School academic calendar when required.

Sub-committees

The Student Committee, Assessment Board, Admissions Committee, Standardisation Committee and the Disciplinary Committee are sub-committees of the Academic Board

Reports received

The Academic Board receives the minutes of the Student Committee, Assessment Board, Admissions Committee, Standardisation Committee and the Disciplinary Committee as and when required.

Terms of Reference for Finance Committee

Aim

To monitor accounts, budgets, investment and expenditure and provide financial guidance for the Board of Governance

Responsibilities

- to advise the Board of Governance on matters relating to financial review and management
- to review and monitor School accounts
- to prepare and monitor the School annual budget
- to prepare and monitor departmental budgets
- to assess the need for major investment and capital expenditure
- to liaise appropriately with appointed external auditors
- to monitor all recommendations made by external auditors
- to consider any other matters relating to the finances and financial management of the School

Membership

The Finance Committee will comprise at least one independent external members of the Board, one School Director and the Principal. The Chair will be one of the independent external members. The Board Secretary will provide secretarial support, prepare papers in advance and produce minutes.

Meeting frequency and duration

There will normally be a meeting prior to each Board of Governance meeting (three times per year) The meeting duration will not exceed two hours. The Chair of the Finance Committee will provide a brief oral report on meeting outcomes to the Board of Governance.

Terms of Reference for Student Committee

Aim

To consider all matters concerning student engagement, development and welfare

Responsibilities

- to consider and monitor student engagement across the School
- to review student feedback arrangements
- to consider student welfare and related issues
- to review arrangements for informing students of academic developments
- to involve students in preparation for inspections and external reviews
- to inform students about quality assurance across the School
- to consider student complaints and concerns
- to inform students about academic malpractice and appeals

Membership

The Student Committee will comprise the Student Welfare Officer and all student representatives. Meetings will be chaired by the Student Welfare Officer.

Meeting frequency and duration

The Student Committee will meet on once in a term and the meeting duration will not exceed two hours.

Reports received

The Student Committee will receive the minutes of the Academic Board and the Board of Governance for information. Minutes of its meetings will be formally received by the Board of Governance (and also the Academic Board for information)

Terms of Reference for Remuneration Committee

Aim

The Board of Governance has delegated to Remuneration Committee the responsibility for determining the salaries, benefits and other terms and conditions of service.

Responsibilities

- Have responsibility for setting the remuneration policy for all senior leadership team including pension rights and any compensation payments.
- Be responsible for ensuring they have sufficient information and expert advice and if deemed necessary be responsible for appointing any consultants needed to advise on senior post holder remuneration.
- Have a responsibility to ensure that contracts agreed with senior post holders are fair, reasonable and justifiable
- Obtain reliable, up-to-date information about remuneration in other institutions of comparable scale and complexity.
- Oversee any major changes in employee benefits structures throughout the School to consider any other matters relating
- Review the on-going appropriateness and relevance of the remuneration policy.

Membership

The Remuneration Committee will comprise at least one independent external members of the Board, one School Director and the Principal. The Chair will be one of the independent external members. The Board Secretary will provide secretarial support, prepare papers in advance and produce minutes

Meeting frequency and duration

At least one meeting each year and the meeting duration will not exceed two hours.

Special notes

The Principal is not a member of the Remuneration Committee. The Principal is invited as an attendee and withdraws when their remuneration is under discussion.

Terms of Reference for Audit, Internal Control and Risk Management Committee

Purpose

The purpose of the Audit, Internal Control and Risk Management Committee is to assist the Board in its oversight of the integrity of the School financial reporting, including supporting the Board in meeting its responsibilities regarding Risk Management and the financial reporting systems and internal controls.

Responsibilities

- to review and monitor the application of significant accounting policies and any changes to them
- to considering the appointment, re-appointment, or removal of the external auditor and to oversee the selection process for a new auditor where required
- to monitor, the effectiveness and objectivity of internal and external auditors
- to review School's Quality & Risk Management framework
- The robustness of the firm's risk management policies and processes and their fitness for purpose when tested against school's strategy.
- reviewing the effectiveness and performance of the service provided by Internal Audit, including annual review
- ensuring that Internal Audit is adequately resourced and free from constraint and has the appropriate standing within the School.

Membership

The Finance Committee will comprise at least one independent external members of the Board, one School Director and the Principal. The Chair will be one of the independent external members. The Board Secretary will provide secretarial support, prepare papers in advance and produce minutes.

Meeting frequency and duration

At least one meeting each year and the meeting duration will not exceed two hours.

Terms of Reference for Disciplinary Sub Committee

Aim

The main remit of the disciplinary committee is to enforce the regulations of the School.

DISCIPLINARY PROCEDURE

The purpose of the Disciplinary Procedure is to outline a recognised and consistent system to deal with any breach or alleged breach of the rules. The objective is to emphasise and encourage improvements in individual conduct. All reasonable efforts will be made to conduct a full investigation into the circumstances of any disciplinary offence prior to the implementation of any disciplinary action.

Any breach or alleged breach of the rules will be referred to the Principal who will place the offending student on Academic Probation or, in case of gross misconduct, will refer the student to the Disciplinary Committee. The Disciplinary Committee will impose a suitable penalty which could result in expulsion from the School. All official complaints should be put in writing to the School for further investigation by the relevant officer.

Penalty:

- Reprimand,
- Fine,
- Charge to meet the cost in whole or in part of replacing damaged property or equipment,
- Expulsion or suspension from any part of the School for such period as the Committee may determine,
- Expulsion from the School for such period as the Committee may determine, which may include permanent expulsion,
- Loss of 'School service', i.e. the suspension of the oyster card or refusal to approve the issue.

Following a decision of any of the above, failure to pay, excepting extenuating circumstances such as financial hardship, within ten School working days, any fine or to pay compensation for damage or to abide by any other penalty shall itself constitute a disciplinary offence for which the Discipline Committee may without any further hearing impose a further penalty including expulsion from the School. Except in the case of summary punishment no student shall be suspended or excluded from the School or any of its facilities nor shall his or her status as a student be prejudiced pending determination of the proceedings against him or her save that this provision shall not apply where suspension or exclusion is imposed in accordance with our policies and procedures.

Where misconduct leads to prosecution in an outside court, the School disciplinary committee shall take note of the fact and the outcome in imposing any School punishment.

Powers of the disciplinary committee

The disciplinary committee has the remit of enforcing the regulations of the School ensuring that fairness and just decisions are arrived at and to recommend appropriate actions to the Principal.

Membership

The Disciplinary committee will comprise the Principal, Student Welfare Officer, together with a student representative. Meetings will be chaired by the Principal.

Meeting frequency and duration

Disciplinary committees may be convened for specific purposes where necessary

Reports received

Minutes of its meetings will be formally received by the Board of Governance and also by the Academic Board.

Terms of Reference for Admission Subcommittee

Aim

The Principal remit of the admissions committee is to review the operation of the admissions process including moderation arrangements that may be required within the School.

Responsibilities

- Periodic review of admissions policies and practices and promulgating and adopting any necessary revisions.
- Update new rules and regulations in line with the terms of QAA and OfS
- To review the Student Recruitment Strategy and determine the strategic direction for student recruitment
- To determine targets for undergraduate and postgraduate student recruitment (including international)
- To oversee and monitor delivery of the School Student Recruitment Strategy and progress against targets and Key Performance Indicators

Membership

The Admission committee will comprise the Principal and all admin staff. Meetings will be chaired by the Principal

Meeting frequency and duration

Sub committees may be convened for specific purposes where necessary

Meeting frequency and duration

At least one meeting each year and the meeting duration will not exceed two hours.

Terms of Reference for Standardisation Meetings

Aim

To consider all matters relating to staff and academic standards affecting teaching and learning of the students at Caspian School of Academics.

Responsibilities

- to discuss all matters that may need standardisation in teaching and learning arrangements for all School programmes
- to consider the awarding body reports and discuss any necessary actions recommended in such reports with a view to have a common practice for such activities.
- to review the effectiveness of assessment
- to discuss the outcomes from peer and teaching observation for existing academic staff
- to review the performance of individual teachers in the classrooms.
- to manage quality assurance across the School
- to discuss and produce programme activities for the term
- to review the internal verification process at the School
- to Consider the enrolment matters such as initial diagnostic tests for prospective students
- to investigate all academic malpractice and appeals that may come to the attention of the School

Membership

The standardization meetings will comprise all members of staff that have input in the life of a student which typically may be the Principal, PL, Quality Assurance Personal and all academic and administrative staff, the student representative is requested to attend whenever necessary. Meetings will be chaired by the Principal.

Meeting frequency and duration

The Standardisation meetings will take place as set on the academic quality calendar, usually at least once per term

Terms of Reference for Assessment Board

Aim

To consider all matters relating to the outcomes of provision assessments. Assessment Boards will have a responsibility for considering the performance of students in the subject or set of related units.

Responsibilities

- To confirm grades achieved
- To consider extenuating circumstances
- To review cheating and plagiarism
- To monitor student progression
- Confirmation of awards, referrals, and deferrals

Membership

The Assessment Board will comprise the Principal, and all relevant academic and administrative staff. Meetings will be chaired by the Principal.

Meeting frequency and duration

The Assessment Board will meet at the end of each term. There will be an additional Assessment Board in each academic year. This will usually fall in June/July after the completion of the programme. There may also be a separate board to deal with referrals. Dates will be published in the School academic calendar.

Reports received

The Assessment Board receives the IV reports prepared by the school

Note: Senior Management Team

Senior Management Team	Senior Management Team
Reports to	Board of Governance
Frequency of meeting	Monthly
Membership	Principal (Chair) Programme Leader Director of HR & Operations Quality Assurance Personal Associate member – attend as required including Marketing, Admissions and Administration
Remit	Responsible for the strategic development and management of CSA and compliance with external regulations.
Quality Assurance and Quality Enhancement, Monitoring and Review Strategy	Receiving summary reports linked to external reviews. Leading on the establishment of partnerships and required evidence of meeting regulatory frameworks.