

# Procedure 2.1

## Boards and Committees Terms of Reference

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## 1. Introduction

The LFA Governance Board may create sub-committees to which it delegates specific responsibilities of the Governance Board to assist it in fulfilling its role.

The London Film Academy (LFA) may also create operational committees (described below as committees) to support the running of the LFA.

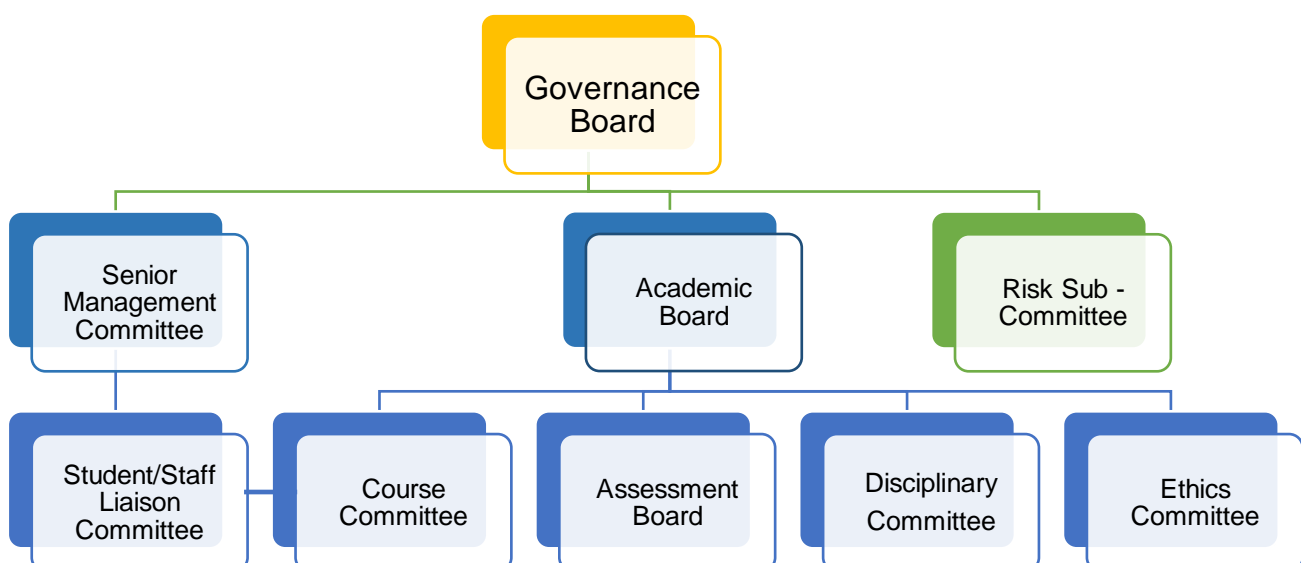
A **sub-committee** is a body convened to consider a specialist aspect of the remit of an existing committee or board. For example, a Finance Committee established to deal with detailed financial matters, which will make recommendations to the Governance Board could be a sub-committee. In most cases, a sub-committee will have membership drawn from its "parent" body. A "parent" body could for example, be the Governance Board or a committee.

A **committee** is a formal group of appropriately qualified and experienced individuals, constituted by the LFA for a specific reason, which meets on a regular and predetermined basis to consider defined topics and to make appropriate decisions or recommendations. Each committee operates according to defined rules with a set agenda for discussion and a formal process for recording outcomes, decisions and recommendations.

A higher committee or board (often a body with a higher remit), may use a specialist committee's recommendations to inform its own wider and more strategic decision making.

The Boards and Committees of the LFA are as follows:

- Governance Board Sub-Committees:
  - Risk Sub-Committee
- Operational Committees:
  - Senior Management Committee
  - Student-Staff Liaison Committee
- Academic Board
  - Course Committees
  - Disciplinary Committee



## 2. Risk Sub-Committee Terms of Reference

### 2.1 Aim

To consider, determine and advise on all matters relating to LFA finance, resources and property. Also, to monitor risks to the business and oversee arrangements for internal and external audit.

The Risk Sub Committee will advise the Governance Board on all aspects, including four main areas of risk:

- Strategic and developmental
  - Financial and audit
- Operational including:
  - Technological and communications
- Regulatory compliance including:
  - Health and Safety
  - Safeguarding
  - Compliance with external agencies e.g. OfS, UKVI, HESA etc.

### 2.2 Responsibilities

The Risk Sub-Committee is a sub-committee of the Governance Board.

The Risk Sub Committee will:

- recommend to the Governance Board the annual budget
- review LFA's management accounts and recommend to the Governance Board any in-year budget adjustments
- monitor LFA's cash flow position and ensure that action is taken to maintain this at an acceptable level
- monitor and keep under review the resource and financial implications of new projects with which LFA wishes to engage
- review LFA's annual financial statements and recommend them to the Governance Board for approval
- make recommendations to the Governance Board on the solvency of LFA and the safeguarding of its assets
- consider and recommend to the Governance Board the establishment of any subsidiary companies and keep under review the financial position of any such companies on at least an annual basis
- propose LFA's tuition fee arrangements, subject to an annual review and having due regard to guidance issued by any appropriate funding bodies
- taking account of risk, consider, recommend to the Board for approval, and periodically review LFA's property and accommodation arrangements
- review the capital needs of LFA and ensure that appropriate financial provision is made for capital expenditure
- periodically monitor and review LFA's Risk Register and identify matters that need to be reported to the Governance Board
- recommend the appointment, reappointment, dismissal and remuneration of the financial statements auditor
- consider LFA's audit strategy and make recommendations to the Governance Board
- consider relevant reports by the Department for Education (DfE), the Office for Students (OfS), their successors and funding bodies, and where appropriate, management's response to these.



## 2.3 Membership

The Risk Sub-Committee will have the following membership:

- Joint Principals
- Up to three (3) members of the Governance Board
- Staff and students will not be eligible for appointment to this committee

Membership of the Risk Sub-Committee will be as determined from time to time by the Governance Board.

The committee may co-opt non-voting members with relevant skills and experience consistent with these Terms of Reference.

## 2.4 Quorum

The committee shall be quorate when three (3) members are present. If less than 3 members are present, the business may still take place, but any decision will require ratification by the Governance Board.

## 2.5 Chair

The committee will elect a Chair from its number. The term of office for the Committee Chair will normally be two years unless a vacancy occurs, when the post will be filled for the outstanding period of office of the outgoing Chair.

The Committee will not normally appoint a Vice-Chair. If the Committee Chair is not present at a meeting, the members will elect a Chair for the meeting from amongst their number.

The Secretary to the Board will ensure that appropriate support and recording arrangements are in hand for the committee. The Risk Sub-Committee will issue minutes of its transactions.

## 2.6 Meeting frequency and reporting

The Risk Sub-Committee will usually meet three to four times per year (or as decided by the Governance Board) in advance of each scheduled meeting of the Governance Board.

The Risk Sub-Committee reports to the Governance Board.



## 3.1 Senior Management Committee Terms of Reference

### 3.1 Aim

To ensure that the operational management of LFA is carried out efficiently and effectively.

### 3.2 Responsibilities

The Senior Management Committee will consider and discuss:

- day-to-day arrangements for operational management
- day-to-day arrangements for human resource management
- marketing & comms, student recruitment, enrolment and experience
- timetabling and space utilisation
- the adequacy and effectiveness of the LFA's systems of internal control
- arrangements for external scrutiny and review of assessment
- operational matters concerning health and safety and fire precautions
- LFA strategic objectives, performance against agreed indicators and targets
- monitoring policies, procedures and processes used by the LFA

### 3.3 Membership

LFA Joint Principals and key members of senior staff will constitute the Senior Management Committee. The Chair shall be elected by the members of the committee.

### 3.4 Quorum

The quorum for Senior Management Committee meetings will be three (3) including at least one (1) Joint Principal

### 3.5 Meeting frequency and reporting

The Senior Management Committee will usually meet on a weekly basis and the length of the meeting will normally be limited to one hour and a half.

Notes of discussions will be prepared. However, the Senior Management Committee is not expected to report its discussions to the Governance Board unless there are matters of particular significance which may require a Board decision.



## 4. Academic Board Terms of Reference

### 4.1 Aim

To review and advise on all matters relating to educational and academic standards, teaching, learning and assessment.

### 4.2 Responsibilities

The Board will:

- consider, recommend and direct the academic strategy of the LFA in line with LFA values, mission and vision, identify areas for development and innovation
- enhance the quality of teaching and learning, student outcomes and student satisfaction
- consider and recommend, having taken note of recommendations from Course Committees, arrangements for assuring academic quality standards, teaching learning and assessment
- approve and regulate schemes of study and assessment arrangements relating to awarding organisation awards
- approve academic awards to students who have successfully completed a scheme of study and related assessments as prescribed by awarding organisations
- prescribe conditions under which students are admitted to the LFA for a scheme of study with reference to articulation/validation arrangements
- prescribe regulations under which students will undertake and complete their studies at the LFA
- ensure every student is treated fairly and with dignity, courtesy and respect
- ensure every student has the opportunity to contribute to the shaping of their learning experience
- ensure every student is properly and actively informed at appropriate times of matters relevant to their courses
- ensure all policies and processes relating to study and courses are clear and transparent
- ensure all policies and procedures which relate to Professional Statutory and Regulatory Bodies (PSRB) requirements are regularly and effectively monitored, reviewed and improved
- ensure sufficient and appropriate external involvement exists for the maintenance of academic standards and the quality of learning opportunities
- monitor and regulate arrangements for student discipline; academic complaints and appeals: academic support provision
- support staff to enable them in turn to support students' learning experiences.
- consider the ongoing development of academic activities, together with appropriate resources, and advise the Governance Board accordingly
- ensure relevant educational and academic compliance.

### 4.3 Membership

Membership will comprise the Joint Principals, Course Leaders, Module Leader, External Examiner and one or two Student Representatives. The Chair will be the Head of Academic Governance.

It may be appropriate to reserve certain business and thereby exclude students should the business relate to a named member of staff, prospective member of staff, student or prospective student.

The Academic Board may co-opt non-voting members with relevant skills and experience consistent with these Terms of Reference.



#### 4.4 Quorum

The quorum for Academic Board meetings will be four (4) including the Head of Academic Governance.

#### 4.5 Meeting frequency and reporting

The Academic Board usually meet three to four times a year, prior to a scheduled Governance Board meeting. Extraordinary meetings may be convened if necessary and members will be given seven days' notice of such meetings.

The Academic Board receives minutes of the Course Committees and Disciplinary Committee.

The Academic Board reports to the Governance Board.

### 5. Disciplinary Committee Terms of Reference

#### 5.1 Aims

To ensure that all misconduct or malpractice allegations made against any student(s) or staff at LFA by anyone, are given prompt, fair and consistent hearing with appropriate outcomes.

#### 5.2 Responsibilities

The Committee will:

- hear cases brought against students and staff who have allegedly infringed LFA rules and regulations or caused damage to property, or are accused of bringing LFA into disrepute or of serious academic misconduct
- determine if there has been proven misconduct
- determine and implement appropriate penalties
- identify and implement organisational learnings.

#### 5.3 Membership

The Disciplinary Committee comprises the Head of Academic Governance (Chair) and up to three (3) other senior members of LFA staff.

#### 5.4 Meeting frequency and reporting

The Disciplinary Committee will meet on an 'as required' basis. Meeting duration will be dependent upon the nature of the issues to be considered.

The Disciplinary Committee reports through the Academic Board to the Governance Board.



## 6. Student-Staff Liaison Committee Terms of Reference

### 6.1 Aim

The Student-Staff Liaison Committee provides a forum for the discussion of how students can positively impact their studies. The purpose is to strengthen communication between staff and students and for students to actively contribute to their student journey by bring matters to the attention of the Senior Management Committee.

Student representatives will attend monthly, one-hour, Student Staff Liaison Committee (SSLC) meetings. In the first SSLC meeting of the academic year, Student Representatives will be voted in as SSLC Chair, and as SSLC Secretary respectively. Voting will be conducted anonymously and LFA staff are excluded from voting. The appointed chair is responsible for the design and distribution of the agenda; the chairing of SSLC, and the appointed secretary is responsible for the scheduling of SSLC meetings; and the capturing and distribution of meeting minutes and meeting materials.

SSLC meeting agendas should not exceed five agenda items in a singular sitting, with additional items agreed in advance with the Head of Courses.

### 6.2 Responsibilities

In relation to student members, the Committee will:

- Appoint a student chair of SSLC
- The chair is then responsible for the design and distribution of the agenda;
- Appointed a student secretary is responsible for
  - scheduling of SSLC meetings;
  - Capturing and distribution of meeting minutes and meeting materials.
- present the views and concerns of students registered on LFA courses to staff members and their peers
- establish effective lines of communication with LFA Team and tutors across LFA
- act as a link between staff and students, informing students of the outcomes of discussions
- display a professional attitude towards colleagues at all times.

In relation to staff members, the Committee will:

- provide correct information in response to all queries raised
- investigate situations where more information is required
- investigate concerns raised to assess potential for compromise or resolution
- convey management decisions and positions to students clearly and concisely
- project a caring and unbiased position in respect of issues discussed
- display a professional attitude towards colleagues at all times.

### 6.3 Membership

Joint Principals, Head of Academic Governance (Chair), Course Teams, Head of Operations, Operations Manager, Student Representatives (at least one per course) and other staff or Governance Board members by invitation.

### 6.4 Quorum

The quorum for Student Staff Liaison meetings will be four (4) including the Head of Academic Governance, Head of Operations and at least two (2) students.





## 6.5 Meeting frequency and reporting

The Student-Staff Liaison Committee will meet quarterly. Meeting duration will be dependent upon the nature of the issues to be considered.

The Student-Staff Liaison Committee reports through the Senior Management Committee to the Governance Board.

## 7. Course Committee Terms of Reference

### 7.1 Aims

Course Committees (one per course) ensure that all aspects, academic and social, of the student experience are reviewed on a regular basis. Members of each Course Committee meet as a team to monitor and review course design, development and delivery and to generate and discuss ideas about improvement.

Committee members ensure that LFA courses remain fit for purpose and that course design and teaching, learning and assessment strategies continue to add value to the student learning experience.

### 7.2 Responsibilities

The Committee will:

- monitor the academic standards of the course
- review assessment activities in modules across the course
- review and support measures for enhancing the quality of academic provision
- promote the enhancement of student learning
- share good practice among tutors delivering on the course
- monitor levels of student satisfaction on course modules
- consider and recommend proposals for changes to modules and courses
- participate in recognition, articulation, validation and revalidation exercises
- consider student learning resources and levels of student support
- respond to student feedback on issues arising in respect of course design, development or delivery
- taking a broad view of matters that contribute to the maintenance of academic standards and the enhancement and quality of learning opportunities available to students.

### 7.3 Membership

Joint Principals, Head of Academic Governance (Chair), Deputy Head of Academic Governance, Course Team, Module Leader (where applicable), Tutors delivering course modules, Head of Operations, Technical and Post-Production Teams, External Examiner and Student Representative(s).

Co-optees may include tutors from other courses and members of the Administrative staff. There may be items of reserved business from which student representatives will be asked to withdraw.



## 7.4 Quorum

The quorum for Course Committee meetings will be six (6) including the Head of Academic Governance, Course Leader, minimum of three (3) tutors and one (1) student.

## 7.5 Meeting frequency and reporting

Course Committees will meet formally once per year per course. Meeting duration is 2 hours but may be more dependent upon the nature of the issues to be considered.

The Course Committee reports through the Academic Board to the Governance Board.

# 8. Ethics Committee Terms of Reference

## 8.1 Aims

To conduct ethical review and grant ethical approval, or otherwise for research projects and film productions proposed by students of London Film Academy. The committee will be charged with granting approval; denying approval; or granting approval with conditions; for research and/or film productions undertaken at the London Film Academy. The Ethics Committee will undertake ongoing review of ethics guidelines.

## 8.2 Responsibilities

The Committee will

- consider the ethical implications of all research and film projects involving the processing of personal data; the use of animal subjects; topics and actions that may endanger cast or crew; and subjects that may infringe on the rights; or tarnish the reputation of individuals or LFA; and the sourcing of external funding
- set standards, propose and review policy, procedure and practice on the ethical conduct of research and film production at LFA
- receive and advise on research and film proposals presented to LFA tutors that are identified as requiring ethical approval
- consider taking specialist advice where required on the insurance, liability and other legal implications of activities
- be impartial, supportive, developmental and dedicated to the promotion of ethical standards in research and film production
- advise staff and students, where appropriate, on all matters pertaining to the ethics of research and film productions
- deliver clear and concise feedback on the appropriate actions to be taken by students and the LFA when proposals are presented to the committee.
- monitor and audit the implementation of policy, procedure, protocols, guidelines and codes of practice pertaining to research and film production at LFA
- liaise with external partners when required to do so
- subject its own activities to continuous review
- review and update ethical guidelines
- refer any organisational learnings and statistics to the Academic Board.



### 8.3 Membership

The Ethics Committee comprises the Joint Principal(s) (Chair), who appoint other members, Head of Courses, Course Leaders; Dissertation Supervisors, Student Counsellor and Student Representatives, and special advisors as required. Each member will offer a viewpoint from a pre-determined position, such as industry/creative practice, academic practice, institutional practice, etc. Decision of the Committee is determined by the chair with advice from committee members.

### 8.4 Quorum

The quorum for Ethics Committee meetings will be five (5) including the Chair.

### 8.5 Meeting frequency and reporting

The Ethics Committee will convene annually to review guidelines and codes of practice pertaining to research and film production.

The Ethics Committee will convene as required when research and film production proposals are highlighted by supervisors and tutors as requiring ethical review.

The Ethics Committee reports to the Academic Board.

