

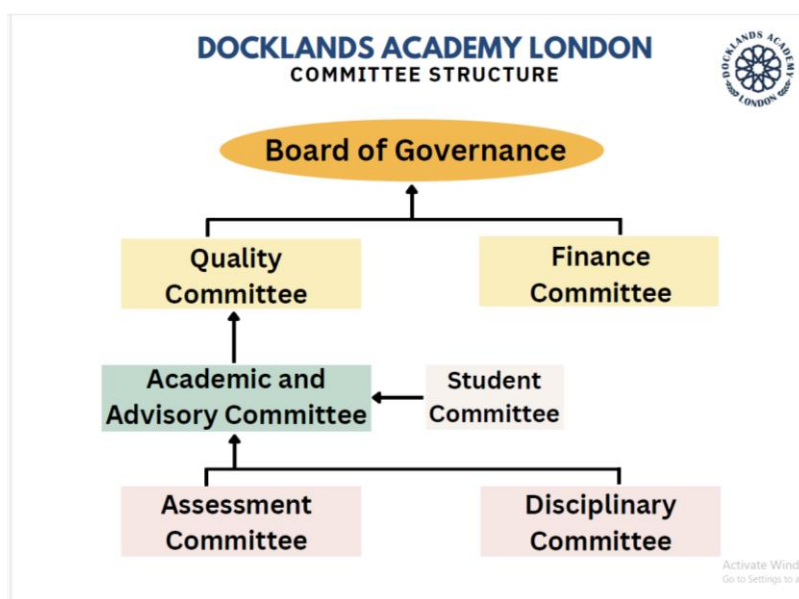
**Procedure 1.3 Boards and Committees: Terms of Reference**

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<b>Review No</b>	9	<b>Next Review Date</b>	Mar 27	<b>Approved on</b>	03/03/2026

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**Procedure owner:** Principal / CEO

- This procedure is shared with our students and/or can be obtained:
  - on our website <https://docklandsacademy.co.uk/policies-and-procedures>,
  - on the desktops of all computers in the library on the top floor,
  - by emailing us at [info@docklandsacademy.co.uk](mailto:info@docklandsacademy.co.uk).
- The policy is reviewed and monitored on a regular basis for currency and fitness as part of our 1.9 Review and Revision of Policies and Procedures.



Committees report to each other in a hierarchical order, such as Student, Assessment and Disciplinary Committees report to Academic and Advisory Committee, which reports to Quality Committee. Finally, the Board of Governance collaborates with the Quality Committee and Finance Committee on their findings, lines of enquiry and emerging themes. Policies and procedures for those Committees are agreed, put in place and reviewed annually.

## **1. STUDENT COMMITTEE**

### **1.1 Aims and Responsibilities**

The Student Committee has the following aims and duties:

- to discuss student-related issues,
- to promote communication between students through meetings, conferences, newsletters, the internet and other digital media,
- to advise the Academic and Advisory Board in matters concerning the support and development of students,
- to promote student engagement throughout the Academy.

### **1.2 Membership**

**1.2.1** The Student Committee consists of a minimum of two student representatives, but ideally one representative from each class (group) elected termly by students themselves (if not by the class lecturer). The representative election is held, and the names of the representatives are informed to the Head of Quality & Administration within the first two weeks so that they will have a full induction for the Committee meeting which is usually held on the third week of each term. The Student Committee elects Academy Student Representative among themselves to attend the Board of Governance on behalf of them.

**1.2.2** Following the announcement of the newly elected student representatives to the Head of Quality & Administration, the elected student representatives are given an induction about the details of their roles, responsibilities, and an overview about the timetable of activities including representation at other Academy Committees such as Academic Advisory Committee and Board of Governance (please see 7.5). This induction is aimed to be completed within one week following the election. This induction is carried out by the Academic Head and delivered to any newly elected student representative (Appendix 1 – Student Representative Induction Checklist).

### **1.3 Meeting Frequency**

The Student Committee meets every term (three times) per academic year and reports its discussions and decisions to the Academic and Advisory Board.

## **2. ASSESSMENT COMMITTEE**

### **2.1 Aims and Responsibilities**

The Assessment Committee has the following aims and duties:

- to assure the integrity of assessment materials and decisions,
- to report to the Academic and Advisory Board on its findings and outcomes,
- to confirm and agree grades awarded for submission of assessed work for each student in respect of each unit under consideration,
- to review progression, achievement and outcomes of students' assessments,
- to review internal and external verification reports and confirm the implementation of recommendations in relation to assessment,
- to monitor and review standards, quality and student progress and achievement,
- to monitor standardisation of marking and assessment decisions,
- to recommend to the Academic and Advisory Committee the form and nature of assessment and reassessment for all units under consideration in the light of assessment grades, achievement and outcomes,
- to review the results of any allegation of unfair practice in relation to student assessments,

- to review and monitor the Academy's plagiarism and academic misconduct procedures within the overall assessment process,
- to review the results of any disciplinary measure in relation to malpractice.

## **2.2 Membership**

The Assessment Board consists of the Academic Head (Chair), Higher Education Lecturers, Assessors, Internal Verifiers, Head of Quality & Head of Academic Administration. There may be additional assessment committee meetings taking place to ratify results of students that are enrolled through a partnership arrangement communicated through partner institution.

## **2.3 Meeting Frequency**

The Assessment Committee meets after submitted assignments are marked and internally verified at the end of related term (three times per academic year at most). However, the Chair of the Committee may call a meeting for emergency cases.

## **3. DISCIPLINARY COMMITTEE**

### **3.1 Aims and Responsibilities**

The Disciplinary Committee has the following aims and duties:

- to report to the Quality Committee on its findings and outcomes, to hear cases brought against students and staff who have allegedly breached one or more of the Academy's terms or conditions, policies or procedures, Student or Staff Codes of Conduct, rules, regulations and any Acts. [This list includes, but is not limited to, DAL Policy 4 Student Admissions, DAL Procedures 5.3 Equality, Diversity and Special Needs, 1.6 Ethics Protocols, 6.16 Prevent Duty (Racist, Discriminatory, Abusive and Extremist Behaviour), 2.1 Academic Misconduct, 2.8 Plagiarism and/or Data Protection Act 2018, the UK GDPR and the General Data Protection Regulation (GDPR) and the Equality Act 2010 as well as (again not limited to) damage to property, bringing the Academy into disrepute and serial cheating],
- to determine if there has been proven misconduct,
- to determine and implement appropriate penalties.

### **3.2 Membership**

The Disciplinary Committee consists of the CEO / Principal (Chair), Academic Head, Head of Quality, and Managing Director. The Committee may also have an advisor at meetings. However, the advisor is not eligible to vote.

### **3.3 Meeting Frequency**

The Disciplinary Committee meets on an 'as required' basis.

## **4. ACADEMIC AND ADVISORY COMMITTEE**

### **4.1 Aims and Responsibilities**

The Academic and Advisory Committee has the following aims and duties:

- to provide a platform where students and staff can discuss and influence decisions on Academic Department (HED & ELD) matters including the impact of policies and procedures,
- to report to the Quality Committee on its findings and outcomes, lines of enquiry and emerging themes,
- to monitor and review policies and practices of the Academy covering admission, assessment, academic progress, and appeal & complaints procedures,

- to monitor and review the content, structure, teaching and assessment of the academic programmes offered by the Academy,
- to monitor and review quality standards in connection with student attendance and retention,
- to review the quality, vocational relevance, and fitness for purpose of assignment briefs,
- to review internal and external verification reports and confirm the implementation of recommendations in relation to matters other than assessment,
- to review term and annual programme reports in the light of the comments from students, lecturers, and external academic inspections and reviews,
- to make recommendations to enhance student progression and achievement and the student experience,
- to monitor student feedback on their perception of admissions, administration, programmes and the learning environment,
- to deal with any academic staff issues,
- to make recommendations about provision of academic resources,
- to provide advice to the Academic Head, Academic Consultants and Lecturers on the academic standards of the academic programmes provided by the Academy,
- to provide advice to the Academic Head on the development of the academic programmes to be provided by the Academy
- to make recommendations to the related Academic Department and/ or Quality Committee on Academy Policies and Procedures,
- to report and advise on any new programmes that have started or are to be offered,
- to advise on the educational character and mission of the Academy.

#### **4.2 Membership**

The Academic and Advisory Committee membership comprises the Academic Head (Chair), Chief Executive Officer / Principal, Head of Quality, Head of Academic Administration, Head of Admissions, Lecturers, Social Programme Coordinator, Welfare Officer, Administration and Marketing staff, external Academic Advisor(s) and Student Representative(s).

#### **4.3 Meeting Frequency**

The Academic and Advisory Committee meets three times per academic year. However, the Chair of the Committee may call the Committee for emergency cases.

### **5. QUALITY COMMITTEE**

#### **5.1 Aims and Responsibilities**

The Quality Committee has the following aims and duties:

- to maintain oversight of the Academy's quality processes,
- to report to the Board of Governance its findings, lines of enquiry and emerging themes in relation to matters concerning quality and quality processes,
- to have Academic oversight of all Academy programmes of study,
- to review and revise all Academy's policies and procedures and ensure alignment with the revised *UK Quality Code for Higher Education*,
- to consider Academy compliance with CMA guidance and requirements relating to consumer protection law,
- to review external reports, including accreditation and awarding bodies, and draw up actions plans as required,
- to consider recommendations from the Academic and Advisory Committee relating to the functioning of Academy quality assurance systems,

- to consider and approve key performance indicators and targets for teaching and learning including teaching observation,
- to scrutinise areas of particular strengths and weakness identified through the quality assurance reporting and self-assessment processes and ensure appropriate action is taken to address weaknesses,
- to consider the findings of the student and staff feedback system throughout the year,
- to consider an annual report on complaints received from students and others, and review the arrangements for dealing with such complaints,
- to revise and implement the Academy's quality assurance system,

## **5.2 Membership**

The Quality Committee consists of the Chief Executive Officer / Principal (Chair), Academic Head, Director of Studies for English Department, Head of Quality, Head of Admissions, Head of Academic Administration, Head of Marketing and Head of Finance

## **5.3 Meeting Frequency**

The Quality Committee meets three times per academic year. However, the Chair of the Committee may call an extraordinary meeting of the Committee.

## **6. FINANCE COMMITTEE**

### **6.1 Aims**

Docklands Academy London Finance Committee is a standing committee of the Board of Governance. It shall assist the Board in fulfilling its oversight responsibilities relating to corporate auditing or review and reporting, financial policies, strategies and activities, and financial risk management.

### **6.2 Responsibilities**

The Finance Committee performs the following key duties:

- to develop and recommend appropriate policies and procedures to ensure sound financial and investment policies and practices are in place, the Academy is able to secure financial resources and recommend revisions as required including the Committee Terms of Reference, to assist the Board of Governance in fulfilling its oversight in investment decisions responsibilities,
- to participate in the review of the annual Financial Budget, the development of a Long-Term Financial Plan (i.e. rolling 5 years) and ensure that Board of Directors' approved staffing plan is properly funded,
- to ensure and maintain sufficient budget allocation for staff training, learning resources, facilities and student support services is in place
- to review every six months the financial results of the organization that the Board of Governance has responsibility for (excluded would be any strategic partnerships that are administered by an outside management group) and obtaining explanations for variances to the Board approved Budget,
- to ensure proper orientation, support and continuing education for the organization's staff involved in the finance function,
- to produce and keep current, documents needed for recruitment and training of current, new, and potential members to serve on the Finance Committee.

Additional duties as may be delegated to the Committee by the Board of Governance from time to time.

### **6.3 Membership**

The Committee shall be composed of Managing Director, CEO / Principal (Chair), Finance Manager, Academic Head, and an External member who may vote and has knowledge / experience of finance of Boards. The composition of the Committee shall be reviewed annually and if the Committee members wish to continue and the Managing Director approves their appointment.

### **6.4 Meeting Frequency**

The Finance Committee meets three times a year (ideally February/March for the budget, May/June to meet with auditors to conduct a six-month financial review and November/December) or at the request of the Committee Chair.

### **6.5 Decision-Making Process**

Decisions shall be made by majority vote; in case of a tie, the Chair casts a deciding vote.

### **6.6 Authority Delegated**

The Committee shall make recommendations to the Board on finance matters such as finance, budget and investment policy review and development, by-law, and constitution revisions, etc.

### **6.7 Timeframe/ Reporting/ Deadline**

If the CEO / Principal requires that the Committee reviews or develops a policy, the Chair of the Board of Governance should agree to this work being assigned to the Committee before the Committee undertakes any work. The Finance Committee reports to the Board of Governance by forwarding minutes of its meetings before their next scheduled meeting of Board of Governance.

### **6.8 Communication with Board of Governance**

The Committee Chair will provide updates and reports to the Board of Governance prior to its meetings and report back to the committee.

## **7. BOARD OF GOVERNANCE**

### **7.1 Aims**

The Board of Governance at Docklands Academy London (DAL) provides strategic oversight and leadership for operating principles to support the DAL Organisation Management Team. This includes guidance over the Management Team's alignment with the Academy's agreed Vision and Mission. In this context, the governance function of the Board includes monitoring organisational performance against the aims that the Academy's original benefactors established. Within the DAL governance structure, The Board aims to support, document and record key strategic decisions that are taken with the intention of supporting a sustainable organisation which embodies these values. This includes decisions that foster a fiscally secure and safe operating environment, while supporting quality assurance protocols that safeguard a sound educational experience through the services the Academy provides.

### **7.2 Responsibilities**

The Board of Governance has agreed a Statement of Primary Responsibilities, as set out below:

- approving the mission and strategic vision of the Academy,
- considering the Academy's strategic and long-term business plans,

- identifying initiatives that will support an appropriate strategic position in suitable educational markets. These processes provide for oversight and interpretation of the suitability of operational plans to support teaching, study and experiential enrichment of education offers, and the oversight of marketing plans for student recruitment to support income streams that provide budgetary contributions for a sustainable organisation. To this end, the Board can expect to receive information, minutes and reports from other committees and functional areas of the DAL operation to maintain this oversight.
- ensuring that the Academy operates in accordance with the stated requirements and expectations of external regulatory and scrutiny bodies,
- aligning its procedures and protocols with the guidance in the Code of Good Governance for Independent Training Providers <https://www.aelp.org.uk/media/2595/code-of-governance-final-sept-2018.pdf> and UK Quality Code for Higher Education at [https:// www.qaa.ac.uk/quality-code](https://www.qaa.ac.uk/quality-code) Higher Education Code of Governance <https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf>
- approving and reviewing key performance indicators and annual budgets,
- reviewing the performance of the Academy's senior management team,
- monitoring performance against plans, targets, projects and KPIs,
- establishing and monitoring systems of control and accountability, including financial and operational controls and risk assessment,
- monitoring and reviewing the Academy's policies and procedures and their application,
- maintaining an oversight of Academy compliance with Consumer Protection Law,
- maintaining oversight across the Academy of planning, finance, audit, facilities management, health and safety, human resource management, equality and diversity and student development and engagement,
- formally reviewing its own performance, effectiveness, and constitution on a three-yearly basis,
- sharing key outcomes of each Board meeting and reports commissioned by the Board with staff and stakeholders.

### 7.3 Membership

Members of the Board of Governance complete a Declaration of Interests form to confirm their eligibility to serve as a governor and undertake a DBS check on appointment. An annual register of governors' interests is produced (and made public on request) and 'Declarations of Interest' is a standing item at all Board meetings. Members of the Senior Management Team are also required to complete the Declaration of Interests form.

They are also assessed to check that they meet DAL's assessment of a fit and proper person. They:

- are of good character.
- have the necessary qualifications, competence, skills and academic or business experience that are necessary for their role.
- are able by reason of their health, after reasonable adjustments are made, to properly perform the tasks of the office or position for which they are appointed.
- have not been responsible for, been privy to, contributed to, or facilitated, any serious misconduct or mismanagement (whether unlawful or not) in their employment or in the conduct of any entity with which they are or have been associated.

An annual register of governors' interests is produced (and made public on request) and 'Declarations of Interest' is a standing item at all Board meetings. Nominations for new

members to the Board of Governance go through appropriate due diligence to assess their skill mix to ensure they match for the position. Performance of each Board member is evaluated via performance review discussions held by the Chairperson including attendance and contribution to the activities. Senior managers' fitness to the roles they are appointed are scrutinised during the HR processes.

The Board includes at least two members of the Management Team, including the Chief Executive Officer, or equivalent, and the Academic Head, or equivalent, Managing Director and Directors of Simply Alliance Ltd. T/A Docklands Academy London. Alongside these members, the Board will include external advisors with relevant academic or commercial experience, usually at least two members, a student representative, and representation from the founding benefactors: at least one person. The tenure of external members will be for three years for three yearly consecutive terms unless a member decides to leave earlier or that the Board indicates that s/he should leave earlier due to poor attendance / contribution / interest that conflicts with Academy's Strategic Plan). Representation of the Board by at least two thirds of the membership will usually determine that a meeting has an adequate quorum to ratify decisions made. In addition, a student representative will be invited to attend a part of each Board of Governance meeting. A DAL Directors and Officers management liability insurance policy will be put in place.

#### **7.4 Chairperson**

The Board's chairperson should be impartial and have suitable educational experience while not being an executive member of the Management Team. The selection of the Chairperson will be conducted every three years, by agreement amongst the Board's members, based on a simple Board majority by election of candidates nominated from within the Board.

#### **7.5 Student Representative/Governor**

The role of the Student Representative/Governor at Board Level is both interesting and varied as the more time and dedication given to the role, the richer the rewards gained. The student representative/governor is an equal governor to the rest of those on the Board but has a unique contribution to make. We expect that the student representative/governor will play as full a part in the governance of the Academy as is possible.

Student Representation is vital because they ensure that the learner voice is at the heart of governing body discussions. The role is to represent the views of students, about their experiences at the Academy and improvements that the Academy can make to the teaching, learning and assessment and the wider student experience. The role of the Student Representative/Governor is an excellent way to contribute to the Academy in terms of student voice.

Student Representative/Governor is asked to volunteer to use their experience and expertise to help set the strategic development of the Academy and ensure that all its activities are conducted to the highest possible standard. They are required to attend to three academy Board meetings annually, which all start at 11.00am until approximately 13.00 pm (unless communicated otherwise). The meetings are held at either the Academy Campus or Online. The Student Representative/Governor will also be invited to attend the three Curriculum & Quality meetings each year.

They are encouraged to set aside some time before each meeting to read through the papers and identify any questions or comments that they might wish to make. The Chairperson will invite comments specifically from Student Representatives/Governors at the beginning of the meeting. Student Representatives/Governors are provided all the

information and guidance in support of their role by the Academic Head, and they are given the opportunity to request a mentor to support them in meetings. The person appointed to the role of Student Representative/Governor holds the role until the end of their final academic year or at such other time in the year after ceasing to be a student as the Board may decide.

Students are encouraged to come forward to become a Student Representative/Governor as there are huge benefits to their social and professional development such as increased confidence, listening skills, verbal presentation skills, working as a team towards a common end and organisational skills. They will also acquire knowledge and understanding of how educational organisations are governed, how decisions are made about budgets, resources, curriculum, and the Academy's future direction. It is an excellent experience of formal meetings, making decisions and it is a great asset to any CV.

The Student Representative/Governor:

- Is required to participate and contribute to all meetings.
- Should put aside personal agendas and act in the best interest of the Board and student body.
- Abides by Board rules and policies including those relating to confidentiality.
- Should read papers in advance of meetings to fully prepare and facilitate a contribution to decisions which are made at the meetings and seek clarification on matters prior to the meeting if necessary.
- Makes a declaration of personal and financial interest.
- Adheres to the Nolan Principles:
  1. Selflessness - act solely in terms of the public interest.
  2. Integrity - avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
  3. Objectivity - act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
  4. Accountability - accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
  5. Openness - should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
  6. Honesty - Holders of public office should be truthful.
  7. Leadership - should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

### **Person Specification**

A student member of the Board must have:

- An active interest in further and higher education and a passion to make the Academy a better place for all students, current and future.
- A commitment to equality of opportunity and inclusion.

- A commitment to raising social and educational standards.
- A willingness to act as part of a team.
- Commitment to attend meetings regularly.
- The ability to speak up and put forward your own views in an appropriate manner.
- The ability to listen and consider the views of others.

## 7.6 Meeting Attendance

Board meetings should be attended on a regular basis by Board members; consecutive absences without cause that has been agreed with the Chair will give the Chair the power to consider membership removal on the basis of inactivity.

## 7.7 Meeting Frequency

The Board of Governance meets three times per academic year. However, the Chair of the Board may call extraordinary meetings in emergencies.

## 7.8 Voting

When the Board is quorate, a simple majority of members in attendance will be sufficient to approve Board decisions.

## 7.9 Meeting Agenda & Notices

Notice of Board meetings should be circulated a month before a planned meeting, and previous meeting minutes should be available at least a week prior to a Board meeting, as should other Board paperwork expected to be part of a discussion at a Board meeting.

## 8 RELATED DOCUMENTS

### 8.1 Policies

- 2 Academic Management
- 5 Student Support, Engagement and Learning Resources
- 7 Information
- 8 Marketing and Promotion

### 8.2 Procedures

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| <ul style="list-style-type: none"> <li>• 1.5 Equal Opportunities</li> <li>• 1.7 Data Protection</li> <li>• 1.9 Review and Revision of Policies and Procedures</li> <li>• 2.13 Access and Participation Statement</li> <li>• 4.1 Student Enrolment and Selection</li> <li>• 4.6 Student Induction</li> <li>• 4.11 Student Protection Plan</li> <li>• 5.2 Welfare Services and Pastoral Care</li> </ul> | <ul style="list-style-type: none"> <li>• 5.3 Equality, Diversity and Special Needs.</li> <li>• 6.15 Safeguarding</li> <li>• 6.16 Prevent Duty</li> <li>• 7.1 Review and Sign off PI</li> <li>• 7.4 HE Public Information</li> <li>• 8.2 Recruitment Partner Selection &amp; Monitoring</li> <li>• 8.3 Links with Other Educational Institutions and Businesses</li> </ul> |
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### 8.3 Student Terms and Conditions

### 8.4 External Reference Points

- Office for Students (OfS) Requirements and Guidance at <https://www.officeforstudents.org.uk/advice-and-guidance/regulation/>
- UK Quality Code Advice & Guidance – Admissions, Recruitment and Widening Access at <https://www.qaa.ac.uk/en/quality-code/advice-and-guidance/admissions-recruitment-and->

[widening-access](#)

- **UK Quality Code Advice & Guidance – Concerns, Complaints and Appeals** at <https://www.qaa.ac.uk/en/quality-code/advice-and-guidance/concerns-complaints-and-appeals>
- **UK Quality Code Advice & Guidance – Partnerships** at <https://www.qaa.ac.uk/en/quality-code/advice-and-guidance/partnerships>
- **Higher Education Code of Governance** (Committee of University Chairs, December 2014) at <https://www.universitychairs.ac.uk/wp-content/uploads/2020/09/CUC-HE-Code-of-Governance-publication-final.pdf>
- **Association of Employment and Learning Providers (AELP) principles of Good Governance for Independent Training Providers** at <https://www.aelp.org.uk/media/2595/code-of-governance-final-sept-2018.pdf>
- **Competition and Markets Authority Guidance for HE Providers** at <https://www.gov.uk/government/publications/higher-education-consumer-law-advice-for-providers>
- **UKCISA Code of Ethics** at <https://www.ukcisa.org.uk/Membership/Codes-of-practice/Code-of-ethics>
- **Equality Act – 2010** at <https://www.legislation.gov.uk/ukpga/2010/15/contents>

