

How We Work:

City & Guilds of London Art School

Governance & Management Handbook

Introduction

Why do we need to know ‘How We Work’?

The purposes of the Governance & Management Handbook, also titled, ‘How We Work’ are twofold:

- It enables us to provide assurance to public institutions that our governance infrastructure is appropriate and complies with sector requirements. Specifically, it provides assurance to the Office for Students (OfS) that the Art School complies with its Conditions of Registration as a higher education provider.
- It acts as counterpart to our *Quality Handbook* and provides comprehensive guidance for everyone at the Art School, our Board of Trustees and beyond who are responsible for and have an interest in the way we make decisions and get things done.

How to use ‘How We Work’

The Handbook is divided into two parts.

Part 1: How we make decisions and get things done is an overview of the shape of the governance structure of the Art School, together with an exploration of the roles and responsibilities involved in our governance and the principles which underpin our decision-making.

Part 2: Instruments of governance: who, what, when? contains the constitutions and terms of reference of all the Art School’s decision-making entities from the Board of Trustees to the composition of Panels and Working Groups. A year-specific version of this with current memberships will be updated annually and published separately.

Part 1: How we make decisions and get things done

1 What do the terms ‘governance’ and ‘management’ mean?

- 1.1 There are distinct differences between ‘governance’ and ‘management’. For Higher Education Institutions, **governance** has been defined by Advance HE as: “the constitutional forms and processes through which universities govern their affairs” The Art School’s governing body is the Board of Trustees, which has ultimate responsibility for the *oversight* of **all activities** undertaken by the Art School and *ensures our compliance* with our **legal obligations**; it is our highest decision-making authority.
- 1.2 **Institutional management**, on the other hand, may be defined as the oversight of, and responsibility for, the *implementation* of strategies agreed by a governing body; **executive management** involves the oversight of, and responsibility for, all operational processes which contribute to the day-to-day running of an institution and its activities. In the case of the Art School, management responsibilities have been delegated by the Board of Trustees to the Principal, supported by the Senior Management Team.
- 1.3 The principle of **consultation** is central to both Governance and Management functions. At the Art School the ideas and opinions of students and staff are routinely elicited via student fora and departmental team meetings respectively, and due consideration of their views is ensured by student and non-management staff representation at all levels of the governance structure.
- 1.4 Details of how all these functions work in practice are explored in the sections below.

2 **An overview of the Art School's governance and management structures**

2.1 ***The Art School as a legal entity***

2.1.1 The Art School dates back to 1854 when it was founded as the Lambeth School of Art. The Art School was closely aligned with the City & Guilds of London Institute from 1879 until 30 September 1970 when it was incorporated as a Company Limited by Guarantee without a share capital.

2.1.2 While its full legal title is *City and Guilds of London Art School Limited*, it is not obliged to use *limited*, and will often refer to itself as *the Art School* or *CGLAS* but never *City & Guilds* so as not to be confused with the Institute.

2.1.3 In 2011 the Art School divided into two distinct and separate charitable companies:

- City and Guilds of London Art School Limited
- City and Guilds Arts School Property Trust

2.1.4 The Memorandum and Articles of Association define the broad terms of the Art School's operation at its most senior level: defining our charitable purposes, powers to act, delegation of authority, and the appointment and retirement of Trustees.

2.1.5 The detail of the Art School's Governance and Management, particularly the structure and function that operates below the Trustees, is contained within this handbook.

2.1.6 *How We Work* is consistent with and complements the Articles of Association. However, should a situation arise where there appears to be a conflict between the directions of the Articles and the direction of this Handbook, the Articles shall always take precedence.

2.2 ***The legal basis for governance***

2.2.1 Although we are an independent institution with our own Articles of Association, the Art School's educational activities are governed by several pieces of Government legislation, statutory requirements, regulations and recognised codes of practice. Of particular relevance are:

- The Companies Acts 1985-2006
- The Charities Act 2011
- The Higher Education and Research Act (HERA) 2017

- The Regulatory Framework of the Office for Students (OfS), including the Public Interest Governance Principles and the Conditions of Registration as a higher education provider
 - The 'Charity Governance Code'
 - The 'Code of Higher Education Governance' (Committee of University Chairs, 2014, updated June 2018)
- 2.2.2 Reference is made to relevant parts of each of these instruments throughout 'How we work'. These various requirements do not conflict, but care needs to be taken to ensure that changes to any strand of legislation are reflected in the Art School's governance.
- 2.2.3 Certain Art School policies and procedures are also predicated on aspects of this legislation, in particular our:
- Equality & Diversity Policy
 - Freedom of Speech & Creative Expression Policy
 - Ethics Policy
 - Student Complaints Procedure
 - Quality Handbook
- 2.2.4 These policies/procedures may also need to be updated as legislation on governance changes and are therefore regularly reviewed.

3 The Art School's governance infrastructure

3.1 *The Board of Trustees*

3.1.1 The City & Guilds of London Art School is a not-for-profit institution with charitable status. Its educational activities are the responsibility of the **Board of Trustees of the City and Guilds of London Art School Limited**, which is the institution's governing body and its highest decision-making authority.¹ Each individual **Trustee** is a director of the charity as defined in its **Articles of Association**, and the majority are external Trustees, ie, they are not employed by the Art School but are prominent in their own professional fields. The roles and responsibilities of Trustees are explored in detail in Part 2 of this document.

3.1.2 The Board of Trustees is a legal entity under Company and Charity Laws; additionally, in order for the Art School to function as a registered higher education institution under the Higher Education & Research Act (HERA) 2017, it must also satisfy the Office for Students' 'Conditions for Registration'. These include an expectation that staff and students are represented on the governing body of an HEI. Hence from 2018/19 there are also Staff and Student members of the Board of Trustees.

3.1.3 The Objects of the Charity, which all Trustees are legally bound to uphold and promote were updated as part of a review of the Articles of Association and are as follows:

- *to advance education, knowledge and learning by teaching fine art, contemporary and traditional crafts, conservation and art histories including any such skills, practices and studies as may be concerned with any of the foregoing; and*
- *to preserve and to promote the skills, crafts, techniques, processes and other knowledge associated with the foregoing object. (Articles of Association, Article 2)*

3.1.4 In order for the Board of Trustees to meet these objectives, it has delegated some of its powers to various internal entities to monitor particular activities, provide authoritative advice eg, on academic matters, and in some cases, take decisions on its behalf. These bodies comprise groups of individual staff, students, Trustees and/or external advisers, and are formally constituted as **Boards** (eg, Academic Board, Examination Boards, Boards of Studies etc.)

¹ From 2012 a second Charity, the City & Guilds Arts School Property Trust, has been responsible for managing the Art School's properties, and also spearheads the Development Project. The two charities are independent of each other although their core aims and objectives are closely aligned.

Standing Committees of the Board of Trustees (eg, Audit Committee, Remuneration Committee etc.); permanent and *ad hoc* **Panels**; **Student Fora**; and **Working Groups**. In addition, the **Senior Management Team** provides oversight of overall strategy implementation and the day-to-day running of the Art School, and reports directly to the Board of Trustees.

3.2 ***Functions of governance***

3.2.1 The Art School's governance structure has three primary functions: **legislative, executive and judicial**.

3.2.2 The *legislative* function is responsible for the creation, review, evaluation and amendment of policies and procedures relating to all Art School activities.

3.2.3 The *executive* function assists and advises the Principal in all aspects of the day-to-day running of the Art School and the execution of the decisions of the Board of Trustees, decisions of the *Academic Board* made under delegated authority, and/or those of a validating partner. This strand of the Governance structure complements the staff management structure of the Art School.

3.2.4 The *judicial* function makes decisions on individual cases, based on policies and procedures previously approved by the Board of Trustees.

3.2.5 It is possible for a Board or Committee to include more than one of these functions within its remit; for example, *Academic Board* is responsible for recommending to the Board of Trustees proposals for new or amended policies and procedures (*legislative function*), and also for proposing new course or curriculum developments (*judicial function*).

3.3 ***Principal governance roles and responsibilities***

3.3.1 The principal roles in any governance structure are the **Chair** (of a Board, Committee, Panel or Working Group), the professional **Clerk** to each entity, and the **Members**.

3.3.2 The *Chair* has overall responsibility for ensuring that their committee's business is managed and taken forward proactively and effectively, both within and between meetings.

3.3.3 The role of the *Clerk* is key to the successful running of any committee. Primary responsibilities include the detailed management of the committee's business logistics, briefing the Chair, providing procedural and regulatory advice, and ensuring that all members and other interested parties are kept informed about the committee's deliberations and decisions.

- 3.3.4 *Members* bring their individual expertise, knowledge and/or experience to the decision-making process. There are several categories of committee member: these include:
- *ex officio* members, for example the Principal and Heads of Department, who are members of *Academic Board* by virtue of their office rather than in a personal capacity
 - *appointed* members: for example, all Trustees
 - *nominated* members, ie, someone nominated by the Principal or a Head of Department to serve on a committee
 - *elected* members, for example the Student Representatives on *Academic Board*
 - *co-opted* members, who are sought out and appointed to a committee by its current membership, to provide additional expertise or experience
- 3.3.5 All members have an obligation to attend meetings whenever possible and to ensure they are prepared for them by reading papers in advance, give any proposals due and impartial consideration, and be prepared to give their opinion and ask questions to ensure their decisions are made based on the best possible information.
- 3.3.6 All members of boards, committees, panels and working groups have an equal right for their opinions to be heard, and each member has one vote on any issue where a vote is taken, with the exception of the Chair, who in the event of a tied vote may exercise a second or 'casting' vote in order to resolve an issue.
- 3.3.7 In addition, there may be people who are permitted or requested by the Chair to *attend* meetings in order to provide expert advice not to take part in the decision-making process. Finally, *observers* may be permitted to attend in a non-participating capacity, for example for staff training or insight purposes.

4 Principles of governance

3.1 ***The Office for Students' Public Interest Governance Principles***

3.1.1 To ensure good governance and facilitate effective management, the Art School complies with the Office for Students' 'Public Interest Governance Principles'. The sections below are for the guidance of staff, students and Trustees, and describe how the Art School ensures that the Public Interest Governance Principles are upheld in relation to our own policies and procedures.

3.1.2 In order to achieve compliance with the Public Interest Governance Principles, the Art School follows the guidance of the Council of University Chairs' 'Code of Higher Education Governance' (2014, updated June 2018).

3.2 ***The ethics of governance***

3.2.1 The Art School is committed to a governance system in which all participants conduct themselves in accordance with the highest ethical standards, in line with the Charity Governance Code, the Committee of University Chairs' Higher Education Governance Code, and the Seven 'Nolan' Principles of Public Life, which are *selflessness, integrity, objectivity, accountability, openness, honesty, and leadership*.

3.2.2 The Art School has approved its own institutional Ethics Policy based on the principles contained above. In the Statement of Intent contained within it, which is reproduced below, the Art School has committed to:

"upholding the highest possible ethical standards at all times. We aim to ensure that both institutionally and individually, our educational activities and the infrastructure which supports them continue to reflect and renew the ethical values on which the Art School was originally founded".

City & Guilds of London Art School Ethics Policy, section 2.1.1

3.3 ***Transparency and accountability***

3.3.1 The Art School is committed to promoting transparency in its decision-making structures and processes, by:

- requiring agendas, supporting papers and minutes to be circulated amongst members in a timely way to inform decision-making;

- requiring that an accurate record of all material decisions is kept and is available on request to Trustees, the Principal, and any member of the Art School with a legitimate interest in that decision;
 - ensuring that minutes and agendas of all formal meetings are available on Moodle;
 - making governance documents accessible to the public unless there is good reason not to do so (eg, if they contain commercially sensitive information or personal data protected by the General Data Protection Act 2018).
- 3.3.2 The Art School fosters a culture of constant self-evaluation throughout its governance structure. All Boards, Committees, Panels, Working Groups and the Senior Management Team include an evaluation of their effectiveness as part of the Art Schools established annual reporting procedures.

3.4 ***Equality and diversity***

- 3.4.1 The Art School is committed to the principles of equality and diversity as required by the Equalities Act 2010 and the Public Sector Equality Duty. Our own Equality & Diversity Policy applies to all our activities and to all members of Trustees *“has corporate responsibility for the Art School’s Equality duties and for ensuring that an inclusive culture is promoted throughout the School.”* (Art School Equality & Diversity Policy para. 3.1).
- 3.4.2 The Art School also undertakes to comply with the Office for Students’ **Public Interest Governance Principles**, which include: *“The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider”* (Principle VIII), by meeting Element 5 of the CUC Code of Higher Education Governance, which states: *“The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.”*

3.5 ***Academic freedom and freedom of speech***

- 3.5.1 The Art School is committed to upholding the Public Interest Governance Principles on **academic freedom** and **freedom of speech** within the law via our own **Freedom of Speech and Creative Expression Policy**, which also makes it explicit that the medium of the expression of opinion includes all artistic forms:

[Para. 3.1.2] “As an academic institution whose mission is education through the free expression of artistic practice, we are fully committed to upholding the principles of freedom of thought, ideas and beliefs, together with the right both

to articulate these via oral, written, made and other artistic media, and to challenge them by argument and debate.

[Para. 3.1.3] We value the principle of academic freedom, which ensures that our students and staff have freedom within the law to question and test received wisdom, and to put forward their own views, without fear of jeopardising their studies or employment.”

3.6 **Risk and risk management**

- 3.6.1 The management of an institution’s financial and academic risk is a key part of governance. It is the ultimate responsibility of the Board of Trustees, assisted by the Principal and the Senior Management Team, to identify, quantify and mitigate risks to the Art School’s viability and sustainability.
- 3.6.2 The updated scheme and procedures for achieving compliance with the legal requirements for risk management has been approved by the Board of Trustees and is described in the remit of the Audit & Risk Committee below.

4 Roles and responsibilities of Art School staff in governance and management

4.1 ***The Principal: Academic Lead, Chief Executive & Accountable Officer***

- 4.1.1 The Principal is appointed directly by, and is accountable to, the Art School's Board of Trustees. In addition, the Principal is recognised by the Board as the institution's *Accountable Officer* in the Art School's relationship with the Office for Students and its agents, including the Quality Assurance Agency (QAA) and the Higher Education Statistics Agency (HESA), the designated bodies responsible respectively for academic quality and for student data in England. The Principal is responsible to the Trustees for ensuring that the Art School is accountable for any public funds received, including such monies as received from students' having taken a Student Loan, and that the Art School complies with statutory, legal and charitable obligations.
- 4.1.2 The Principal is given specific delegated authority by the Board of Trustees to exercise strategic academic leadership and executive management of the Art School. They are accountable to the Board for the performance and sustainability of the institution, for assuring and maintaining academic quality and standards, and for ensuring that resources (both financial and staffing) are aligned with the Art School's agreed strategic plans; as well as for protecting and advancing the Art School's reputation in the academic and professional art world, the heritage industry, and in the wider community.
- 4.1.3 The Principal's primary function in governance terms is to work with the Board of Trustees to promote and safeguard the interests of the whole Art School.

4.2 ***Heads of Department: Role and responsibilities in the governance of the Art School***

- 4.2.1 Heads of both academic and professional services departments are responsible to the Principal and play an important part both in the governance and the management functions of the Art School. Heads of Department (HoDs) provide leadership within their discipline or professional function and are responsible for managing and developing their staff to ensure the achievement of the highest possible standards of excellence in all the department's activities.
- 4.2.2 The role of a Head of Department is a complex one, as it requires the post-holder to 'face both ways' within the governance structure. While on the one

hand they will wish to, and indeed must, champion and promote their department and discipline both within the Art School and to external audiences, the additional layer of responsibility conferred by a Headship also requires the post-holder to support the Principal in prioritising the Art School's overall objectives, including compliance with all regulatory, statutory and legal obligations.

4.2.3 As a rough guide, when academic Heads of Department are representing their Department and its courses as members of *Academic Board* or Examination Boards, or when chairing their Board of Studies, their alignment would normally (but not invariably) be as representatives of their discipline; however, as members of the Senior Management Team, the primary role of all HoDs is to advise, and ultimately to support, the Principal in implementing strategies to achieve the Art School's overall objectives.

4.2.4 While a Head of Department will legitimately make representations at SMT on behalf of their Department, strategic management decisions must be made in the best interests of the whole institution. Although it is the Principal who is accountable to the Board of Trustees for the strategic decisions, all members of SMT have a collective responsibility for their execution.

4.3 ***Members of staff:
Role and responsibilities on boards, committees, panels and working groups***

4.3.1 Members of staff may sit on an Art School Board, Committee, Panel or Working Group either by virtue of the office they hold or in their own right, depending on their category of membership (see section 2.3.4 above). It is expected that in discussion or debate they will variously express opinions, make representations and vote where appropriate on behalf of the interests of their Department, discipline and/or their own opinion and conscience. It is expected that such discussion and debate will always be conducted with professionalism and respect.

4.3.2 Once a decision has been made, members of staff are expected to comply with any action required even if they were unable to attend the meeting at which the decision was taken, in accordance with their contractual obligation to act in the best interests of the Art School.

4.4 ***Staff Trustee: Role and responsibilities***

4.4.1 Staff who are appointed to serve on the Board of Trustees have exactly the same legal obligations under Company and Charity Law as any other Trustee:

namely to safeguard and act in the best interests of the Art School's continuing charitable or company status. Staff who are Trustees cannot therefore be delegated or mandated to speak or vote in a particular way by any person or group, but must undertake to exercise independent judgement at all times. In extreme circumstances, eg, if the Art School's financial situation were reported to be at serious risk, this overriding obligation could lead to a staff member being legally required to prioritise these interests above those of their peers.

4.4.2 Staff members of the Board of Trustees should make every effort both to attend meetings and to seek the views of other staff on any issue which will affect them. Staff Trustees are expected to express their opinions, make representations, and vote when appropriate, in the interests of the staff of the Art School, subject to the proviso of the legal obligation of independence laid out in 4.4.1 above.

4.5 **Staff Trustee Nomination & Election Procedures**

4.5.1 In order to be a Candidate for election a person must:

- be a paid member of staff working at least 30 days in an academic year;
AND
- be nominated and seconded by two paid members of staff working at least 30 days in an academic year.

4.5.2 Standing for election requires a Candidate to complete a Candidate's Application, which must include:

- the legal name of the candidate;
- if it is different, the name the candidate is known by within the Art School;
- the department in which the member of staff is currently working;
- a brief biography (200 words);
- a statement addressing all staff of the Art School as to why the Candidate believes they are suitable and best able to act as a Trustee;
- the Candidate's signature dated and countersigned by a nominator and a Secunder.

4.5.3 The Company Secretary will place a call for Candidates, indicating the deadline for submission and the responsibilities of a Trustee, with a minimum of 14 days.

4.5.4 Following the submission deadline, the Company Secretary will inform the Art School staff of:

- the eligible candidates;
- the nominators and seconders; and

- the candidates' statements; and
 - the particular voting mechanics, including the deadline for casting voters, which will provide a minimum of fourteen-days for voting.
- 4.5.5 Following the voting deadline, the Company Secretary will inform the Art School staff of:
- the number of votes cast in total;
 - where preferential voting has been used, the number of votes cast per candidate;
 - the winning candidate; and
 - where appropriate, the runner-up.
- 4.5.6 In addition to any Candidates standing for election, the electorate will have the option to vote for *None of the Above*.
- 4.5.7 A Candidate will be considered successfully elected where:
- a sole candidate has achieved a simple majority, against abstentions and spoiled papers;
 - where one of two candidates, achieves a simple majority against their opponent;
 - where one of multiple candidates, achieves the greater number of votes through a process of preferential voting.
- 4.5.8 Where the winning candidate is unable to sit as a trustee, for whatever reason, the official runner-up will be offered the position.
- 4.5.9 The *Staff Trustee* will be governed by the same regulations and expectations as any other Trustee: the *Staff Trustee* has no rights as a result of election that supersede such expectations and regulations.
- 4.5.10 The *Staff Trustee* shall cease to be a Trustee at the end of their term of office or at the end of their employment, whichever is the sooner.

5 Student representation and involvement in governance and management

5.1 Student engagement and representation

5.1.1 We believe that as major stakeholders in our institutional success, students have a vital role to play in the governance of the Art School. We greatly value the insight and experience that students bring to our discussions, whether individually and directly with their tutors or collectively via student fora and via their elected representatives on committees; and we undertake to listen to, and act on, the views of students throughout our strategic and academic planning and review processes.

5.1.2 Details of the input of students into the assurance of our academic quality can be found in Section 4 of the Art School's **Quality Handbook**. This includes the roles of students and their representatives in the following areas:

- Feedback on students' educational experience and curriculum issues
- Student representation on Art School committees
- Student fora and student representatives' meetings
- Student surveys
- The Student Complaints procedure
- Student input into quality assurance monitoring and review

5.1.3 Students are represented on the following Art School governance bodies:

- *Academic Board*
- *Boards of Studies*
- *Site & Environment Sub Committee*
- Departmental student fora
- *Student Representatives' Forum*

5.1.4 Since 2018/19, students have also had a voice at the Board of Trustees (see below), in line with Condition E2ii of the OfS Conditions of Registration², the expectations of the Code of Higher Education Governance³, and as is practice in the Higher Education sector.

² The Art School has noted that it is a condition of registration with the OfS as a higher education provider that: "a provider has in place adequate and effective management and governance arrangements to deliver, in practice, the public interest governance principles that are applicable to it" [*Condition E2ii*]. The first piece of evidence the OfS states that it would consider to meet this condition is "Whether there is a student member of the provider's governing body, where the provider's legal form does not preclude this." [*Regulatory Framework, para.444 a. i.*]

³ Subsection 7.6 of Element 7 of the Code states "There is an expectation.....that governing bodies will contain staff and student members and encourage their full and active participation."

5.2 ***The Chair of Students***

5.2.1 In the absence of a Students' Union or Guild to provide the organisational focus of student representation at the Art School, the post of 'Chair of Students' has been established from 2018/19. The Chair of Students is the primary elected spokesperson for the Art School student body, working closely with both course representatives and staff to make the Art School the best it can be for all students.

5.2.2 The post-holder will normally be appointed to a designated seat on the Art School's Board of Trustees, sitting as the *Student Trustee* to provide voice on the student perspective whilst complying with the legal requirements upon all Trustees' to act in the best interests of the Art School, as per 3.4.2 above.

5.2.3 The Chair of Students also has responsibility to represent and facilitate the 'student voice' at the Art School through:

- assisting in the training and coordination of Student Representatives
- chairing termly meetings of the Departmental Student Fora and the Art School Student Representatives Forum
- attending meetings of the *Academic Board* and the Board of Trustees
- supporting student initiatives that have arisen through Student Fora

5.2.4 While the post is independent of Art School management oversight, the post-holder has access to Art School support in the form of:

- access to training in aspects of their role in which they may not be experienced
- mentoring by a member of staff experienced in student governance and representation
- access to senior Art School management, including termly one-to-one meetings with the Principal and regular contact with the Senior Management Team
- designated work space and access to facilities for the post-holder's own work, for the duration of their appointment

5.2.5 The Chair of Students, as a member of the Art School, must continue to adhere to Art School policies, procedures and regulations.

5.3 ***Chair of Students election and dismal procedures***

5.3.1 To stand for election to be Chair of Students, a candidate must be:

- a fully enrolled member of the Art School student body on a course of at least one year (33 weeks duration) at the time of nomination; and
- nominated and seconded by two students enrolled at the Art School.

- 5.3.2 Appointment follows successful election by the student body through a secret ballot.
- 5.3.3 A sole candidate need only achieve a simple majority, against abstentions and spoiled papers.
- 5.3.4 Where there are two candidates, one need only achieve a simple majority against their opponent.
- 5.3.5 Where there are multiple candidates, successful election will be determined by preferential voting.
- 5.3.6 *Dismissal from office:* the Chair of Students may only be removed from office:
- by resolution of the student body, which, having called the post-holder to account and given her/him the opportunity to respond to any allegation that their expectations are not being met, votes in favour of dismissal; **provided** that 50% of all eligible students cast votes (or spoil their ballot) and at least 75% of those voting in favour of dismissal; or
 - by the Art School, after following due process, where a breach of policy, procedure or regulation that amounts to gross misconduct has occurred

5.4 ***Student representatives***

- 5.5.1 Student representatives are elected from each significant element of each course and year of study, with a minimum of two representatives per year of the course. Student representatives are automatically members of the relevant **Board of Studies**.
- 5.5.2 It is the responsibility of each **Head of Department** to ensure that student representatives are elected during the first two weeks of the Autumn Term, to facilitate their training the following week.
- 5.5.3 Elections for student representatives may be conducted either by a show of hands at a meeting to which all students eligible to vote have been invited, or by a simple ballot at such a meeting.
- 5.5.4 The Head of Academic Affairs & Quality, assisted by the Chair of Students, will provide training for student representatives at the beginning of each academic year. This will cover, *inter alia*:
- The role of the Student Representative
 - The Art School's governance structure
 - The Office for Students

- The principles of Quality in Higher Education
- 5.5.5 Student representatives elect from amongst their own number those students who will sit on and contribute to *Academic Board*, the Site & Environment Sub Committee and any current working groups requiring student representative participation. All student representatives are members of the Art School's Student Representatives Forum.
- 5.6 ***Student Representatives' meetings***
- 5.6.1 Each term Student Representatives are invited to meet the Principal, the Head of Academic Affairs & Quality and the Chair of Students to discuss Art School-wide and strategic issues.
- 5.6.2 In the main, it is expected that most non-academic issues will be dealt with via the Site & Environment Sub Committee, and course-specific issues via the relevant Student Forum and Board of Studies.
- 5.7 ***Student Fora***
- 5.7.1 Each Department which offers academic courses must facilitate a termly Student Forum, chaired by the Chair of Students or one of the Student Representatives, ideally two-three weeks before the next meeting of the relevant Board of Studies. All students of that Department must be invited. The purpose of the Forum is to gather student views on local departmental and course issues and to provide two-way feedback as issues are discussed and resolved. As appropriate, issues may be referred to be dealt with by the Board of Studies, the Site & Environment Sub Committee, or the Senior Management Team.

Part 2: Instruments of Governance: Who? What? When?

6 The Board of Trustees

6.1 *Composition, constitution & logistics*

Trustees	Minimum of six, to be appointed on the recommendation of the Nominations Committee, in addition to:	Service for three years; may be re-appointed for two further periods of three years.
	The most senior academic manager of the Art School – the Principal – shall be the <i>Ex Officio Trustee</i>	Service for the duration of term of office.
	A Student (normally the Chair of Students) shall be the <i>Student Trustee</i>	Service for one year; may be re-appointed if re-elected as Chair of Students.
	A member of Art School staff, elected by their peers, shall be the <i>Staff Trustee</i>	Service for two years; may be re-appointed for one additional year provided they have won a second election.
In attendance (ex officio)	Head of Academic Affairs & Quality	
	Head of Finance	
	Director of the City & Guilds Art School Property trust	
Clerk	Company Secretary	
Frequency	Minimum of three per year, usually 5	

6.2 *Terms of reference*

6.2.1 The formal Terms of Reference of the Board of Trustees are contained in the Articles of Association of the City and Guilds of London Art School Limited and are primarily to further the Objects of the Charity.

6.3 *Statement of primary responsibilities*

6.3.1 In addition to its responsibilities as guardians of the Charity, the Board of Trustees is also the governing body of the Art School as a Higher Education

Provider, and has ultimate responsibility for the affairs of the institution. The Statement of Primary Responsibilities below is based on the Model Statement contained in the HE Code of Governance published by the Committee of University Chairs, adapted to reflect the authority which the Board of Trustees derives from its Articles of Association.

6.3.2 Consistent with the Articles of Association, the primary responsibilities of the Board of Trustees in relation to the City & Guilds of London Art School are as follows:

1. To approve and keep under review the mission and strategic vision of the Art School, its long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders and beneficiaries
2. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the Art School against the plans and approved key performance indicators, which should be – where possible and appropriate – benchmarked against other comparable institutions.
3. To appoint the Principal as the Art School’s academic leader and Chief Executive Officer, and also as Accountable Officer to the Office for Students and its agencies; and to ensure that suitable arrangements are in place for monitoring the Principal’s performance
4. To delegate authority to the Principal for the effective academic and corporate resource management of the Art School, as well as such emergency powers which may be necessary to ensure the safety and security of the Art School and its community
5. To establish and keep under regular review the policies, procedures and limits within management functions undertaken by, and under the authority of, the Principal
6. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest
7. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself
8. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life
9. To safeguard the good name and values of the Art School
10. To appoint a Company Secretary who will also act as Clerk to the Board of Trustees, and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability
11. To be the employing authority for all staff in the institution and to be responsible for establishing a human resources strategy
12. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the development, maintenance and review of the Art School’s financial strategy⁴

⁴ Responsibility for the Art School’s assets, property and estate lies with the City & Guilds Arts School Property Trust.

13. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal obligations, including those arising from contracts and other legal commitments made in the institution's name.
14. To receive assurance that adequate provision has been made for the general welfare of students.
15. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.
16. To ensure that the institution's constitution is followed at all times and that appropriate advice is available to enable this to happen
17. To promote equality and diversity for all students, staff, Trustees and others who work or study at, or visit, the Art School
18. In conjunction with the City & Guilds Arts School Property Trust, to ensure the sustainability of the Art School, considering social, environmental and economic factors, and ensure the health and safety of students, staff, Trustees and others who work or study at, or visit, the Art School

6.4 ***Roles and responsibilities of Trustees***

- 6.4.1 The City & Guilds of London Art School is a charitable company limited by guarantee. Members of the Board of Trustees are also Directors of the Company, regulated by company law as well as being Trustees under charity law. Members of the Board thus have certain legal, financial and fiduciary duties.
- 6.4.2 In addition, the Board of Trustees acts as the designated governing body of the Art School as defined in the Higher Education & Research Act 2017⁵, and its responsibilities are therefore also bound by this legislation and the requirements of the Office for Students for registration as a Provider of Higher Education.
- 6.4.3 Trustees should be respected members of the community from diverse backgrounds, who have relevant professional experience and a wide range of skills, experience and knowledge in such areas as Finance, Infrastructure, Higher Education, Estates, Risk Management, Human Resources, and Marketing, which they are willing to employ in support of the Art School.
- 6.4.4 All Trustees must:
- **On appointment:**
 - sign a self-declaration that they are a 'fit and proper person' (as defined by the Office for Students) to be a Trustee
 - sign a declaration that they *Consent to Act* as a Director/Trustee

⁵ The Act reiterates the definitions of an HEI governing body in Section 90(1) of the Further & Higher Education Act 1992.

- provide written consent for the OfS to hold and process their personal data for the purpose of the Art School’s registration as a Higher Education Provider.
- **Annually:**
 - declare a range of interests, whether or not they could potentially conflict with their Trusteeship.
- **From time to time:**
 - declare as appropriate any interests which may compromise their decision-making on items of Trustee business
- **At all times:**
 - act in the interests of the Art School and in compliance with the Articles of Association of the City and Guilds of London Art School Limited and relevant legislation
 - conduct themselves in accordance with the Art School’s ‘Code of Practice for Trustees and Committee Members’, our Ethics Policy, and with all other approved Art School Policies where their provisions pertain either specifically to Trustees or to “all members of the Art School”

6.5 ***Delegation of authority***

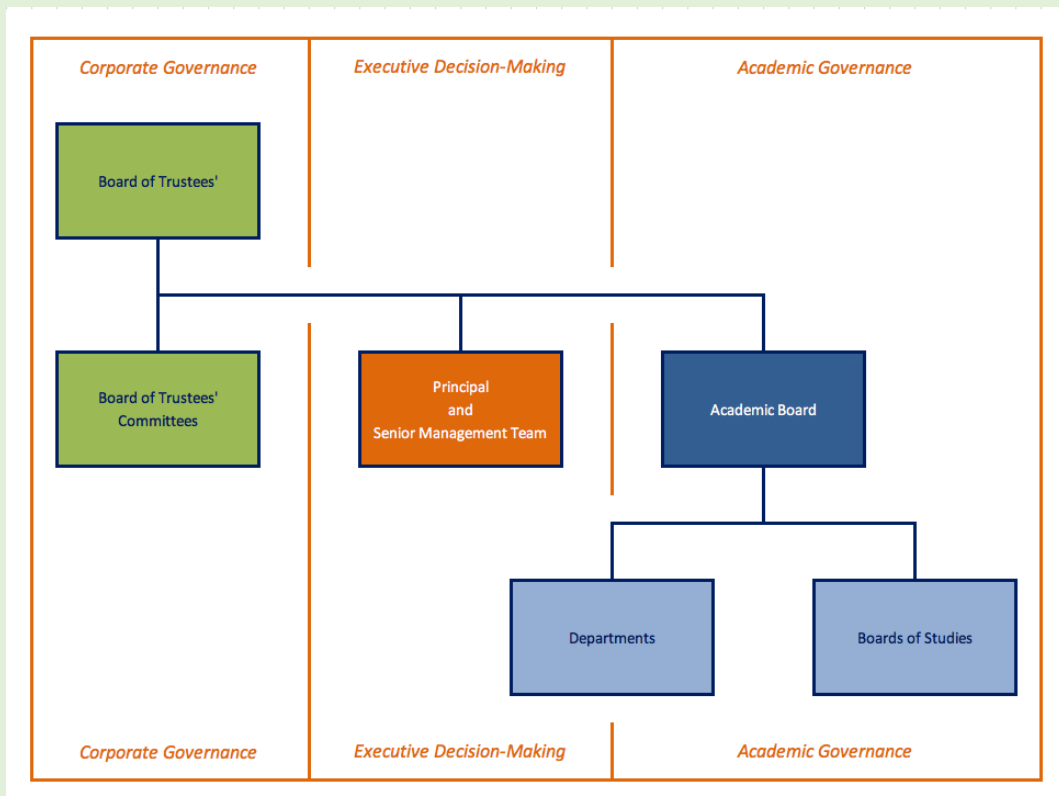
- 6.5.1 The CUC HE Code of Governance states that: *“The Governing Body [ie, the Board of Trustees] is unambiguously and collectively accountable for institutional activities, taking all final decisions responsible for matters of fundamental concern within its remit”*. The Board of Trustees is thus responsible for all decisions which have significant financial or reputational implications for the Art School, and for ensuring compliance with Company, Charity and HE legislation as stated above in sections 6.4.1 and 6.4.2.
- 6.5.2 Some decisions are the sole responsibility of the Board of Trustees and may not be delegated. These include:
- determination of the educational character and mission of the Art School, including the approval of the Art School’s Strategic Plan and approval of Art School policies and regulations
 - ensuring the solvency of the Art School and the safeguarding of its assets
 - approval of the financial regulations of the Art School
 - approval of the annual budget forecasts
 - approval of the annual accounts
 - appointment of External and Internal Auditors
 - appointment and removal of the Chair of the Board of Trustees, all other Trustees, and the Clerk/Company Secretary
 - appointment and removal of the Principal
 - framework for the pay and conditions of service of staff

- approval of the Scheme of Delegations

6.5.3 In addition, the Board of Trustees has sole overall responsibility for the following matters, notwithstanding any delegated authority granted to others:

- Academic Quality at the Art School
- the accuracy of statistical returns to the Office for Students and its agencies, including HESA and QAA
- compliance with statutory requirements under Health & Safety legislation, the Public Sector Equality Duty, and Prevent

6.5.4 In order for it to discharge its responsibilities more effectively, the Board of Trustees has established a 'Scheme of Delegations' through which some of its authority is passed to a series of Committees of the *Board of Trustees*, to *Academic Board*, or to the Principal. The framework for the delegation of powers is illustrated below:



7 Board of Trustees' Committees and Working Groups

7.1 *Nominations Committee*

7.1.1 The composition of the *Nominations Committee* is as follows:

Chair	Elected by the Committee from amongst the Trustee members	Service on the Committee cannot extend past six years maximum
Trustees	Minimum of four Trustees, appointed by the <i>Board of Trustees</i> , in addition to:	
	<i>Ex Officio Trustee</i>	Service for the duration of office
	<i>Student Trustee</i>	
	<i>Staff Trustee</i>	
Co-opted members voting non-Trustees	Up to three, provided no more than one: <ul style="list-style-type: none"> has previously been Trustee of either the Art School or the Property Trust is currently a Trustee of the Property Trust 	Service on the Committee cannot extend past six years maximum
External advisors non-voting	Up to two external advisors with particular expertise, ad hoc	
In attendance	Development & External Relations Manager	
Clerk	Company Secretary, or their designate	
Frequency	Minimum of two per year	
Quorum	Two Trustees in excess of the Ex Officio, Staff or Student Trustees	

7.1.2 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited, the *Nominations Committee's* Terms of Reference are as follows:

1. To identify potential members of the Board of Trustees and to make recommendations to the Board to fill any scheduled or *ad hoc* vacancies for all categories of member, taking account of the need for effective governance and the balance of its membership in terms of its diversity and following due diligence scrutiny of all nominees.
2. To consider and advise the Board of Trustees on the periods of appointment of its members and on the renewal of membership of the Board on the expiry of their periods of appointment

3. To make recommendations to the Board for the appointment of members to its Committees
4. To recommend to the Board the appointments of its Chair and Deputy Chair.
5. To determine and keep under review policies and processes relating to membership of the Board of Trustees, including induction, training and development of Trustees.
6. To agree and oversee the process of nomination for the Art School's Honorary Awards Scheme; to consider the nominations received, to conduct due diligence, and to confer the awards under authority delegated by the Board of Trustees.

7.2 **Audit & Risk Committee**

- 7.2.1 The *Audit & Risk Committee* is established by the *Board of Trustees*. The Committee reports to the Board of Trustees its *independent* opinions on the risk management, controls, governance, and value for money arrangements of the Art School.
- 7.2.2 None of the voting members of the *Audit & Risk Committee* may have external interests that could be considered to conflict with the interests of the Art School, such as executive responsibility or significant share-holdings in a supplier or potential supplier of the Art School.
- 7.2.3 None of the voting members of the *Audit & Risk Committee* may have executive responsibility for the management of the Art School.
- 7.2.4 The constitution of the *Audit & Risk Committee* is as follows:

Chair	Elected by the Board from amongst the Trustee members	Service on the Committee cannot extend past a maximum of six years
Trustees	Minimum of four Trustees, appointed by the <i>Board of Trustees</i> , with at least one having recent experience in finance, accountancy or auditing.	
Co-opted members <i>Voting non-Trustees</i>	Up to two, provided no more than one: <ul style="list-style-type: none"> • has previously been Trustee of either the Art School or the Property Trust • is currently a Trustee of the Property Trust 	
External advisors <i>Non-voting</i>	Up to two external advisors with particular expertise, ad hoc	
In attendance <i>ex officio</i>	Principal Head of Finance as appropriate to discussion	
Clerk	Company Secretary or their designate	
Frequency	Minimum of four per year	
Quorum	Three members, to include at least two External Trustees	

- 7.2.5 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited, the *Audit & Risk Committee's* Terms of Reference are as follows:

1. To ensure, on behalf of the Board of Trustees, that sound financial and governance controls are in place, and effectively implemented; including the endorsement of the Art School's:
 - Financial Regulations
 - Reserves Policy
 - Arrangements for risk and business continuity management
2. To prepare an annual report for the Board of Trustees which includes its opinion on the adequacy and effectiveness of the Art School's arrangements regarding:
 - Risk Management
 - Financial controls
 - Value for Money
 - The management and Quality Assurance of data
3. **External Audit:** to review the audit aspects of the draft financial statements, including:
 - External Audit opinion
 - Statement of members' responsibilities
 - Statement of internal control
 - Any relevant issues raised in the External Auditors' management letter
4. To discuss with the External Auditors the nature and scope of the Audit in advance; and subsequently any problems or reservations arising from the draft external audit report, including a review of the management letter, incorporating management responses, and any other matters that the External Auditors wish to discuss (in the absence of management where necessary), reporting relevant issues back to the Board of Trustees and advising the Board accordingly.
5. To determine the frequency of tendering for external auditing services.
6. To consider tenders for the external auditing services and make a recommendation of appointment for the Board of Trustees' consideration.
7. **Review management and internal audit:** to review on a regular basis the Art School's Risk Register to:
 - advise the Board of Trustees of any significant changes/additions
 - escalate any serious concerns to the Board
8. To commission, on the behalf on the Board of Trustees, audit reviews of anything that could potentially threaten or adversely affect the accomplishment of the aims and objectives of the Art School Limited, or which potentially could put the Art School at financial or reputational risk. Areas for audit/investigation may include:
 - any of the Art School activities
 - Finances, including reserves, investments and projections
 - The reliability of all records and information
 - Regulations, policies, and governing instruments
 - Compliance with all relevant laws, including those regarding:
 - *Equality & Diversity*
 - *Health & Safety*
 - *Safeguarding*
 - *Prevent*

NB All members of staff are required to comply with requests for information in relation to audit investigations, provided it is legal to do so.
9. To consider the appropriateness of executive action following internal audit reviews and to advise senior management on any additional or alternative steps to be taken.
10. **Site & Environment Sub Committee:** To receive and act on reports and recommendations from the Art School's Site & Environment Sub-Committee and review its effectiveness on a regular basis.

7.3 **Site & Environment Sub-Committee**

7.3.1 Site & Environment is a Sub-Committee of the *Audit & Risk Committee* although it reports additionally to *Academic Board*. In reporting formally to both, it keeps both the *Board of Trustees* and Art School Senior Staff apprised of matters relating to risk management and compliance with legal obligations, with specific reference to the physical, working and educational environments, including student and staff welfare provision and the Health & Safety of all the Art School's members and visitors.

7.3.2 To ensure that the environmental conditions for all Art School activities are operationally fit for purpose, the Sub-Committee also liaises directly with the *Senior Management Team (SMT)*. To ensure that SMT are provided with the operational assurances required, the *ex officio* members shall meet for *Site & Environment Sub-Committee Planning Meetings* prior to both the start and end of each academic session. Such planning meetings will be supported, serviced and considered as the full Sub-Committee.

7.3.3 The constitution of the *Site & Environment Sub-Committee* is as follows:

Trustees	One Trustee (normally a member of the Audit & Risk Committee) to be appointed by the Board of Trustees, who shall act as Chair	Service on the Sub-Committee cannot extend past a maximum of six years
Ex officio	<i>Ex Officio Trustee</i> who shall act as <i>Deputy Chair</i> <hr/> <i>Director of the Property Trust</i> <hr/> <i>Student Trustee</i> <hr/> Site Manager <hr/> Head of Academic Affairs & Quality <hr/> Head of Access to Learning	For the duration of their term of office or employment
Representatives	Two Heads of Departments <hr/> One Site Technician <hr/> One Specialist Technician <hr/> One from Professional Services <hr/> From each course at least one elected Student Representative	Service on the Sub-Committee cannot extend past a maximum of six years Elected annually
Clerk	Nominated member of Professional Services	
Frequency	Five per year, including two Planning meetings	

Quorum

Seven members to include at least one Trustee, one student member and one staff member

7.3.4 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited, the *Site & Environment Sub Committee's* Terms of Reference are as follows:

1. To be responsible to the Audit & Risk Committee for ensuring the Art School's compliance with its legal and statutory obligations with regard to the educational and physical environment; including, *inter alia*, the requirements of:
 - The Public Sector Equality Duty
 - Health & Safety legislation
 - The responsibilities of governing bodies laid out in the CUC Code of Higher Education Governance.
2. To propose to *Academic Board* improvements and enhancements to the educational environment which go beyond the legal requirements, and to be responsible to *Academic Board* for monitoring the implementation of approved initiatives.
3. With due consideration of legislative requirements and relevant Art School policies and regulations, develop, agree and promote a strategic approach to be adopted by the Art School in relation to:
 - Health
 - Safety
 - Wellbeing
 - Environmental and Sustainability Management
4. To monitor on behalf of the Audit & Risk Committee, items on the Art School's Risk Register related to health, safety, wellbeing and environment issues and ensure that these are investigated and mitigations put in place. The Sub-Committee may itself place items on the Risk Register and must sign off the removal of any item related to Health & Safety legislation.
5. To be the principal forum across the Art School for communication, consultation and discussion on significant safety, health and welfare matters and initiatives.
6. To consider oral and written reports and make recommendations and referrals to the Principal and the Senior Management Team on any matter within its remit, including:
 - risks to the health, safety and welfare of students and employees while engaged in the legitimate business of the Art School, whether on Art School premises or elsewhere
 - risks to the health and safety of persons other than employees or students arising out of the conduct of normal Art School business
 - ensuring that any physical impediments to access to education are eliminated or mitigated to the best of the Art School's ability
 - ensuring that articles and substances supplied to persons in the course of normal Art School business, are stored, used, and disposed of safely and without risks to health or the wider environment
 - means to ensure that all Art School premises are safe and without risks to health
7. To report without delay any serious issues which could compromise the safety or security of the Art School, its students, staff or visitors
8. To monitor the sustainability of the Art School's environment by reviewing
 - i safety audit reports
 - ii accident and incident data
 - iii absence statistics and trends
 - iv fire evacuation reports

- v any other reports or statistics as the Sub-Committee sees fit and
- vi to present reports to the Audit & Risk Committee, *Academic Board* and the Senior Management Team as appropriate.

9. To organise and monitor take-up of training and development sessions for staff and students in health, safety, welfare and environmental issues, and to promote awareness and competence to deal with any issues which may arise; and to promote to the rest of the Art School areas of good practice.

10. To prepare an annual report on its activities for the Board of Trustees (via the Audit & Risk Committee) and *Academic Board*, to include actions taken by the Senior Management Team as a result of referral by the Sub-Committee.

7.3.5 The ***Site & Environment Planning Sub Committee*** meets either side of the Summer, is Chaired by the Deputy Chair and comprises, as a minimum, the Ex Officio members, with a Quorum of four.

7.3.6 The *Site & Environment Planning Sub Committee* has the same delegated authority as the full sub committee, and is serviced accordingly.

7.4 **Investment Committee**

7.4.1 The *Investment Committee* is established by the *Board of Trustees* to oversee the management of the Art School's investment portfolio, which comprises funds left to the Art School by way of bequests and legacies. Under delegated authority of the *Board of Trustees*, the *Investment Committee* is responsible for advising the Board on the appointment of the investment managers; for monitoring the performance of the portfolio and the effectiveness of the investment strategy; and for ensuring that the Art School's investments are handled responsibly and ethically.

7.4.2 The constitution of the *Investment Committee* is as follows:

Chair	To be elected from amongst the Trustee members	Service for a maximum of six years
External Trustees	Three Trustees	
Co-opted members <i>Voting non-trustees</i>	Up to three with particular expertise, provided: <ul style="list-style-type: none"> • no more than one, a previous Trustee of the Art School Ltd or the Property Trust • no more than one being currently a Trustee of the Property Trust 	
In attendance <i>ex officio</i>	Head of Finance	
Clerk	Director of the Property Trust	
Frequency	Minimum of two per year	
Quorum	Three members	

7.4.3 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited the terms of reference of the *Investment Committee* are:

1. To govern, manage and regulate the investments of the Art School.
2. To recommend for approval by the Board of Trustees an Art School Investments Policy, an Investments Strategy, and appropriate targets, keeping these under regular review and proposing changes where necessary.
3. To advise the Board of Trustees on the appointment of investment managers, assisting in their selection and conducting appropriate due diligence investigations on behalf of the Board.

4. To monitor the performance of the investments and of the appointed investment managers and make recommendations to the Board of Trustees related to performance.
5. To work with the investment managers to decide on any changes in portfolio allocations and investments; and monitor and review the asset allocations, risk tolerance, asset class ranges and frequency of re-balancing.
6. To monitor the approach to responsible investment, in light of the ethical considerations set out in the Art School's Ethics Policy and the Investments Policy.
7. To be accountable to the Board of Trustees by submission of the minutes of each meeting of the Investment Committee and with oral updates as necessary, and to provide an annual report to the Board on the performance and return of the investment portfolio.

7.5 **Remuneration Committee**

7.5.1 The *Remuneration Committee* is established by the *Board of Trustees* to provide oversight of strategic staffing matters and determine policy on staff remuneration; and has delegated authority of the Board to determine the schema for staff pay increases and to decide the remuneration of the Principal and Senior Members of Staff.

7.5.2 The composition of the *Remuneration Committee* is as follows:

Chair	To be elected from the Trustee members with the exclusion of the <i>Student Trustee</i> * <i>Chair of the Board of Trustees may be elected Chair, but must not chair the Committee when the Principal's remuneration is being discussed</i>	Service for a maximum of six years
Trustees	A minimum of two Trustees in addition to the Ex Officio members, with one being a current member of Audit & Risk Committee	
Ex officio	A member of the <i>Audit & Risk Committee</i>	
	Chair of the <i>Board of Trustees</i> Student Trustee	Service for the duration of Trusteeship
Co-opted members <i>Voting non-Trustees</i>	Up to three with particular expertise, provided: <ul style="list-style-type: none"> no more than one, a previous Trustee of the Art School Ltd or the Property Trust no more than one being currently a Trustee of the Property Trust 	Service for a maximum of six years
In attendance	The Principal, with the exception of when their own salary is discussed/determined	
	The Head of Finance as and when required	
Clerk	The Company Secretary	
Frequency	Minimum of two per year	
Quorum	Three members, of whom at least two must be External Trustees	

7.5.3 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited the terms of reference of the *Remuneration Committee* are:

1. To ensure the implementation of a fair, equitable and affordable employment policy which meets statutory obligations and contributes to the growth of the Art School and our ability to achieve our purposes; and to make recommendations for changes as necessary.
2. To review and determine, both on appointment and thereafter on an annual basis, the remuneration, benefits, conditions of employment and, if appropriate, severance payments for senior staff, including the Principal, taking account of affordability, and comparative information on the remuneration, benefits and conditions of employment in the higher education sector and elsewhere as appropriate; and having due regard for the Art School's equality and diversity duties and the need for transparency.
3. To promote the Art School's responsibilities for equality and diversity by ensuring that relevant issues are given full consideration in all matters relating to the remuneration of all staff falling within its remit.
4. To agree an annual framework of work and to review and report on progress through an Annual Remuneration Report and Statement for the Board of Trustees (and the Art School's Financial Statements) which is transparent and produced in accordance with the requirements of the CUC HE Code of Governance and the Office for Students.

7.6 Joint Development Advisory Working Group

7.6.1 The *Joint Development Advisory Working Group* is established by the respective *Boards of Trustees* for both the City & Guilds of London Art School Limited and the City & Guilds Art School Property Trust. It is a shared Working Group with the purpose to promote and support the delivery of the respective targets for charitable funding by (i) identifying and engaging potential individual and institutional donors; and (ii) bringing together potential supporters to enhance the work of the Art School and/or the Property Trust to enable their sustainable futures.

7.6.2 The constitution of the *Joint Development Advisory Working Group* is as follows:

Chair	To be proposed by the <i>Board of Trustees</i> of the Art School Limited (on the recommendation of the <i>Nominations Committee</i>), and approved by the Property Trust
Trustees	The Chair of the <i>Board of Trustees</i> of the Art School Limited
	One further Member of the <i>Board of Trustees</i> of the Art School Limited, appointed by the Board on the recommendation of the <i>Nominations Committee</i>
	One member of the Board of the Property Trust, nominated and appointed by the Property Trust
Other Trustee members	Up to two further Trustees, appointed on the proposal of one Trust* and the approval of the other *Proposals from the Art School Limited must be made via the Nominations Committee
Ex officio	Principal
	Director of the Property Trust
Co-opted members Voting non-Trustees	Up to three with particular expertise, provided:
	no more than one, a previous Trustee of the Art School or the Property Trust
	no more than one being currently a Trustee of the Property Trust
External advisors non-voting	Up to two with particular expertise, ad hoc
Clerk	Development & External Relations Manager
Frequency	Every 4 to 8 weeks as necessary to deliver the aspirations of the Boards
Quorum	Four Trustees or <i>ex officio</i> members, to include the Chair

7.6.3 The remit of the *Joint Development Advisory Working Group* is:

1. To identify potential sources of funds among: public bodies; foundations; trusts; and wealthy individuals; locally, nationally and internationally.
2. To identify companies with the necessary links for the development of sponsorship opportunities or benefactions of 'gifts-in-kind'.
3. To scrutinize potential sources of funding and advise the Trustees on their compliance with policies and protocols for gift acceptance.
4. To devise targeted cultivation and approach strategies for each potential funder and lead these, in association with the Development & External Relations Manager and/or the Director of the Property Trust.
5. To contribute to invitation lists for events.
6. To review arrangements for cultivating potential funders.
7. To review the preparation and submission of funding requests and applications, and to make appropriate requests and submissions, particularly in the case of public funders.
8. To contribute ideas and expertise in the development of media contacts and coverage of the Art School, nationally and internationally.
9. To contribute ideas that will enhance the awareness of the Art School amongst its various publics.

7.7 **The Principal's Business Planning Advisory Group**

7.7.1 The Principal's Business Planning Advisory Group is established by the Board of Trustees to enable the Principal to explore the feasibility of new business opportunities, initiatives or broader issues with the benefit of Trustee-level expertise and experience.

7.7.2 The composition of the Principal's Planning Advisory Group is as follows:

Chair /Convenor	Principal
Trustees	A minimum of four at least one of whom should be a member of the Audit & Risk Committee
Co-opted members <i>Voting non-trustees</i>	Up to three with particular expertise, provided: <ul style="list-style-type: none"> • no more than one, a previous Trustee of the Art School or the Property Trust • no more than one being currently a Trustee of the Property Trust
External advisors <i>Non-voting</i>	By invitation of the Chair
In attendance	Current members of the Art School may be invited by the Chair to attend meetings as and when required
Clerk	Principal acts as convenor
Frequency	No minimum requirement. Meetings may be conducted remotely

7.7.3 The Terms of Reference of the Principal's Planning Advisory Group is:

1. At the instigation of the Principal, to provide Trustee-level advice in the assessment and valuation of:
 - i new opportunities, initiatives, or ideas
 - ii issues of concern to the Art School, or
 - iii any other matters on which Trustee-level expertise and experience would facilitate an informed decision
2. To provide a pool of expertise in the following key areas which can be drawn upon by the Principal for advice on an 'as required' basis:
 - i higher education
 - ii arts and heritage
 - iii business planning
 - iv financial analysis and forecasting
 - v legal
3. Where action is to be proposed as a result of the advice of the Group or any of its individual members, to agree a written summary of the advice, which will be included as part of a proposal for consideration by the Board of Trustees or any of its Committees; or by the Senior Management Team as appropriate.
4. The Principal shall present an annual report on the Group's deliberations to the Audit & Risk Committee.

8 **Procedures for appointment to the Board of Trustees and its Committees**

8.1 ***New Trustees***

- 8.1.1 All new Trustees are appointed by their peers on the Board, following a recommendation by the Nominations Committee.
- 8.1.2 The Nominations Committee shall approve and oversee a fair and transparent advertisement and selection process, which takes account of the need both for effective governance and for diversity in the membership of the Board of Trustees and its constituent committees.
- 8.1.3 All vacancies for new Trustees shall be advertised externally on the Art School's web site via its normal search agency or agencies, and ensuring a period for receipt of applications of not less than six weeks. Any variation to this period must be approved by the Board.
- 8.1.4 The Nominations Committee shall approve the text of the advertisement (subject to checks by the relevant agency to ensure compliance with legislation), along with further particulars including a role specification document.
- 8.1.5 All potential applicants shall be offered the opportunity to visit the Art School informally and/or discuss the vacancy with the Principal or other Trustee.
- 8.1.6 All applicants must provide an up-to-date CV together with a personal statement of their qualification(s) for the role applied for, and should be able to provide verification of any formal educational qualifications, positions held, or honours/commendations if required by the Committee in making due diligence enquiries.
- 8.1.7 Applications shall be scrutinised by the Nominations Committee, which will decide whether the application(s) meet the criteria for the role. The Committee may decide to include one or two rounds of formal interviews in the process; should this be the case, all shortlisted candidates must be given the same opportunity to attend interview and decisions must be based on the same criteria which are made known to all interviewees in advance.
- 8.1.8 The Nominations Committee shall, before recommending appointments to the Board of Trustees, ensure that a due diligence process is undertaken, and the result of its enquiries are included with any recommendation to the Board.

8.1.9 All individuals who accept an offer of the role of External Trustee are required to make the undertakings and declarations listed in section 6.4.4 above.

8.2 ***Election of a new Chair of the Board of Trustees***

8.2.1 The Ex Officio Trustee, Staff Trustee and Student Trustee cannot act as Chair or Deputy Chair of the Board of Trustees. The Chair and Deputy Chair are elected by the voting members of the Board.

8.2.2 The election of a new Chair must be a formal agenda item at a quorate meeting of the Board which has been given due notice; and is conducted by the Company Secretary, who shall chair the meeting solely for the duration of the election.

8.2.3 The Company Secretary shall call for nominations for the position of Chair of the Board. Any voting member may nominate an existing External Trustee for the role. The Company Secretary shall then call for the nomination to be seconded. Any voting member may second the nomination. The nominee is required to consent to the nomination before proceeding further.

8.2.4 The Company Secretary shall call for any further nominations. Any voting member may then nominate or second the nomination of additional External Trustees who consent to their nomination.

8.2.5 If there is one nomination only, the Company Secretary shall declare the nominee duly elected unopposed.

8.2.6 If there is more than one nomination, an election shall be held. Each of the candidates shall be given the opportunity to address the Board for a maximum of five minutes, followed by a secret ballot that shall eliminate the candidate with the least votes. If there are more than two candidates, the secret ballot is repeated until there all but one candidate is eliminated.

8.3 ***Appointment of a Company Secretary***

8.3.1 Where the Company Secretary role is not already included in an employee's job description the appointment of a new Company Secretary would be subject to the same selection procedures as for new Trustees (see section 8.1 above), allowing for the publication of an appropriate specification document and approval of the selection criteria appropriate to the role.

8.4 ***Appointment of Co-opted members on Committees of the Board of Trustees***

8.4.1 Co-opted members are appointed by the committee on which they will serve, following assent from the Nominations Committee. They may be either external to the Art School or be an existing or former Trustee or member of staff and have full voting rights.

8.4.2 Co-opted member will typically have expertise or experience relevant to the functioning of the committee as a whole, rather than in one specialist area, and will normally be put forward for co-option by an existing member of the relevant committee once a gap in existing expertise has been identified.

8.4.3 Once a committee has agreed to pursue the co-option of an individual, they are subject to due diligence enquiries by the Nominations Committee, which must approve a Committee's request to co-opt before the co-opted is formally accepted on to the committee.

8.5 ***The appointment of External Advisors on Committees of the Board of Trustees***

8.5.1 External Advisors provide their specialist expertise to the Board of Trustees and its committees for specific projects and agenda items, as and when required. They are not voting members of the committee.

8.5.2 Potential External Advisors are identified by the Committee to which they would provide advice.

8.5.3 All External Advisors must be approved by the Nominations Committee, which shall conduct appropriate due diligence, prior to their first attendance at the committee.

9 **Reviewing the effectiveness of governance**

9.1 ***Annual monitoring***

9.1.1 Each Committee of the *Board of Trustees* shall submit a report on its activities for consideration by the Board at its final meeting of the academic and financial year.

9.1.2 The *Board of Trustees* shall also receive annual reports from the Principal on the institution's activities as well as the institutional Annual Monitoring Report and action plan, after approval by the *Senior Management Team*.

9.2 ***Internal audit***

9.2.1 The *Audit & Risk Committee* may commission an internal audit of any aspect of the governance of the Art School, either as part of its normal cycle of reviews or in response to an event or incident in which the effectiveness of governance may be called into question.

9.3 ***Quinquennial review of the effectiveness of governance***

9.3.1 The Office for Students requires that the governing bodies of all Higher Education providers conduct a comprehensive and robust periodic review of the effectiveness of governance. The *Board of Trustees* of the City and Guilds of London Art School Limited will conduct such a review every five years in line with its existing policy review cycle.

9.3.2 In conducting the quinquennial review, the *Board of Trustees* will review (and may invite external scrutiny of) the performance of the Art School's governance against its statutory requirements, its Articles, and its Statement of Primary Responsibilities, with reference to the CUC Code of Governance.

9.3.3 The quinquennial review will cover both the academic and non-academic governance of the Art School, and will be conducted by a small group which includes both Trustees and non-Trustees.

9.3.4 The outcome of the quinquennial review will include an action plan which will be reviewed annually by the *Board of Trustees* via the *Audit & Risk Committee*.

10 **Operational Management of the Art School**

10.1 ***Delegated authority to the Principal***

10.1.1 The *Board of Trustees* has delegated to the Principal of the Art School the responsibilities and powers to act in the following areas:

- making proposals to the *Board of Trustees* about the educational character and mission of the Art School, and implementing decisions of the *Board of Trustees*
- the organisation, direction and management of the Art School, and the leadership of its staff
- the assignment and appraisal of senior members of staff (apart from the role of Clerk to the *Board of Trustees/Company Secretary*)
- the appointment, assignment, grading, appraisal, suspension, dismissal, and determination – subject to the framework set by the *Board of Trustees* – of the pay and conditions of service of staff other than the holders of senior posts
- the determination, after consultation with *Academic Board*, of the Art School's academic and other activities
- the maintenance of the Art School's Regulations for Students, and for the suspension or expulsion of students for disciplinary or academic reasons

10.2 ***The Principal's Emergency Powers***

10.2.1 In addition to the powers and responsibilities listed above, the *Board of Trustees* has authorised the Principal to act unilaterally in emergency situations such as:

- Immediate suspension or dismissal of a student or member of staff who, in the judgement of the Principal, has committed an action amounting to gross misconduct
- Immediate suspension or dismissal of a student or member of staff who, in the judgement of the Principal, is presenting a danger to themselves and/or other people, whether through illness, neglect, or malice

10.2.2 The processes of enactment of these Emergency Powers, their impact on the individual concerned, and the rights and procedures of appeal, are detailed in the Art School's regulatory framework.

- 10.2.3 In an existential emergency (eg, fire, flood, act of terrorism etc.), the Principal is authorised by the *Board of Trustees* to take whatever measures they consider necessary for the protection of the Art School's community and members of the public.
- 10.2.4 The Principal must inform the *Board of Trustees* as soon as possible (eg, directly to the Chair, or via the Clerk to the Board, whenever the Emergency Powers are used.
- 10.2.5 During periods of sick leave or planned absence from the Art School where the Principal is not available to exercise the Emergency Powers, s/he may appoint members of the *Senior Management Team* to exercise them if needed, and inform the Chair of the *Board of Trustees* (or Deputy) accordingly.
- 10.2.6 If an emergency should arise during a period of unplanned/unavoidable absence of the Principal, any member of the Senior Management Team should inform, through the Company Secretary, the Chair or Deputy Chair of the *Board of Trustees* of the situation and any action that has been taken.

10.3 **The Senior Management Team**

10.3.1 The *Senior Management Team* (SMT), which is comprised of the Art School's senior staff, advises and assists the Principal in carrying out the responsibilities detailed in section 9.2 above. Individually and collectively the *SMT* is responsible to the *Board of Trustees* for the management of the Art School's resources.

10.3.2 The composition of the *Senior Management Team* is as follows:

Chair	Principal
Ex Officio	Principal Department Heads
In attendance as required	Director of the Property Trust Development & External Relations Manager Marketing Project Manager Registry Administrators Site Manager Health & Safety Officer
Frequency	Six to ten across the year
Quorum	Five Ex Officio members

10.3.3 The remit of the *Senior Management Team* is as follows:

1. To advise the Principal on management and operational issues affecting the whole Art School and on the implementation of pan-Art School strategies and plans approved by the *Board of Trustees*
2. To refer items for consideration and final decision to the Board of Trustees or one of its established Committees with the relevant delegated authority.
3. To manage and monitor organisational performance and inform decision-making
4. To scrutinise proposals for policies, strategies, and operational developments, and provide advice to the Principal and the *Board of Trustees* on their practicality
5. To coordinate cross-Art School initiatives and share good practice across Departments
6. To support, facilitate, and monitor the quality of Art School communications

10.5 **Department Team Meetings**

10.5.1 Each Academic Head convenes a *Department Team* comprising those members of teaching staff who represent significant areas of study and have substantial teaching contracts. *Department Teams* provide a staff forum which debate and make decisions on local operational matters, review their departmental performance, and input ideas and feedback on proposals to the *Senior Management Team* via their Heads of Department.

10.5.2 The composition of *Department Teams* is as follows:

Chair	Head of Department	Service for duration of office
Ex Officio	Head of Department Unit or subject lead tutors Those with substantial teaching volumes /contracts Department Technicians	By invitation of the HoD or stipulated in contract of employment
Frequency	Minimum of three across the year	

10.5.3 The remit of *Department Team* meetings is as follows:

1. To consider and make decisions on operational issues affecting the Department
2. To advise the Head of Department on the content of reports and responses that address the requirements of the Annual Monitoring Process
3. To assist the Head of Department in the implementation of agreed Art School strategies and plans
4. To support, facilitate, and monitor the quality of departmental communications

10.7 **Technicians' Team**

10.7.1 The *Technicians' Team* is responsible for reviewing the effectiveness of the technical facility of the Art School and provides a forum for discussion and the sharing of best technical practice across the Art School. The *Technicians' Team* provides a technical perspective and input into Site Manager's reports and proposals as well as the *Site & Environment Sub Committee*.

10.7.2 The composition of the *Technicians' Team* is as follows:

Chair	Site Manager	Service for duration of office
Members ex officio	All Technicians	
Frequency	Minimum 3 across the year	

10.7.3 The remit of the *Technicians' Team* is:

1. To monitor the performance of the Technical Facility of the Art School, and to appraise the *Senior Management Team* of any operational issues requiring management or academic solutions
2. To advise the Site Manager on the composition of reports, eg, for Annual Monitoring or in respect of local incidents
3. To provide advice on the practicality of proposals from a technical perspective
4. To support, facilitate and monitor the quality of technical communications
5. To provide reports to the *Site & Environment Sub Committee*, to include Health & Safety matters and updates as required to the Art School's Risk Register

11 Academic Board

11.1 *Delegated authority of the Board of Trustees*

11.1.1 The *Academic Board* is established by the Board of Trustees with delegated powers to oversee the Art School's academic activities on its behalf and to be the institution's supreme academic authority.

11.1.2 Subject to the overall responsibility of the Board of Trustees and the responsibilities delegated to the Principal, the responsibilities delegated to *Academic Board* are to:

- uphold the academic standards of Art School's courses and the quality of its teaching and student welfare provision
- devise, maintain, amend and, in individual cases suspend, the Student Regulations
- recommend the appointment of External Examiners for validated provision
- appoint External Examiners for non-validated provision
- confirm the students' results for those courses delivered independently of a validating partner
- elicit, receive and act upon student feedback
- oversee all internal review and evaluation processes including periodic reviews by the Office for Students (via the QAA)
- work to foster excellent relationships with the Art School's validating partners, Ravensbourne University London and the University of the Arts London Awarding Body

11.2 The composition of the *Academic Board* is as follows:

Chair	Principal	Service for duration of office
Ex officio	Heads of Academic Departments: <ul style="list-style-type: none"> • Art Histories • Conservation • Fine Art • Foundation • Historic Carving 	
	Head of Academic Affairs & Quality	
	Head of Access to Learning	
	Librarian	

Nominated by the Chair	Site Manager IT Manager
Elected members	Student Representatives: <ul style="list-style-type: none"> • Two Further Education • Two Undergraduate • Two Postgraduate One Technician Representative Up to two representatives of the academic staff
In Attendance	Registry Administrators as required
Clerk	Head of Academic Affairs & Quality or designate
Frequency	Two-four meetings across the year
Quorum	Eight members, to include the Chair and a student representative

11.3 Under the delegated authority of the *Board of Trustees* of the City and Guilds of London Art School Limited, the *Academic Board's* Terms of Reference are as follows:

1. To devise, scrutinise, agree and recommend to the Board of Trustees proposals for academic developments, policies and strategies
2. To approve the final results of examinations and assessments for students on Art School courses not validated by a partner
3. To devise and conduct internal processes to approve courses for validation as appropriate and permissible under validation agreements with partner institutions
4. To approve and review as appropriate the Art School's Strategic Plan, Annual Action Plan, and any action plans resulting from statutory audit of the Art School's academic activity
5. To approve the outcomes of Departments' Annual Monitoring
6. To own and revise as appropriate the Art School's regulatory framework
7. To oversee arrangements for access to learning, ensuring that the Art School's obligations under equality legislation and the Office for Students' requirements for registration are met
8. To agree the criteria for the admission of students
9. To foster a culture of self-reflection and review by formally evaluating the success and impact of both ongoing activities and new initiatives
10. To address academic issues referred by Boards of Studies, or which are beyond the remit or interest of a single Board of Studies
11. To ensure the sharing of good and best academic and teaching practices throughout the Art School
12. To support, facilitate and monitor the quality of internal Art School communication on academic matters

13. The *Academic Board* may establish and commission Working Groups to undertake tasks appropriate to its remit.

12

14 Boards and Panels reporting to the Academic Board

14.1 *Boards of Studies*

14.1.1 Each Academic Department is obliged to convene a *Board of Studies*, which is accountable to *Academic Board* for maintaining academic quality and standards in respect of the sub-disciplines and programmes of study represented within its remit.

14.1.2 There is a *Board of Studies* for each of the following disciplines/Departments:

- Art Histories
- Conservation
- Fine Art
- Foundation
- Historic Carving

14.1.3 The constitution of each of the *Boards of Studies* is as follows:

Chair	Head of Department	Serve for duration of office
Ex Officio	Principal	
	Head of Academic Affairs & Quality	
	Head of Art Histories	
	Head of Access to Learning	
	Librarian	
	Course and Unit Lead Tutors	
Elected	Student Representatives (as many course/year group reps as elected)	Serve for elected term of office
Externals	As determined by the relevant validation agreement	
In Attendance	Specialist Technicians as and when required Site Manager as and when required Registry Administrators as and when required	
Clerk	Registry Administrators	
Frequency	Three per year	
Quorum	One-third of the total number of student representatives plus four; to include the Chair and at least one student representative	

14.1.4 The Terms of Reference of *Boards of Studies* are as follows:

1. To formulate and put forward proposals for courses for (re)validation approval as appropriate and permissible
2. To devise, maintain and review the Department's Annual Monitoring Action Plan
3. To discuss and address generic academic issues arising from student feedback
4. To forward potentially pan-Art School issues, and any beyond the remit of the Board of Studies, to *Academic Board* for discussion and resolution
5. To provide feedback to *Academic Board* on any issue referred to the Board of Studies for comment or opinion
6. To foster a culture of self-reflection and review by evaluating the success and impact of both ongoing activities and new initiatives
7. To ensure the sharing of good and best practice throughout the Department/discipline
8. To support, facilitate and monitor the quality of internal communications

14.2 **Grants & Financial Awards Board**

14.2.1 The *Grants & Financial Awards Board* is established by the *Academic Board* to administer the distribution of funds available for scholarships, bursaries and hardship funds, in accordance with procedures approved by *Academic Board* and any conditions imposed by donors and benefactors. It is also responsible for reviewing and evaluating the effectiveness of the procedures for distribution, for proposing changes for approval by *Academic Board*, and for implementing and monitoring approved changes. The Board submits an Annual Report to *Academic Board*, and communicates with the *Joint Development Advisory Working Group* in relation to the need for new sources of funding.

14.2.2 The composition of the Board is as follows:

Chair	Principal	Service for duration of office
Ex officio	Principal	
	Head of Academic Affairs & Quality	
	Head of Access to Learning	
Clerk	Senior Art School Administrator /Administrator of Bursaries	
Frequency	As required	
Quorum	Ex Officio members	

14.2.3 The Terms of Reference of the *Grants & Financial Awards Board* are:

1. To administer on behalf of *Academic Board*, funds assigned for distribution to students in the form of scholarships, bursaries, grants, and other awards including the disbursement of in-year hardship funds;
2. To ensure compliance with any conditions for the award of scholarships, bursaries, grants and other financial awards, which have been imposed by donors and benefactors.
3. To consider and make decisions on applications for assistance with funding from students who have been accepted to study at the Art School, ensuring that all decisions are made fairly and transparently, in accordance with procedures which have been approved by *Academic Board*.
4. To ensure that adequate and secure records are kept of individual applications, decisions, and the disbursement of funds.
5. To keep under review the match between the funds available for distribution with the numbers of applications received; and to ensure that the Joint Development Advisory

Working Group is kept aware of general or specific changes to funding needs.

6. To review annually the procedures and criteria for the distribution of grants and financial awards, and propose any changes to *Academic Board* for approval.
7. To submit an annual report on the Board's business to *Academic Board*.

14.4 **Examination Boards**

14.4.1 An Undergraduate Examination Board and a Postgraduate Examination Board have been established by the *Academic Board*. These Boards oversee the operation of assessments on the degree programmes delivered at the Art School and validated by Ravensbourne University London. The Examination Boards are constituted and conducted in accordance with the requirements of the validation agreement with Ravensbourne University and apply the Art School's **Assessment Regulations** (Section C of the *Regulations for Students*). The primary purposes of both Boards are to receive and ratify assessment marks; to determine students' progression; and to recommend their final award to the *Academic Board* of Ravensbourne University London for conferral. The Art School's *Examination Boards* report to the Academic Boards of both institutions. They are an essential part of the Art School's framework for ensuring academic quality and standards as described in the **Quality Handbook**.

14.4.2 The composition of each *Examinations Board* is as follows:

Chair	Principal	Service for duration of office
Deputy Chair	Head of Academic Affairs & Quality	
Ex officio	Principal	
	Course Leaders – normally the Heads of Academic Departments	
	Head of Art Histories	
	Academic staff who are coordinators of individual units and/or acted as Internal Examiners	
	Head of Academic Affairs & Quality	
External members	External Examiners in the relevant discipline, where final awards are to be agreed	
	Representative(s) from Ravensbourne University London, as required under the Validation Agreement	
Clerk	Registry Administrators	
Frequency	At least two per year	

Quorum

The Chair or Deputy Chair plus at least 2 internal examining staff in the discipline whose students are under consideration; plus at least one External Examiner if award outcomes are being considered

14.4.3 The Terms of Reference of each *Examination Board* are:

- 1 To exercise the powers and responsibilities stated in the Art School's Regulations and in the Validation Agreement with Ravensbourne University London
- 2 To note the outcome and any recommendations from the Art School Extenuations Panel in relation to exceptional circumstances, and to make decisions and recommendations on these in accordance with Art School Regulations
- 3 To consider and agree the final assessment mark for each student on each unit or module
- 4 To consider the academic progress of students and to make decisions concerning the progress and where relevant re-assessment of individual students
- 5 To make recommendations to Ravensbourne University London on awards and degree classifications to be made to individual students

14.6 Extenuation & Academic Conduct Panel

14.6.1 The *Extenuation & Academic Conduct Panel* advises and makes recommendations to the Examination Boards on all matters related to the extenuation of individual student performance, including special and mitigating circumstances and the outcome of investigations into allegations of academic misconduct.

14.6.2 The composition of the Panel is as follow

Chair	Head of Academic Affairs & Quality	Service for duration of office
Members ex officio	Head of Academic Affairs & Quality	
	Head of Access to Learning	
Clerk	Senior Art School Administrator	
Frequency of meetings	As required and necessary	
Quorum		

14.6.3 The terms of reference of the Panel are as follows:

1. To exercise the powers and responsibilities stated in the Art School's Regulations and in the Validation Agreement with Ravensbourne University London
2. To consider applications for exceptional circumstance, and to make recommendations to the Exam Board on these in accordance with Art School Regulations
3. To consider reports and findings of Academic misconduct, and to make recommendations to the Exam Board on these in accordance with Art School Regulations

15 **Students' fora and representatives' meetings**

15.1 ***Departmental student fora***

- 15.1.1 Each Department which offers academic courses must facilitate a termly *Student Forum*, to which all students based in the Department and its Head are invited. Meetings are chaired by the Chair of Students, working with the elected Student Representatives.
- 15.1.2 The *Student Forum* provides the students with the opportunity to make their views known to their representatives and the Chair of Students on both academic and non-academic issues, and provides a direct channel of collective communication with the Head of Department. It also acts as a conduit for feedback on action taken in response to previously-raised issues, and as a means of consultation with the student body by the Art School via the Chair of Students and the student reps.
- 15.1.3 Issues of concern raised at *Student Fora* may be referred to other bodies for further discussion and/or resolution, eg,
- *Boards of Studies* for issues concerning teaching, or the content or regulations of an academic course
 - *Site & Environment Sub-Committee* for issues relating to Art School facilities or the study environment
 - *Senior Management Team* for other policy or regulatory matters
- 15.1.4 Matters of concern relating to named individuals (whether students or staff) are **not** to be discussed at *Student Fora*. Students must use the other channels available to them, eg, directly with their Head of Department or via their Representative or the Chair of Students, or via the relevant regulatory procedures appropriate to the case.

15.3 ***Student Representatives' meetings***

15.3.1 Each term the Art School invites all Student Representatives to meet with the Principal and the Head of Academic Affairs & Quality to discuss Art School-wide issues. Meetings are chaired by the Chair of Students and are opportunities for the Art School to gather the views of students on its plans and initiatives, and for Student Representatives to raise issues of relevance to the whole Art School.

15.3.2 Issues of concern raised at meetings may be referred to other bodies for further consideration/resolution:

- *Site & Environment Sub-Committee* for matters concerning shared facilities, the general study environment, or health & safety issues
- *Senior Management Team* for resource and logistical matters

15.3.3 Course-specific issues should be dealt with at the appropriate *Student Forum* (see section 12.1 above) and the relevant *Board of Studies*.

15.3.4 Matters of concern relating to named individuals (whether students or staff) are **not** to be discussed at Student Representatives' meetings. Representatives must use the other channels available to them, eg, raise issues directly with the Chair of Students, their Head of Department, the Principal, or the Head of Academic Affairs & Quality as appropriate, using the relevant Art School regulatory procedures and policies appropriate to the case.

17 ***Ad hoc* groups**

17.1 ***Judiciary investigations and hearings***

17.1.1 It will be necessary from time to time for the Art School to convene panels to conduct investigations and/or hearings related to:

- student complaints against the Art School
- Student Appeals against Art School decisions
- allegations of student misconduct

17.1.2 The composition and terms of reference of judiciary panels are detailed in the procedures to be found within the relevant Art School policy documents.

17.1.3 Panels may comprise both 'standing' members (eg, the Head of Access to Learning) and '*ad hoc*' members selected for individual cases.

17.1.4 The guiding principle of the composition of any Panel is that no *ad hoc* member shall:

- have had any prior involvement in the case
- be from any of the involved parties' own Department
- have any connection with any of the involved Parties which could compromise their judgement when considering the case

17.2 ***Time-limited working groups***

1.1.1 Any constituted committee in Sections 7-11 above may commission and receive reports from working groups engaged to work on a specific project or task within the terms of reference of the relevant committee.

1.1.2 The membership of a working group is decided by the members of the commissioning committee, and may include both staff and students from within and outside that committee.

1.1.3 Working groups should wherever possible be given a fixed remit and timescale for working which can be amended only by the commissioning committee.