

**<Creative Academy
Management & Governance>**

Steering Committee Terms of Reference

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1. BACKGROUND

The Creative Academy offers higher education provision through Slough Borough Council that is validated by the University of West London, accredited by the Council for Dance, Drama and Musical Theatre and quality assured by the Quality Assurance Agency. The Creative Academy is a small provider with less than 100 students.

Slough Borough Council and its officers with delegated powers manage and govern the day to day running of the Creative Academy; decisions, policies and procedures on Human Resources, Information Technology including data, Health & Safety including buildings, Finance including budgets and Legal including approvals of contracts and information to external bodies.

The University of West London and its academic staff with delegated powers manage and govern all academic policies and procedures, decisions for approving academic policies, course changes and academic quality assurance. The Creative Academy adopts all of these policies.

The Creative Academy is confident that there is adequate and effective management and governance in place for local authority arrangements with Slough Borough Council and Higher Education provision with the University of West London. The decision has been taken to form a (steering group) whom will act as a governing body to oversee these arrangements to make them more relevant to HE provision and to meet the public interest governance principles. Academic freedom, accountability, student engagement, academic governance, risk management, value for money, freedom of speech, governing body, fit and proper members. More details of these can be found in the document

Self_Assessment_Management_And_Governance_Creative_Academy_AnnexF_10005916

2. ROLE OF THE CREATIVE ACADEMY MANAGEMENT AND GOVERNANCE STEERING COMMITTEE

The role of the **Creative Academy Management and Governance** Steering Committee is as follows:

- To ensure management and governance is adequate and effective for higher education provision.
- To ensure that all public interest governance principles are met.
- To ensure a high quality provision of Higher Education through appropriate measures such as risk management.
- To ensure effective oversight of key quality assurance processes.
- To gain approval to changes in policies and procedures.
- To gain approval to changes in course structure and content.
- To gain approval of course information and information for students
- To monitor, review and approve returns to regulators and other bodies.
- To act as the governing body within a regulatory framework.
- To ensure students are actively engaged in changes and decisions.

3. RESPONSIBILITIES OF THE STEERING COMMITTEE CHAIR

The Steering Committee Chair is the programme leader, **George Kirkham (Creative Academy Manager)**. Should the programme leader be unable to attend a meeting, **Jagdev Khatkar (Quality Assurance & Business Manager)** will serve as Committee Chair.

The responsibilities of the Steering Committee Chair are as follows:

- Sets the agenda for each meeting.
- Ensures that agendas and supporting materials are delivered to members in advance of meetings.
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting.

- Clarifies and summarizes what is happening throughout each meeting.
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings to two hours or less
- Encourages broad participation from members in discussion by calling on different people.
- Ends each meeting with a summary of decisions and assignments.
- Follows up with consistently absent members to determine if they wish to discontinue membership.
- Finds replacements for members who discontinue participation.

4. RESPONSIBILITIES OF STEERING COMMITTEE MEMBERS

Individual Steering Committee members have the following responsibilities:

- Understand the goals, objectives, and desired outcomes of the steering group.
- Understand and represent the interests of stakeholders.
- Take a genuine interest in the higher education provision outcomes and overall success.
- Act on opportunities to communicate positively about the Higher Education provision
- Check that the provision is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed provision changes.
- Check that the provision is aligned with the organisational strategy as well as policies and directions across as a whole.
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Committee documents.
- Support open discussion and debate, and encourage fellow Steering Committee members to voice their insights.
- Contribute to changes, proposals and reviews including approving and decision making.

5. GENERAL

Steering Committee membership shall be selected by the Creative Academy manager ensuring persons are ‘fit and proper’. Any persons with conflict of interests must be declared and scrutinized to ensure there is no impact. All discussion remains confidential and must not be shared without the permission of the chair. The decision making process requires total agreement amongst all members to ensure quality of decisions and all committee members views are represented. The frequency of meetings will be twice a year. In unforeseen circumstances the chair will contact committee members should an additional meeting be required. Agenda, minutes and decision papers will be held by the Creative Academy.

5.1 Membership

The table below lists the membership of the Steering Committee.

Membership will comprise of:

- Slough Borough Council Chief Executive / Director
- Lead for Learning and Community Services
- Quality Assurance and Business Manager
- The Creative Academy Manager
- Creative Academy Team Leads
- Director of London College of Music
- UWL Link Tutor for Creative Academy
- Chair London College of Dance Network
- Representatives from industry
- Student Representation

Other team members may attend as well if they are presenting a report, taking minutes, or providing other administrative or logistical support to the Steering Committee.

Members should be selected based on their specialist knowledge, ability to represent the interests of students and stakeholders, and ability to help resolves issues and make clear decisions.

Name	Title	Organization
George Kirkham	Creative Academy Manager	Creative Academy
Jagdev Khatkar	Quality Assurance & Business Manager	Creative Academy

5.2 Quorum and Decision-making

This section outlines how the Steering Committee will make decisions and the minimum number of members (or quorum) required for a decision to be valid.

5.2.1 Quorum

A minimum number of 5 Steering Committee members are required for decision-making purposes. The quorum must include a minimum number of 1 from Slough Borough Council and the University of West London and a minimum number of stakeholders.

5.2.2 Decision-making Process

The Steering Committee will use to make decisions. Options are as follows:

- **2/3 Majority:** a course of action requires support from 2/3 of the members who attend the meeting if there is quorum.
- **Consensus:** a majority approve a given course of action, but that the minority agrees to go along with the course of action, potentially with some modifications.

5.3 Frequency of Meetings

Schedule for Steering Committee meetings

Planned for February and July of each academic year so we can review the previous terms and plan ahead for the forthcoming terms.

5.4 Agenda, Minutes, and Decision Papers

A package will be sent to members three to five business days in advance of a Steering Committee meeting. This package will include the following:

- Agenda for upcoming meeting (in Steering Committee Meeting Agenda Template).
- Minutes of previous meeting (in Steering Committee Meeting Minutes template).
- A progress report.
- Any proposals for changes.
- Any other documents/information to be considered at the meeting.

5.5 Proxies

Members of the Steering Committee **can** send proxies to meetings. Proxies **are** entitled to participate in discussion and **are** allowed a role in decision-making.

Steering Committee members will inform the chair as soon as possible if they intend to send a proxy to a meeting and no less than two business days before the scheduled meeting.