

Institutional Consultation Arrangements

It is suggested there are four distinct groups to be consulted at institutional level as follows:

- (a) Governing Body members (including Chair and Secretary)
- (b) Senior Executive (including Principal and key senior officers)
- (c) Staff
- (d) Students

It is further suggested that, given institutional diversity, ethos and tradition, it is better to leave it to local decision as to how best to make available to the Consultants an effective mix of consultees. Nevertheless it will be helpful to provide some guidance as to whom we, as consultants, would wish to meet to gain an effective insight into the relevant institutional view. Our initial thoughts in relation to the above categories are as follows:

- (a) This group should include the Chair, senior lay members – including, if possible, at least one member of the Remunerations Committee, the Audit Committee and a member involved in the Finance/Resources area – together with the Secretary of the Governing Body
- (b) The Senior Executive will, of course, include the Principal together with, if possible, the Director of Finance/Director of Corporate Services and the Deputy Principal who leads on strategy and resources
- (c) Ideally the staff consultees will include staff members of the Governing Body, local trades union officers, and any staff who have experience of governance committees
- (d) The student group should include elected student officers, any students who attend the Governing Body and those who are actively involved with those agencies designed to enhance the student experience.

It is acknowledged that the diverse nature of institutions entails different structures for engagement of staff, students and external interest. It is important therefore that the Chair of each Governing Body be asked to include others (e.g. Rectors, where they exist) within the appropriate category listed above.

The framework set out above is not intended to be prescriptive, but is an indication of what we, as consultants, require in order to gain a comprehensive insight into governance issues at institutional level.

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