THE 27th DAY OF SEPTEMBER 1994

BY THE LORDS OF HER MAJESTY'S MOST HONOURABLE PRIVY COUNCIL

WHEREAS section 124A (3) and (4) of the Education Reform Act 1988 (a) (hereinafter referred to as "the Act") provide that the privy Council may by Order make an instrument of government of any higher education corporation with respect to which Schedule 7 to the Act has effect, and that the said instrument of government shall comply with the requirements of Schedule 7A to the Act and may make any provision authorised to be made by the said Schedule 7A and such other provision as may be necessary or desirable:

AND WHEREAS the Northern School of Contemporary Dance, Leeds further education corporation is by the Education (Northern School of Contemporary Dance, Leeds Further Education Corporation) (Transfer to the Higher Education Sector) Order 1994 (b), hereinafter referred to as "the transfer Order", to become a higher education corporation, with respect to which the said Schedule 7 has effect, on the date the transfer order comes into force:

NOW, THEREFORE, Their Lordships, in exercise of the powers conferred on Them by the said section 124A (3) are pleased to, and do hereby, make an instrument of government for the said Northern School of Contemporary Dance, Leeds higher education corporation as set out in the Schedule to this Order, which shall come into force on the date on which the transfer Order comes into force.

N.H. Nicholls

SCHEDULE

INSTRUMENT OF GOVERNMENT REFERRED TO IN THE FOREGOING ORDER

1 Interpretation

- (1) In this Instrument, the following words and expressions shall have the meanings indicated in this paragraph
 - "the Act" means the Education Reform Act 1988 as amended from time to time;
 - "the Corporation" means the Northern School of Contemporary Dance, Leeds higher education corporation:
 - "the Board of Governors" means the members of the Corporation;
 - "the School" means Northern School of Contemporary Dance, Leeds conducted by the Corporation;
 - "the Principal" means the Principal of the School;
 - "the Academic Board" means the Academic Board of the School constituted in accordance with the Articles:
 - "the Instrument" means the Instrument of Government of the Corporation;
 - "the Articles" means the Articles of Government in accordance with which the School is conducted;
 - "the Clerk" means the person appointed to the office of the Clerk to the Board of Governors under the Articles;
 - "the Secretary of State" means the Secretary of State for Education; and "the appointing authority" means the Corporation unless otherwise specified.
- (2) References in this Instrument, in relation to the Board of Governors, to a variable category of members are references to any category of members in relation to which the number of applicable in accordance with paragraph 3 below is subject to variation.

2 Name of the Corporation

The Board of Governors may, by resolution, change the name of the Corporation, with the consent of the Privy Council.

3 Membership of the Board of Governors

- (1) The Board of Governors shall consist of -
 - (a) not less than twelve and not more than twenty-four members appointed in accordance with the following provisions: and
 - (b) The Principal, unless he chooses not to be a member.
- (2) Of the appointed members -
 - (a) up to thirteen shall be independent members;
 - (b) up to two may be teachers at the School nominated by the Academic Board and up to two may be students of the School nominated by the students thereof: and
 - (c) at least one and not more than nine shall be co-opted members nominated by the members of the Board of Governors who are not co-opted members.
- (3) Independent members shall be persons appearing to the appointing authority to have experience of, and to have shown capacity in, industrial, commercial or employment matters or the practice of any profession.
- (4) The co-opted member required by sub-paragraph 3(2)(c) above shall be a person who has experience in the provision of education.
- (5) A person (other than a person appointed in pursuance of sub-paragraph 3(2)(b) above) who is
 - (a) employed at the School (whether or not as a teacher);
 - (b) a full-time student at the School; or
 - (c) an elected member of any local authority,

is not eligible for appointment as a member of the Board of Governors otherwise than as a co-opted member.

- (6) For the purpose of this paragraph, a person who is not for the time being enrolled as a student at the School shall be treated as such a student during any period when he has been granted leave of absence from the School for the purposes of study or travel or for carrying out the duties of any office held by him in the students' union at the School.
- (7) It shall be for the appointing authority to determine any question as to whether any person is qualified in accordance with the preceding provisions of this paragraph for appointment as a member of the Board of Governors of any description or category.

4 Determination of Membership Numbers

- (1) The Board of Governors shall make a determination with respect to its membership numbers.
- (2) Such a determination shall fix the number of members of each variable category of which the Board of Governors is to consist, subject to the limits applicable in relation to that category in accordance with paragraph 3(2) above.
- (3) In making such a determination, the Board of Governors shall secure that at least half of all the members of the Board of Governors, when constituted in accordance with the determination, will be independent members.
- (4) Such a determination shall not have effect so as to terminate the appointment of any person who is a member of the Board of Governors at the time when it takes effect
- (5) Such a determination may be varied by a subsequent determination.

5 Appointment of Members of the Board of Governors

- (1) Subject to the provisions of section 124C of the Act, no appointment of members of the Board of Governors may be made before the first determination of the membership in accordance with paragraph 4(1) above takes effect.
- (2) The Board of Governors is the appointment authority in relation to the appointment of any member of the Board of Governors other than an independent member.
- (3) Where an appointment of an additional independent member of the Board of Governors falls to be made in consequence of a determination in accordance with paragraph 4 above, the appointing authority in relation to the appointment
 - shall be the Board of Governors if the appointment is made within the period of three months beginning with the date of the determination; or
 - (b) if the appointment is not made within that period, shall be the current independent members of the Board of Governors.
- (4) Where a vacancy in the office of an independent member of the Board of Governors on any existing independent member ceasing to hold office on the expiry of his term of office
 - (a) his successor shall not be appointed more than six months before the expiry of that term; and
 - (b) the appointing authority in relation to the appointment of his successor
 - (i) shall be the Board of Governors if the appointment is made not less than three months before the expiry of that term; or
 - (ii) if the appointment is not so made, shall be the current independent members of the Board of Governors.
- (5) Where a vacancy in the office of an independent member of the Board of Governors arises on the death of any such member or on any such member ceasing to hold office in accordance with the Instrument, the appointing authority in relation to the appointment of his successor
 - (a) shall be the Board of Governors if the appointment is made within the period of three months beginning with the date of death or the date on which the office becomes vacant (as the case may be); or
 - (b) if the appointment is not made within that period, shall be the current independent members of the Board of Governors.
- (6) No appointment of an independent member of the Board of Governors by the Board of Governors in accordance with sub-paragraphs 5(3)(a), 5(4)(b)(i), and 5(5)(a) above shall be made unless the appointment has been approved by the current independent members of the Board of Governors.
- (7) If the number of independent members of the Board of Governors falls below the number needed in accordance with the Articles for a quorum, the Secretary of State is the appointing authority in relation to the appointment of such number of independent members as is required for a quorum.

6 Tenure of Office of Members of the Board of Governors

- (1) The Board of Governors shall determine the period of office of members in each of the variable categories set out in paragraph 3(2) above. Such members shall hold and vacate office in accordance with the terms of their appointment and shall, on ceasing to be a member on completion of their period of office be eligible for reappointment.
- (2) A member of the Board of Governors may at any time by notice in writing to the Clerk resign his office, which will thereupon become vacant from the date of receipt of the notice or date of resignation specified therein whichever shall be the later.
- (3) If at any time the Board of Governors are satisfied that any member of the Board of Governors
 - (a) has been absent from meetings of the Board of Governors for a period of twelve months without the permission of the Board of Governors; or
 - (b) is unable or unfit to discharge the functions of a member, the Board of Governors may by notice in writing to that member remove him from office; and thereupon the office shall become vacant.

(4) Where a member of the Board of Governors appointed as an Academic Board nominee or a student nominee, or a member of staff or student appointed as a coopted member of the Board of Governors, ceases before the end of his period of office to be a member of staff or a student of the School, as the case may be, his office shall thereupon become vacant.

7 Officers

The Board of Governors shall appoint from among their members a Chairman and any other officers which the Board may determine.

8 Committees

The Board of Governors may establish committees and permit such committees to include persons who are not members of the Board of Governors.

9 Allowances

The Board of Governors shall determine any allowances to be paid to members of the Board of Governors.

10 Seal of the Corporation

- (1) The application of the Seal of the Corporation shall be authenticated by the signature of the Chairman of the Board of Governors or some other member authorised generally or specially by the Board of Governors to act for that purpose together with that of any other member of the Board of Governors.
- (2) The Corporation Seal shall be held under secure arrangements by the Clerk.

11 Copies of Instrument of Government

Copies of the Instrument of Government shall be provided to each member of the Board of Governors.

HIGHER EDUCATION CORPORATION ARTICLES OF GOVERNMENT

In exercise of the powers conferred upon it by section 125 of the Education Reform Act 1988, the Northern School of Contemporary Dance, Leeds higher education corporation makes the following Articles of Government in accordance with which the Northern School of Contemporary Dance, Leeds shall be conducted:

1. INTERPRETATION

In these Articles words and expressions shall have the meanings ascribed to them in paragraph 1 of the Instrument of Government made by the Privy Council on 27th. September 1994, and

"the holders of senior posts" means the Principal, the Clerk and the holders of such other senior posts as the Board of Governors may determine and "holder of a senior post" shall be construed accordingly;

"the staff" includes both teaching and other staff of the School;

"staff governor" means a member of the Board of Governors appointed on the nomination of the Academic Board, or as a co-opted staff nominee;

"student governor" means a member of the Board of Governors appointed as a student nominee or a co-opted student nominee; and

"a students' union" means any association of the generality of students formed to further the educational purposes of the School and the interests of students as students.

2. CONDUCT OF THE SCHOOL

The School shall be conducted in accordance with the provisions of the Education Acts 1944 to 1993, any subsequent Education Acts, any relevant regulations, orders or directions made by the Secretary of State, or by the Privy Council, and subject thereto, in accordance with the provisions of the Instrument, these Articles and any rules or bye-laws made under these Articles.

3. RESPONSIBILITIES OF THE BOARD OF GOVERNORS, PRINCIPAL AND ACADEMIC BOARD

The Board of Governors

- (1) The Board of Governors shall be responsible for:
 - (a) the determination of the educational character and mission of the School and for the oversight of its activities:
 - (b) the effective and efficient use of resources, the solvency of the School and the Corporation and for safeguarding their assets:
 - (c) approving annual estimates of income and expenditure;
 - (d) the appointment, grading, assignment, appraisal, suspension, dismissal and determination of the pay and conditions of the holders of senior posts; and
 - (e) setting a framework for the pay and conditions of service of all other staff.

The Principal

- (2) Subject to the responsibilities of the Board of Governors, the Principal shall be the chief executive of the School, and shall be responsible for:
 - (a) making proposals to the Board of Governors about the educational character and mission of the School, and for implementing the decisions of the Board of Governors;
 - (b) the organisation, direction and management of the School and leadership of the staff;
 - the appointment, assignment, grading, appraisal, suspension, dismissal, and determination within the framework set by the Board of Governors of the pay and conditions of service of staff other than holders of senior posts;
 - (d) the determination, after consultation with the Academic Board, of the School's academic activities, and for the determination of its other activities;
 - (e) preparing annual estimates of income and expenditure, for consideration by the Board of Governors, and for the management of budget and resources, within the estimates approved by the Board of Governors; and
 - (f) the maintenance of student discipline and, within the rules and procedures provided for within these Articles, for the suspension or expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.

The Academic Board

- (3) Subject to the provisions of these Articles, to the overall responsibility of the Board of Governors, and to the responsibilities of the Principal, the Academic Board shall be responsible for:
 - (a) general issues relating to the research, scholarship, teaching and courses at the School including criteria for the admission of students; the appointment and removal of internal and external examiners; policies and procedures for assessment and examination of the academic performance of students; the content of the curriculum; academic standards and the validation and review of courses; the procedures for the award of qualifications and honorary academic titles; and the procedures for the expulsion of students for academic reasons. Such responsibilities shall be subject to the requirements of the validating and accrediting bodies;
 - (b) considering the development of the academic activities of the School and the resources needed to support them and for advising the Principal and the Board of Governors thereon; and
 - (c) advising on such other matters as the Board of Governors or the Principal may refer to the Academic Board.
- (4) The Academic Board may establish such committees as it considers necessary to enable it to carry out its responsibilities provided that each establishment is first approved by the Principal and Board of Governors. The number of members of any such committee and the terms on which they are to hold or vacate office shall be determined by the Academic Board.

4. ACADEMIC BOARD

There shall be an Academic Board of no more than 30 members, comprising the Principal (who shall be Chairman) and such other numbers of staff and students as may from time to time be approved by the Board of Governors. The Principal may nominate a Deputy Chairman from among the members of the Academic Board to take the chair in his place. The period of appointment of members and the selection or election arrangements shall be subject to the approval of the Board of Governors.

Total Membership	10
Student member (nominated)	x1
Staff member (nominated)	x1
The Senior Administrator	x1
The Graduate Diploma Course Co-ordinator	x1
The Foundation Course Co-ordinator	x1
Heads of Faculties	х3
The Vice Principal (Academic)	x1
The Principal	x1
The Academic Board shall comprise;	

5. DELEGATION OF FUNCTIONS AND COMMITTEES

- (1) Subject to the following provisions of this Article, the Board of Governors may establish committees for any purpose or function, other than those assigned elsewhere in these Articles to the Principal or to the Academic Board, and may delegate powers to such committees or to the Chairman of the Board of Governors or to the Principal.
- (2) The Board of Governors shall establish a committee or committees to determine or advise on such matters relating to employment policy or finance as the Board of Governors may remit to them. The members of the committee or committees shall be drawn from the Board of Governors other than staff or student governors. The Board of Governors shall establish a Finance and Policy Committee, an Employment Committee, an Audit Committee and a Remuneration Committee.
- (3) The Board of Governors shall not, however, delegate the following:

the determination of the educational character and mission of the School;

the approval of the annual estimate of income and expenditure;

ensuring the solvency of the School and the Corporation and the safeguarding of their assets;

the appointment or dismissal of the Principal; or

the varying or revoking of these Articles.

6. APPOINTMENT OF THE CLERK TO THE BOARD OF GOVERNORS

The Board of Governors shall appoint a Clerk to act as secretary to the Board of Governors.

7. PROCEDURES FOR MEETINGS

- (1) The quorum for meetings of the Board of Governors shall be 7 members of whom 4 shall be independent members. If a meeting is quorate, but less than half the members present are independent members, a majority of the independent members present shall be able to require that a decision be deferred to the next meeting. No decision shall be deferred more than once under this provision.
- (2) Members of the Board of Governors shall not be bound in their speaking and voting by mandates given to them by other bodies or persons, except where acting as a proxy for another member.

(a) Election of chairman and Vice-Chairman of the Board of Governors

- (i) At the first meeting of the Board of Governors, the members shall appoint a Chairman and a Vice-Chairman from among their number.
- (ii) The principal and any staff or student member shall not be eligible to be appointed Chairman or Vice-Chairman.
- (iii) The Chairman and Vice-Chairman shall hold office for a period of two years and shall on completion of their term of office be eligible for reappointment.

(b) **Proceedings of Meetings**

- (i) The Board of Governors shall meet at least once every term, and shall hold such other meetings as may be necessary.
- (ii) All meetings shall be summoned by the Clerk, who shall send to the members written notice of the meeting and a copy of the agenda therefore at least seven working days in advance of the meeting.
- (iii) A special meeting of the Board of Governors may be called at any time by the Chairman or at the request in writing of any five members. Where the Chairman or, in his absence, the Deputy Chairman so directs on the ground that there are matters demanding urgent consideration, it shall be sufficient if the written notice convening the meeting and the agenda therefore are given within such a period, being less than seven days, as he specifies.

(c) Quorum

- (i) Meetings of the Board of Governors shall be quorate if 7 or more members are present including at least 4 independent members.
- (ii) If the number of members assembled for a meeting of the Board of Governors does not constitute a quorum therefore, the meeting shall not be held. If in the course of the meeting of the Board of Governors the number of members thereof present ceases to constitute a quorum, the meeting shall be terminated forthwith.
- (iii) If for lack of quorum a meeting cannot be held, or as the case may be, cannot continue the Chairman shall, if he thinks fit, cause a special meeting to be summoned as soon as conveniently may be.
- (iv) A member may not vote by proxy.

(d) Declaration of pecuniary or other interest

- (i) A member who has any pecuniary, family or other personal interest in any matter under discussion shall disclose the fact and shall not take part in the consideration or vote on any question with respect to it and shall not be counted in the quorum present at the meeting in relation to a resolution on which he is not entitled to vote:
- (ii) except that article 7 (d) (i) shall not prevent the Board of Governors considering and voting upon proposals for the Corporation to insure the members of the Corporation against

liabilities incurred by them arising out of their office or the Corporation obtaining such insurance and paying the premiums.

(e) Withdrawal of staff governors

A member of the Board of Governors who is a member of staff of the School shall withdraw - (i) from that part of any meeting of the Board of Governors at which his remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement are to be considered:

- (ii) from that part of any meeting of the Board of Governors at which the appointment of his successor is to be considered; and
- (iii) if so required by a resolution of the other members present, from that part of any meeting of the Corporation at which the appointment, remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement of any member of staff holding a post senior to his own are to be considered.

(f) Withdrawal of student governors

A member of the Board of Governors who is a student of the School shall withdraw -

- (i) from that part of any meeting of the Board of Governors at which his conduct, suspension or expulsion is to be considered
- (ii) from that part of any meeting where the Board of Governors are to discuss the appointment, remuneration, conditions of service, promotion, conduct, suspension, dismissal or retirement of a member or prospective member of staff of the School.

(g) Publication of Papers and Minutes

Except where material relates to named members of staff or students, or prospective members of staff or students, or matters which the Board of Governors or any committee thereof, as appropriate, are satisfied should be dealt with on a confidential basis, the following should be made available during normal office hours at the School to any person wishing to inspect them:

- the agenda for every meeting of the Board of Governors;
- the draft minutes of every such meeting, if they have been approved by the chairman of the meeting;
- the signed minutes of every such meeting; and
- any report, documentation or other papers considered at any such meeting.

8. APPOINTMENT AND PROMOTION OF STAFF

- (1) Each member of staff shall serve under a contract of employment with the Corporation.
- (2) Upon the occurrence of a vacancy or expected vacancy for the post of Principal, the post shall be advertised nationally.

9. CONDUCT OF STAFF

(1) After consultation with the staff, the Board of Governors shall make rules relating to the conduct of the staff.

Academic Freedom

(2) In making rules under Article 9 (1), the Board of Governors shall have regard to the need to ensure that academic staff have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy or losing their jobs or any privileges they may have at the School.

10. SUSPENSION AND DISMISSAL OF STAFF

Suspension

- (1) The Chairman of the Board of Governors or in the absence of the Chairman, the Deputy Chairman, may suspend from duty, with pay, the holder of a senior post for misconduct or other good or urgent cause. The Chairman or Deputy Chairman shall report such suspension in writing to the Board of Governors within two working days or as soon thereafter as practicable.
- (2) The Principal may suspend from duty, with pay, any member of the staff other than the holder of a senior post for misconduct or other good and urgent cause.
- (3) Anyone who is suspended from duty under Articles 10 (1) or 10 (2) shall be entitled to receive from the Principal, or in the case of the holders of senior posts, from the Chairman or Deputy Chairman of the Board of Governors, written notification of the suspension, setting out the grounds on which the decision to suspend has been taken.

- (4) Procedures for the suspension of staff under Articles 10 (1) or 10 (2) shall be specified in rules made by the Board of Governors after consultation with the staff. The rules shall include provision that:
 - (a) any person who has been under suspension for three weeks or more may appeal in writing to the Board of Governors against the suspension, save that no such right of appeal shall lie if the person is the subject of a reference to a Special Committee under Article 10 (5) or of a notification from the Principal under article 10 (12);
 - (b) any appeal made under 10 (4) (a) shall be considered as soon as practicable; and
 - (c) a suspension against which an appeal is made shall continue to operate pending determination of the appeal.

Dismissal

(i) Holders of senior posts including the Principal and the Clerk

- (5) If the Chairman of the Board of Governors, or in his absence the Deputy Chairman, or a majority of the members of the Board of Governors, consider that it may be appropriate for the Board of Governors to dismiss the holder of a senior post, the Chairman, Deputy Chairman or the Board of Governors as appropriate shall refer the matter to a Special Committee of the Board of Governors, which shall be convened as soon as possible to examine the facts, otherwise investigate the ground for dismissal and to make a report to the Board of Governors.
- (6) The person whose dismissal is to be considered by the Special Committee shall have the right to make representations to the Committee, including oral representations, for which purpose he may be accompanied and represented by a friend.
- (7) The Special Committee shall prepare a written report for consideration by the Board of Governors, a copy of which shall be sent to the person to whom it relates. The report shall set out the facts relating to the case and any considerations which the committee considers should be taken into account in the Board of Governors' consideration of the matter. The report should not contain recommendations as to the decisions to be taken by the Board of Governors.
- (8) The Board of Governors shall consider the report of the Special Committee and take such action as it considers appropriate, which may include the dismissal of the person concerned. The person concerned shall have the right to make representations to the Board of Governors, including oral representations for which purpose he may be accompanied and represented by a friend.
- (9) The Special Committee shall consist of five members of the Board of Governors. The Chairman of the Board of Governors, the Deputy Chairman and the Principal shall not be eligible for membership of the Special Committee.
- (10) The Board of Governors shall make rules specifying procedures for the conduct of the Special Committee and other aspects of the procedure set out in Articles 10 (5) to 10 (9).

(ii) Other Members of Staff

- (11) The Principal may dismiss any member of the staff other than the holder of a senior post and if the circumstances are such that he is entitled to do so by virtue of the conduct of that member of staff, that dismissal may take immediate effect without any need for prior notice.
- (12) Where the Principal proposes to dismiss such a member of staff and the circumstances described in Article 10 (11) do not prevail he shall notify the member of staff concerned of that proposal. That staff member shall be given an opportunity to make representations to the Principal, (including oral representations, for which purpose the staff member may be accompanied and represented by a friend) before any decision to dismiss by the Principal is taken.
- (13) Where a staff member has been dismissed pursuant to Article 10 (11) or a decision to dismiss has been taken pursuant to Article 10 (12), that staff member may appeal against the dismissal or decision, as the case may be, to the Board of Governors. In the case of an appeal against a decision to dismiss, the dismissal shall not take effect until the appeal has been determined.
- (14) Procedures for the dismissal of staff by the Principal and for the consideration of appeals against dismissals shall be specified in rules made by the Board of Governors after consultation with the staff. The rules should include rights of representation.

11. GRIEVANCE PROCEDURES

After consultation with the staff the Board of Governors shall make rules specifying procedures according to which staff may seek redress of any grievances relating to their employment.

12. STUDENTS

- (1) A students' union shall conduct and manage its own affairs and funds in accordance with a constitution approved by the Board of Governors and shall present audited accounts annually to the Board of Governors. No amendment to or rescission of that constitution, in part or in whole, shall be valid unless and until approved by the Board of Governors
- (2) The Board of Governors, after consultation with the Academic Board and representatives of the students, shall make rules with respect to the conduct of students, including procedures for suspension and expulsion.
- (3) In exercise of their responsibilities under Article 3 (3) (a), the Academic Board, after consultation with the Board of Governors and representatives of the students, shall determine procedures for the expulsion of a student for an unsatisfactory standard of work or other academic reasons.

13. FINANCIAL MATTERS

Fees

(1) The Board of Governors shall determine the tuition and other fees payable to the Corporation (subject to any terms and conditions attached to grants, loans or other payments paid or made by the appropriate Higher Education Funding Council).

Accounts Estimates and Audit

- (2) The Board of Governors shall keep accounts and records, and appoint auditors in accordance with the provision of the Act.
- (3) Annual estimates of income and expenditure shall be prepared by the Principal for the consideration and approval of the Board of Governors.

14. RULES AND BYE-LAWS

The Board of Governors shall have power to make rules and bye-laws concerning such matters with regard to the government and conduct of the School as it shall think fit. Such rules and bye-laws shall be subject to the provision of these Articles.

15. COPIES OF ARTICLES, RULES AND BYE-LAWS

A copy of these Articles, and any rules and bye-laws, shall be given to every governor and shall be available for inspection upon request to every member of staff and every student.

16. AMENDMENT OF ARTICLES

These Articles may be amended or replaced by a resolution of the Corporation either with the approval of the Privy Council or as required by the Privy Council, after consultation with the Corporation, in accordance with section 125 of the Act.

17. DATE OF ARTICLES

These Articles shall come into force on 2 July 1997. Amended 16 March 2004