



Institute for
Advanced Learning
& Metacognition

INSTITUTE FOR ADVANCED LEARNING AND METACOGNITION

Advancing the Science of Learning

Advisory Board Framework

Structure, appointment and governance of the Institute's Advisory Boards

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1. Purpose and scope

This Framework sets out the purpose, structure and governance of the Advisory Boards of the Institute for Advanced Learning and Metacognition (IALM). It explains what the Advisory Boards are, how their members are appointed, how they operate, and how they relate to the Board of Trustees.

It applies to all of the Institute's Advisory Boards and to everyone appointed to them.

2. What our Advisory Boards are

The Institute's Advisory Boards bring together experts in their fields to provide specialist advice and insight. They exist so that, when the Institute is conducting or analysing research, developing its work, or considering a particular topic, it can draw on authoritative, evidence-informed expertise.

Advisory Boards are advisory in nature. They are not part of the Institute's formal governance structure, they do not make decisions on behalf of the Institute, and membership of an Advisory Board does not make a person a trustee, an employee, or a member of the Institute (in the constitutional sense).

3. Relationship to the Board of Trustees

The Board of Trustees is the governing body of the Institute and retains ultimate responsibility for its strategy, decisions and resources. The Advisory Boards support, but do not replace or direct, the trustees.

Accordingly:

- Advisory Boards have no delegated decision-making authority; they do not make decisions binding on the Institute, control budgets, or direct staff;
- their advice is valued but non-binding. The trustees (and, in time, the executive) decide what to act upon;
- each Advisory Board will normally have a link to the Board of Trustees, such as a nominated trustee sponsor; and
- Advisory Board Chairs may be invited to report to, or meet with, the Board of Trustees from time to time.

4. Our Advisory Boards

The Institute's Advisory Boards are listed below. Not all will be active at launch; boards will be established and populated over time, and the Institute may add, merge or close boards as its work develops.

- **Research & Academic Advisory Board** — research quality, methodology, evidence standards and research ethics.
- **Neurodiversity & Learning Support Advisory Board** — ADHD, autism, dyslexia and other conditions affecting how children and young people learn.
- **Schools, Teaching & Family Learning Advisory Board** — classroom practice, school leadership, and parenting and home learning.
- **Metacognition, Memory & Learning Science Advisory Board** — metacognition, memory techniques, study strategies and gifted-and-talented learners.
- **Digital, AI & Learning Technology Advisory Board** — educational technology, the use of artificial intelligence in learning, and digital safety.
- **Policy & Public Affairs Advisory Board** — non-partisan engagement with policymakers to advance the Institute's educational aims.
- **Legal, Ethics & Safeguarding Advisory Board** — legal compliance, research ethics, and the safeguarding-legal interface.
- **Equality, Diversity & Inclusion Advisory Board** — inclusion, access and widening participation across the Institute's work.
- **University Access & Admissions Advisory Board** — access to, and successful admission to, competitive and selective universities (including Cambridge and Oxford), with a particular commitment to supporting students from under-represented and disadvantaged backgrounds.

In addition, the Institute may appoint Patrons and Ambassadors. These are distinct from the Advisory Boards, and from one another:

- **Patrons** are distinguished individuals who lend their name and standing to the Institute. The role is largely honorary, a figurehead role that confers credibility and prestige, and does not involve day-to-day activity, governance, or the giving of specialist advice.
- **Ambassadors** take a more active role, championing the Institute's work and helping it reach new audiences through their platforms, networks and voice. The role is active and outward-facing, but is not a governance or advisory role.

Neither Patrons nor Ambassadors are trustees or members of an Advisory Board, and neither is responsible for the governance of the Institute. Both are bound by the provisions of this Framework relating to the use of names and to not bringing the Institute into disrepute. Ambassador appointments are normally made for a defined, renewable term.

5. Membership, Chairs and terms of office

- Each Advisory Board is led by a Chair appointed by the Board of Trustees.
- Boards will typically have between four and twelve members; a board may begin smaller and grow as suitable members are recruited.

- Members are appointed for a term of three years, which may be renewed by agreement.
- Roles are voluntary and unpaid, although reasonable, pre-agreed expenses may be reimbursed.
- A member may resign at any time by notice in writing. The Board of Trustees may end an appointment, for example, on a breach of the Advisers' Code of Conduct, an unmanageable conflict of interest, or a change in the board's needs.

6. How members are appointed

Advisory Board members and Chairs are appointed by the Board of Trustees, or by a person or panel it authorises, normally on the recommendation of the relevant Chair or the executive. The appointment process is:

- identify the expertise the board needs;
- approach the individual with a clear role description;
- carry out proportionate due diligence, including verifying their current role and standing, reputational checks, and a Disclosure and Barring Service (DBS) check where the role is eligible;
- obtain the individual's written agreement to this Framework and the Advisers' Code of Conduct;
- confirm the appointment; and
- provide an appropriate induction to the Institute and the board's work.

No individual will be described publicly as associated with the Institute until they have agreed in writing to their appointment.

7. How Advisory Boards operate

Advisory Boards normally meet at least twice a year, usually remotely or in a hybrid format, and may be asked for input between meetings. Because they are advisory, they are not subject to formal quorum requirements; the Chair is responsible for ensuring that input is gathered appropriately and that a range of views is heard. Brief notes of meetings, and any recommendations, will be recorded and shared with the trustees or the executive.

8. Conflicts of interest

Advisory Board members must declare any interest that conflicts, or might be seen to conflict, with the interests of the Institute, as soon as it becomes apparent, and must comply with the IALM Conflicts of Interest Policy. Where a member of the Board of Trustees also serves on an Advisory Board, their governance and advisory roles will be kept distinct, and any conflict managed accordingly.

9. Confidentiality and data protection

Advisory Board members may have access to confidential information and to personal data. They must keep such information confidential, use it only for the purposes of their role, and handle any personal data in accordance with the IALM Privacy Policy and data protection law.

10. Safeguarding and due diligence

Because the Institute's work involves children and young people, Advisory Board members are subject to proportionate due diligence. Those whose role may involve contact with children, or who represent the Institute in child-facing contexts, will be subject to appropriate checks, including a DBS check where the role is eligible, in line with the IALM Safe Recruitment Policy and Safeguarding Children Policy.

11. Political neutrality

The Institute is an independent, non-partisan charity. Any policy-related activity (in particular the work of the Policy & Public Affairs Advisory Board) must further the Institute's charitable purposes and must not support or oppose any political party, consistent with Charity Commission guidance on campaigning and political activity (CC9). Advisory Board members must not use their association with the Institute for party-political purposes.

12. Use of names, titles and public association

The Institute will describe the role of its advisers accurately, as an advisory role, and will not overstate their involvement. It will use an adviser's name, title or image only with their written consent, and only while their appointment subsists. When an appointment ends, the Institute will remove references to the person from its materials promptly.

13. Advisers' Code of Conduct

By accepting appointment to an Advisory Board, each member agrees to:

- act with integrity, honesty and objectivity, and provide advice that is evidence-informed and given in good faith;
- act in the best interests of the Institute and in support of its charitable purpose and values;
- respect that the role is advisory. Advisers have no authority to make decisions for the Institute, to commit its resources, or to represent or speak for it publicly, unless expressly authorised;

- declare any conflict of interest promptly, and comply with the Conflicts of Interest Policy;
- treat confidential information appropriately and comply with data protection requirements;
- uphold the Institute's commitment to equality, diversity and inclusion, and treat others with respect;
- comply with the Institute's Safeguarding Children Policy and co-operate with any due-diligence requirements;
- respect the Institute's status as a non-partisan charity, and not use the advisory role for party-political purposes;
- use any IALM title or affiliation only as agreed, and only while the appointment subsists; and
- not act in any way that could bring the Institute into disrepute.

14. Review of this Framework

This Framework will be reviewed by the Board of Trustees at least every two years, or sooner if required, to ensure it remains effective as the Institute and its Advisory Boards develop.

Annex A: Advisory Board Terms of Reference (template)

A separate set of terms of reference will be completed and adopted for each Advisory Board, using the template below. Completed terms of reference are approved by the Board of Trustees.

Element	To be completed for each Advisory Board
Name of Advisory Board	[insert board name]
Purpose and remit	[why the board exists and what it advises on]
Scope	[matters within scope; matters out of scope]
Chair	[name; appointed by the Board of Trustees]
Membership and size	[typically, 4–12 members; areas of expertise sought]
Term of office	[e.g. three years, renewable by agreement]
Meetings	[frequency, e.g. two per year; format, e.g. remote or hybrid; plus ad hoc input]
How advice is provided	[meetings, written input, review of materials, responses to requests]
Reporting	[to the Board of Trustees, via the link trustee or the executive]
Conflicts of interest	[declared and managed under the Conflicts of Interest Policy]
Confidentiality and data	[handling of confidential information and personal data]
Review	[date these terms of reference will next be reviewed]