



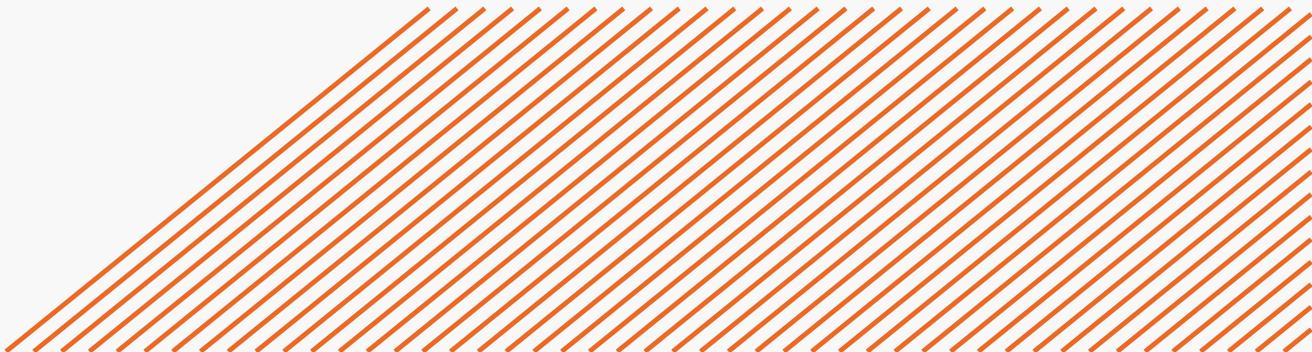
BUCKINGHAMSHIRE
NEW UNIVERSITY

EST. 1891

Governance Handbook



2024-25



INTRODUCTION

The University's governance procedures and practices conform to the [Committee of University Chairs \(CUC\) Higher Education Code of Governance](#) issued in September 2020 and relevant Codes of Practice as published or introduced by the Office for Students (OfS).

This Handbook is published primarily to provide a comprehensive source of reference on all aspects of the Council including:

- Current membership
- Training, induction and sources of information
- Committee constitutions and terms of reference
- Key formal documents
- Responsibilities
- Key dates
- Legal requirements
- Subsidiary companies
- Logistical information

We hope you find the information contained in this Handbook useful and informative. Should you require any further information please contact:

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SUMMARY OF RESPONSIBILITIES OF MEMBERS OF COUNCIL

Higher education providers have a common purpose of providing learning and teaching and undertaking research. They also have an important role in contributing to economic growth through research and developing links with industry and the community.

The Governing Body (Council) is responsible for ensuring the effective management of the University and for planning its future development. It has ultimate responsibility for all the affairs of the University.

The University Council (and therefore its members) is responsible for:

- a) The **determination of the educational character and mission of the University** and oversight of its activities
- b) The determination and **setting of the University's strategy and monitoring its implementation**, seeking assurance that the strategy is being delivered
- c) The **effective and efficient use of resources, the solvency of the University** and the Corporation and for safeguarding their assets
- d) **Approving annual estimates of income and expenditure**
- e) The **employment of those designated by the Council as Senior Employees** and their appointment, grading, assignment, appraisal, suspension, dismissal and determination of their pay and conditions of service
- f) **Setting the framework for the employment**, including pay and conditions, of all other employees and contractors

Corporate **policies, regulations and procedures to assure the effective governance of the University and to meet statutory and other legal obligations**, including an anti-fraud and anti-corruption policy.



BUCKINGHAMSHIRE NEW UNIVERSITY

The mission of the University is to transform lives through inspiring, employment- and profession-focused education, enabling people positively to impact society and their future.

Our long-term strategic vision is for BNU to become a University that is

- highly connected
- permeable
- student- and customer-focused
- business-oriented
- strategically aligned
- impactful
- and aligned to strategic partners.

Buckinghamshire New University is an independent corporation, established as a Higher Education Corporation in England under the provisions of the Education Reform Act 1988, the Further and Higher Education Act 1992, and as updated by the Higher Education and Research Act 2017. It is an exempt charity as defined under the Charities Act 2011 and is regulated by the Office for Students (OfS), the regulator of all English higher education providers.

BNU DRIVE VALUES



Dynamic: we actively influence events and seek opportunities to provide excellent services to our students, customers and colleagues

Responsibilities: we take personal responsibility for our behaviour and deliver on our commitments to others and the University

Inclusive: we respect and value each other as individuals and actively champion a vibrant, inclusive community that transforms lives

Visionary: we embrace change and are brave in taking calculated risks to support the growth and impact of the University in the wider community

Empowering: we listen to others to establish understanding and encourage and give freedom to excel

HISTORY

The University was originally established as a School of Science and Art in 1891. During the 1920s, it was known as the Chepping Wycombe Technical Institute and School of Art, where it gave tuition to soldiers and sailors who had returned from World War One. The Institute evolved into the High Wycombe College of Art and Technology.

In 1963, due to increased demand for technical education, a College of Further Education was opened on a new site on Queen Alexandra Road. In 1975, the High Wycombe College of Art and Technology merged with Newland Park College of Education to form the Buckinghamshire College of Further Education. In 1989, the College became one of the UK's new independent Higher Education Corporations.

In 1999, we were awarded University College status by the Government and became Buckinghamshire Chilterns University College. In 2007, the College was granted the University title and changed its name to Buckinghamshire New University.

The University is currently organised into nine Schools:

- Art, Design and Performance
- Aviation and Security
- Business and Law
- Creative and Digital Industries
- Health and Social Care Professions
- Human and Social Sciences
- Nursing and Midwifery
- Missenden Abbey International Hotel and Hospitality School
- Engineering and the Built Environment



STRATEGIC PLAN: THRIVE 28

The current [Strategic Plan](#) was developed following full consultation with the University's employees and members of Council.

Building on the University's previous Impact 2022 strategy, this six-year plan (2022-2028) articulates the key principles for the future development of Buckinghamshire New University alongside a renewed commitment to the success of its students, from both widening-participation and aspirational backgrounds, and its status as an 'anchor institution' in the regional economy.

The strategy is organised around four over-arching elements – Customers, Products, People and Environment. These are supported by seven cross-cutting themes: student outcomes; health and well-being; digital; sustainability and carbon net-zero; academic footprint; civic university; and inclusivity.



EDUCATIONAL CHARACTER

Council is responsible for determining the educational character of the University and the following has been identified as exemplifying the character of BNU:

- Innovative, teaching-orientated University
- Delivering sector-leading and life-changing education and employment outcomes
- Education that is flexible, inclusive, enquiry-based and employer-informed and designed around the needs of our students
- Research and innovation that impacts and enhances lives and society
- Outwardly-focused and entrepreneurial in spirit
- Ethical and socially responsible
- Build on our civic engagement
- Learning organisation enabling our staff to flourish
- Financially strong
- Vibrant, inclusive community that inspires learning, develops potential, widens participation and ambitiously transforms lives.

UNIVERSITY KEY DATES 2024-25

Date	Event
30 September – 4 October 2024	Welcome Week for new students (September starts)
7 October 2024	Autumn Term starts
13 December 2024	Autumn Term ends
16 December 2024 – 3 January 2025	Christmas Vacation
6 January 2025	Winter Term starts
10-14 February 2025 (TBC)	Winter Graduation Ceremonies (2024 cohort)
13 March 2025	SU Varsity Day: BNU vs Roehampton University
14 March 2025	Winter Term ends
17 March – 4 April 2025	Easter Vacation
7 April 2025	Spring Term starts
13 June 2025	Spring Term ends
16 June 2025	Summer vacation starts
7 July – 12 September 2025	Summer Term (where applicable)
21 – 25 July 2025 (TBC)	Summer Graduation Ceremonies (2025 cohort)

OVERVIEW OF COUNCIL RESPONSIBILITIES

This is an overview of the University's Council and its operation and the role and expectations of a member of Council. Further, more detailed, information on many of these areas can be found throughout this Handbook or via the [Council webpages](#).

The Council is the governing body of the University. The University's Council and the role of its members are detailed within the following documents:

- **Instrument of Government:** These are approved by the OfS (previously by the Privy Council) under statutes conferred on them by Government. The Instrument gives the authority to Council to be the University's governing body and sets out its size, categories and appointment terms of its membership together with its authority for the use the common seal.
- **Articles of Government:** These are approved by the OfS (previously by the Privy Council). These detail the Council's role and primary responsibilities.
- **Scheme of Delegation:** These are approved by the Council via its Governance Committee and provide clarity as to under what circumstances and where and to which body, group or individual, its powers can be delegated.
- **Council Procedures:** These are approved by the Council via its Governance Committee and provide operational detail in relation to the implementation of the Instrument and Articles.

This governance framework is consistent with the Committee of University Chair's (CUC) *Higher Education Code of Governance*, available via the [CUC website](#).

Council delegates some of its powers and allocates some of its work to its six formal sub-committees that have responsibilities in the following areas:

- Audit Committee (meets four times per year)
- Governance Committee (meets three times per year)
- Resources Committee (meets four times per year)
- Student Experience Committee (meets three times per year)
- Vice-Chancellor's Remuneration Committee (meets twice per year)
- Staff Reward Committee (meets twice per year)
- Honorary Awards Committee (meets twice per year)

Further information on Council and its sub-committees can be found later in this document.

Constitutions and terms of references are set out for all Council committees in the [Council Committees – Constitutions and Terms of Reference](#) document. Current memberships are also available via the Council committee [webpages](#).

COUNCIL CALENDAR 2024-25

Note: any changes to dates / times will be communicated to members by the University Secretary's Office.

AUTUMN TERM: 7 OCTOBER – 13 DECEMBER 2024

COMMITTEE	TIME	DAY	DATE	Room/Format	Location
Audit Committee	4.00-6.00pm	Tuesday	17 September 2024	MS Teams	Online
Honorary Awards Committee	4.00-6.00pm	Tuesday	24 September 2024	MS Teams	Online
Council (Strategic)	4.00-6.30pm	Tuesday	8 October 2024	In Person	Missenden Abbey
Note: <ul style="list-style-type: none"> • Pre-meeting refreshments will be available from 3.30pm for members to meet for informal discussion • A post-meeting buffet supper will be available from 6.30pm-7.30pm 					
Council Chairs Meeting	4.00-5.00pm	Monday	14 October 2024	MS Teams	Online
Governance Committee	4.00-6.00pm	Tuesday	15 October 2024	MS Teams	Online
Student Experience Committee	4.00-6.00pm	Tuesday	22 October 2024	MS Teams	Online
Resources Committee	4.00-6.00pm	Tuesday	5 November 2024	MS Teams	Online
Audit Committee	4.00-6.00pm	Tuesday	12 November 2024	MS Teams	Online
Staff Reward Committee	4.00-5.00pm	Monday	18 November 2024	MS Teams	Online
Vice-Chancellor's Remuneration Committee	5.00-6.00pm	Monday	18 November 2024	MS Teams	Online
Council (Business)	4.00-6.30pm	Tuesday	26 November 2024	In person	High Wycombe
Note: <ul style="list-style-type: none"> • Pre-meeting refreshments will be available from 3.30pm for members to meet for informal discussion • A post-meeting buffet supper will be available from 6.30pm-7.30pm 					



WINTER TERM: 6 JANUARY – 14 MARCH 2025

COMMITTEE	TIME	DAY	DATE	Room/Format	Location
Resources Committee	4.00-6.00pm	Tuesday	21 January 2025	MS Teams	Online
Chair's Meeting	4.00-5.00pm	Thursday	30 January 2025	MS Teams	Online
Council (Strategic)	1.00-1.00pm	Tuesday / Wednesday	4 February & 5 February 2025	In Person	Missenden Abbey
	Note: <ul style="list-style-type: none"> This will be two half days including a dinner and overnight stay at Missenden Abbey The purpose is to enable strategic discussion together with an opportunity for Council development 				
February Graduation: Class of 2024	All day	All week			
Honorary Awards Committee	4.00pm-6.00pm	Monday	24 February 2025	MS Teams	
Audit Committee	4.00-6.00pm	Tuesday	25 February 2025	MS Teams	
Student Experience Committee	4.00-6.00pm	Tuesday	4 March 2025	MS Teams	Online
Governance Committee	4.00-6.00pm	Tuesday	11 March 2025	MS Teams	Online
Resources Committee	4.00-6.00pm	Tuesday	18 March 2025	MS Teams	Online
Council (Business)	4.00-6.30pm	Monday	31 March 2025	In person / Hybrid	Uxbridge
	Note: <ul style="list-style-type: none"> Pre-meeting refreshments will be available from 3.30pm for members to meet for informal discussion 				

SPRING TERM: 7 APRIL – 13 JUNE 2025

COMMITTEE	TIME	DAY	DATE	Room/Format	Location
Council (Strategic)	4.00-6.30pm	Tuesday	20 May 2025	In person	Missenden Abbey
	Note: <ul style="list-style-type: none"> Pre-meeting refreshments will be available from 3.30pm for members to meet for informal discussion A post-meeting buffet supper will be available from 6.30pm-7.30pm 				
Vice-Chancellor's Remuneration Committee	4.00-5.00pm	Monday	2 June 2025	MS Teams	Online
Staff Reward Committee	5.00-6.00pm	Monday	2 June 2025	MS Teams	Online
Student Experience Committee	4.00-6.00pm	Tuesday	3 June 2025	MS Teams	Online
Governance Committee	4.00-6.00pm	Tuesday	10 June 2025	MS Teams	Online
Audit Committee	4.00-6.00pm	Tuesday	17 June 2025	MS Teams	Online
Council Chair's meeting	4.00-5.00pm	Wednesday	18 June 2025	MS Teams	Online
Resources Committee	4.00-6.00pm	Tuesday	24 June 2025	MS Teams	Online

SUMMER TERM: 7 JULY – 12 SEPTEMBER 2025

COMMITTEE	TIME	DAY	DATE	Room/Format	Location
Council (Business)	4.00-6.30pm	Tuesday	8 July 2025	In person	Missenden Abbey / High Wycombe
Note: <ul style="list-style-type: none"> • Pre-meeting refreshments will be available from 3.30pm for members to meet for informal discussion • This meeting will be followed by the annual end of year Council dinner • Overnight accommodation will be available on request 					
July Graduation: Class of 2024	All day	Mon – Fri		In person events	Atrium, HW



PUBLIC INTEREST GOVERNANCE PRINCIPLES

Council is responsible for upholding the Public Interest Governance Principles. The table below summaries these and details how the University and Council demonstrates compliance with these:

Public Interest Governance Principles		BNU compliance
Academic Freedom	Academic staff have freedom within the law: <ul style="list-style-type: none"> to question and test received wisdom; and to put forward new ideas / controversial or unpopular opinions without placing themselves in jeopardy 	Built into BNU's contract of employment
Accountability	The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.	BNU registered with the OfS
Student Engagement	The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.	Student Experience Committee Student representation on all deliberative committees including Council
Academic Governance	The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).	Audit / Student Experience / Council receipt of papers
Risk Management	The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.	Strategic Risk Register and other OfS compliance requirements monitored by Audit Committee
Value for Money	The governing body ensures that there are adequate/effective arrangements in place to provide transparency about VfM for all students and for taxpayers.	VfM report considered by Audit Committee annually
Freedom of Speech	The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider.	Freedom of Speech Policy and Procedure
Governing Body	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.	Monitored by Governance Governance Effectiveness Review (23/24)
Fit and proper persons	Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.	Fit and Proper Person / Register of Interest updated annually

NOLAN PRINCIPLES

In addition, the Council is guided by the Seven Principles of Public life (the Nolan Principles) of:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves their family or their friends.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.



OFFICE FOR STUDENTS

The [Office for Students \(OfS\)](#) is the regulator of higher education in England. The OfS's work falls into four main areas:

- **Helping all students to get into and succeed in higher education**, supporting students from disadvantaged backgrounds to enter higher education and closing the gap between different types of students when it comes to their studies, gaining a good degree, and finding employment
- **Helping students stay informed**, ensuring that students receive excellent information and guidance to make an informed decision about what and where to study
- **Making sure that students get a high-quality education that prepares them for the future**, ensuring they have access to a great teaching, learning and wider educational experience that gives them the skills and knowledge to succeed in employment or further study
- **Protecting students' interests**, ensuring that higher education providers are able to deliver value for money for students, and have plans in place should something go wrong.

The OfS maintains a **single Register** of higher education providers as one of two categories of provider which will allow access to distinct sets of benefits - with regulatory requirements for providers proportionate to the risks to student and taxpayer interests. Access to the register will enable:

- Eligibility for public grant funding
- Access to the student support system
- Eligibility for a Tier 4 licence (to admit overseas students)
- Eligibility for Degree Awarding Powers (research / Taught) and University Title

The **OfS's regulatory framework** was published in February 2018 and came fully into force on 1 August 2019.

COUNCIL RESPONSIBILITIES RELATING TO THE OFS

Reportable Events

Council is responsible for ensuring that the University complies with the OfS requirements in relation to Reportable events as detailed in:

- Regulatory Advice 15: Monitoring and Intervention
- Regulatory Advice 16: Reportable Events

Summaries of all Reportable Events are included in the regular report to Audit Committee.

INITIAL AND ONGOING CONDITIONS OF REGISTRATION

Council is also responsible for ensuring that the University remains compliant with the Initial and Ongoing Conditions of Registration with the OfS:

- A1-2: Access and participation for students from all backgrounds (Access and Participation Plan & statement)
- B1-5: Quality, reliable standards and positive outcomes for all students (provide a high quality academic experience)
- B6: participation in the Teaching Excellence and Student Outcomes Framework (TEF)
- C1: compliance with Consumer Protection law
- C2: co-operation with the Student Complaints Scheme
- C3: Student Protection Plan
- D: maintaining financial viability and sustainability
- E1: upholding the principles of Public Interest governance
- E2: maintaining effective management and governance
- E3: Accountability
- E4: Notification of any changes to the information about the University entered in the OfS Register
- E5: Facilitation of electoral registration of students
- E6: Prevention of harassment and sexual misconduct (in effect from 1 August 2025)
- F1: Transparency Information
- F2: Student transfer arrangements
- F3: Provision of information to the OfS
- F4: Provision of information to the designated data body (HESA)
- G1: Mandatory fee limit
- G2: Compliance with terms and conditions of financial support from the OfS and UK Research and Innovation (UKRI)
- G3: Payment of OfS and designated body fees (QAA, OIA, HESA, JISC)

This is achieved by the University providing assurances, via an OfS Ongoing Conditions spreadsheet to each meeting of the Audit Committee. This is then reported annually to Council.

HOW IS COUNCIL ASSURED?

Assurance required	Council receives
Robust / comprehensive system for risk management, control and corporate governance	Risk Register – Audit Committee Internal Audits – Audit Committee Finance processes – Audit and Resources Committee, Council (Financial Regulations)
Regular, reliable, timely and adequate information to monitor performance and track use of public funds	Financial reports and forecasting – Resources Committee and Council KPIs – Council
Plans / activities to remain sustainable / financially viable	Financial reporting and budgeting – Resources Committee and Council Monitoring of KPIs - Council
Informs OfS of material changes in circumstances	Reportable events process – Audit Committee Annual Report on reportable events – Audit Committee / Council
Uses public funds for proper purposes / seeks to achieve value for money from public funds	Value For Money Annual Report – Resources Committee / Council Procurement Processes – Resources Committee / Council
Complies with mandatory requirements relating to audit and financial reporting (OfS Annual Accounts Direction)	Formally appointed internal and external audit function
Submits to OfS an Annual Accountability Return (Financial Statements)	Discussed / signed off by Council (November) – Audit and Resources Committee also reviews External returns monitoring by Audit Committee

ACADEMIC STANDARDS

Council also has a responsibility to ensure that the University is maintaining academic standards in line with sector agreed standards. Council has discussed the process by which it will receive assurance from the University in this respect as follows:

Term	Audit / SEC receives	Council receives
1	Completed internal audit reports Strategic Risk Register / Annual Risk Report OfS Compliance monitoring NSS outcomes/actions	Audit Committee minutes Annual Report from Audit Committee to Council and the VC Annual Strategic Risk Report Student Experience Committee minutes Senate / Education / Research & Enterprise minutes Key Performance Indicators
2	Completed internal audit reports Strategic Risk Register OfS Compliance monitoring Continuation data/actions Student casework report	Audit Committee minutes Student Experience Committee minutes Senate / Education / Research & Enterprise minutes University Quality and Standards Report Key Performance Indicators
3	Completed internal audit reports Internal Audit Plan for next year Strategic Risk Register OfS Compliance monitoring Graduate outcomes data/actions	Audit Committee minutes Student Experience Committee minutes Senate / Education / Research & Enterprise minutes Key Performance Indicators OfS Compliance Monitoring (annual report) Degree Outcomes Statement

Council receives regular reports on the University's compliance with the OfS Ongoing Conditions of Registration. Compliance with the B conditions relating to standards and quality, introduced in May 2022, are the responsibility of the Education Committee. Council receives minutes of the Education Committee and are therefore sighted on all aspects relating to quality and standards. This will include the B3 metrics relating to continuation, progression and achievement when published.

Furthermore, Council approves the Terms of Reference of Senate and two members of Senate are elected as full Council members. This provides clear articulation and links between Senate and Council.

ANNUAL PROVIDER REVIEW

The OfS will discharge its duty to ensure that provision is made for assessing the quality of education provided in institutions for whose activities it provides financial support. This replicates the Annual Provider Review previously adopted by HEFCE which formed part of the new quality assessment system for higher education providers. The revised operating model is based on the principle that a provider's own review processes should be the key mechanism to improve the student academic experience and students' outcomes.

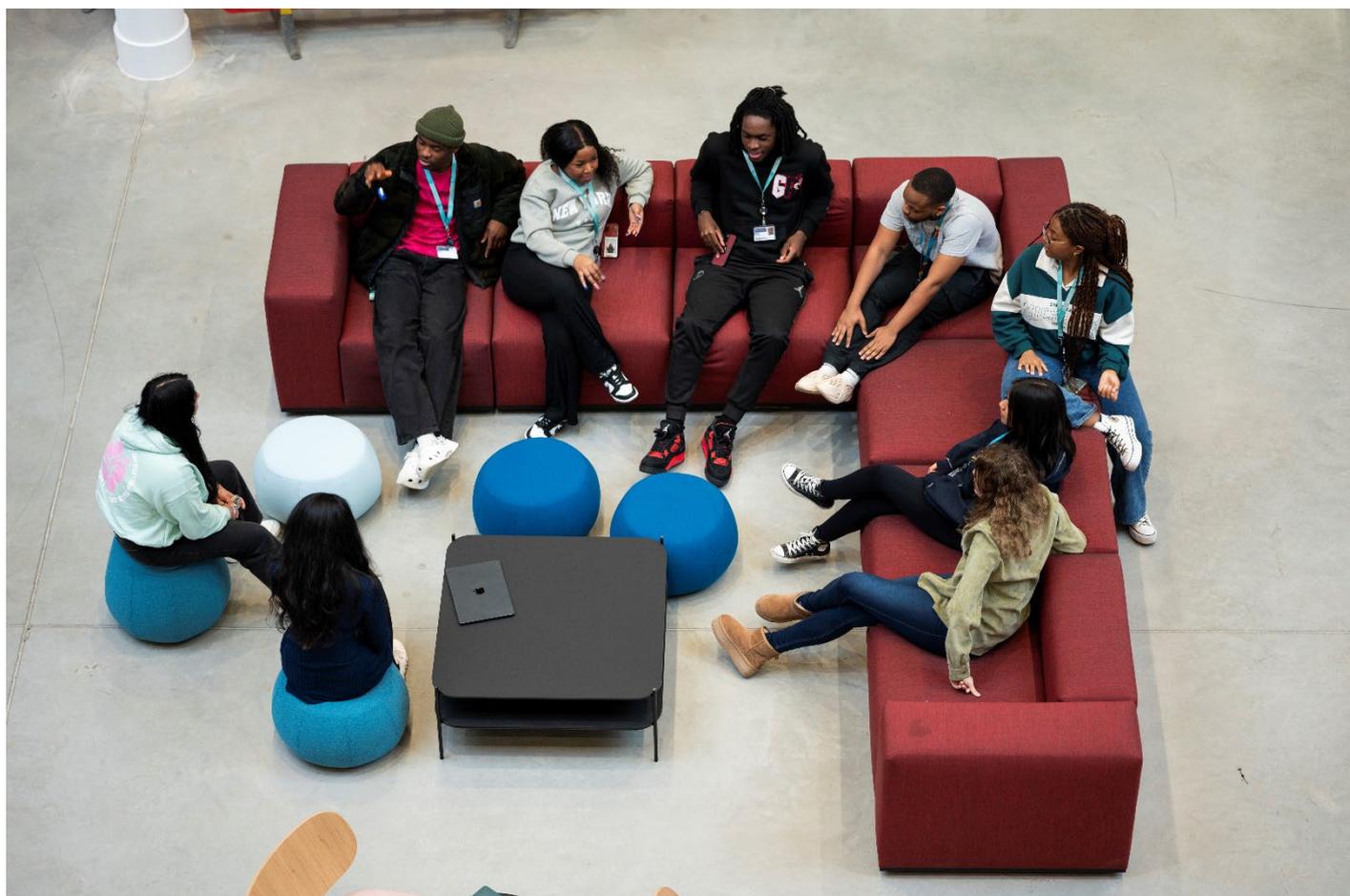
The annual provider review itself will involve the collection of data by the funding body, the quality elements of which will be assessed by a panel. The information assessed will include information from:

- The Annual Accountability Return approved by Council, including both the existing financial information required by the OfS as well as quality assessment related data.
- Intelligence gathering, including information from students and PSRBs
- Analysis of data patterns and trends, including recruitment patterns, progression and completion rates, degree outcomes, employment data, NSS data and TEF outcomes

The outcome of the Annual Provider Review will be informed to the institution in an annual Quality letter from the OfS and will fall into one of the following categories:

- **Meets requirements** – the provider will continue to undergo Annual Provider Review
- **Meets requirements with conditions** – the provider will continue to undergo Annual Provider Review, but with an action plan to address areas of immediate concern
- **Pending** – the provider will be referred for further investigation and intervention

To enable Council to provide the assurance required, members will be provided with a series of information at each meeting and on an annual basis.



MEMBERSHIP OF THE COUNCIL

Council consists of a maximum of 25 members, including 19 independent or co-opted members external to the University. Current member profiles are included at Appendix 2, The appointment of external members is conducted by the Governance Committee on behalf of the Council. The recruitment procedure is specified in the Recruitment Process as agreed by Governance Committee.

The appointment of staff and student members is laid down in the Articles of Government and in the Council Procedures agreed by Governance Committee. *(Please note: the Council is currently working to a membership of 21.)*

FIT AND PROPER PERSONS DECLARATION

Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider must be fit and proper persons.

A fit and proper person:

- Is of good character
- Has the qualifications, competence, skills and experience that are necessary for their role
- Is able by reason of their health, after reasonable adjustments are made, to properly perform the tasks of the officer or position for which they are appointed
- Has not been responsible for, been privy to, contributed to, or facilitated any serious misconduct or mismanagement (whether unlawful or not) in their employment or in the conduct of any entity with which they are or have been associated.

An assessment that a provider is owned and controlled by fit and proper persons forms a condition of initial and ongoing registration with the OfS. As the committee responsible for the appointment of Council members, Governance Committee is responsible for ensuring that an assessment is undertaken on an annual basis. This forms part of the summer updating processes for all members.

WHAT IS EXPECTED FROM A MEMBER OF COUNCIL?

Council members are expected to:

- Abide by the Seven Principles of Public Life (the Nolan Principles – see above).
- Ensure that they remain fit and proper persons and report any potential concern to the Governance Committee
- Commit to the University's Values of:
 - **Dynamic**
 - **Responsible**
 - **Inclusive**
 - **Visionary**
 - **Empowering**

- Consider issues from a strategic perspective, question intelligently, debate constructively, challenge rigorously and decide dispassionately. Members should also listen sensitively to the views of others inside and outside meetings of Council.
- Exercise their responsibilities in the interest of the University as a whole rather than in a personal or individual capacity, or as a representative of any other bodies. No member may be bound, when speaking or voting, by mandates given to them by others. However, members have a right to appoint a proxy under Article 4.1 c).
- Engage with the University by taking advantage of other opportunities to foster understanding of the University's business, functions and departments. These might include attendance at Graduation, Open Days or other events and attending some of the high level University Committees as well as School visits.
- Engage at an early stage with key issues for the University, to build up their knowledge over a wider area than their own experience and expertise.
- Consider issues from a strategic perspective and not become involved in the day-to-day executive management of the University.
- Promote the interests of the University, including:
 - acting as ambassadors outside the University, especially in commercial, business and political/national spheres
 - communicating with different groups of staff and students, explaining the work of Council and gathering opinions
 - attending formal occasions and other national University and higher education fora.



UNIVERSITY SECRETARY AND CLERK TO COUNCIL'S OFFICE

The post of University Secretary and Clerk to the Council is appointed by the Council and the University and has a direct reporting link to the Chair of Council.

The University Secretariat, under the leadership of the University Secretary and Clerk to Council, manages the day-to-day operation of the Council including the provision of administrative services. In addition, the team provides support to members, acting as a liaison within the University as well as booking external seminars and conferences.

BRIEFING, INDUCTION AND TRAINING

The University Secretary and Clerk to the Council is responsible for the co-ordination of induction, briefing and training of Council members. Members are expected to develop a good working knowledge of the University, including its mission and core values, and to understand the key issues facing higher education in the UK. They should have sufficient knowledge to make appropriate decisions on Council and Committee business.

Following feedback from the 2020-21 Governance Effectiveness Review, Council reviewed and updated its Induction process into a long/thin delivery model which accommodates the needs and development of members (chair, independent, staff and students).

The University will provide:

- An initial induction event hosted by the Vice-Chancellor and University Secretary
- Council and/or other committee papers in a timely manner
- Access to the University website, its intranet (BEN) and its BoardEffect site where key documents and information will be located
- Visits within the University
- Links to relevant external web pages e.g. AdvanceHE, CUC, OfS, QAA
- Updates on University developments, initiatives and achievements of its employees
- Further training through attendance at University meetings, external seminars and conferences as identified or requested.

Members should keep themselves informed and take advantage of appropriate development opportunities.

PERFORMANCE REVIEW OF MEMBERS

Annually the Chair of Council will meet individually with a selection of members of Council to reflect on the operation of Council and their contribution together with any development needs or aspirations that they may have.

Members are also encouraged to provide reflections and feedback to the Chair of Council on their leadership and management of the Council. The purpose of these meetings and feedback is to enable continual enhancement of the Council's effectiveness.

GOVERNANCE EFFECTIVENESS REVIEW

Annually the Council will review and reflect on the operation of its sub-committees.

Every three years the Council will undertake a full Governance Effectiveness Review which will include an element of external independent review.



HIGHER EDUCATION CODE OF GOVERNANCE

Council operates in accordance with the [CUC Higher Education Code of Governance \(Spetember 2020\)](#). As detailed in the Code, the Core Values of Higher Education Governance are set out as follows:

Integrity:	Transparency, accountability, honesty, freedom of speech and academic freedom
Sustainability:	Financial and environmental
Inclusivity:	Equality, diversity, accessibility, participation and fair outcomes for all
Excellence:	High-quality research, scholarship and teaching
Innovation and growth:	Social, economic and cultural
Community:	Public service, citizenship, collegiality, collaboration

The Code also adopts and build on the *Seven Nolan Principles of Public Life* (see above) which provide an ethical framework for the personal behaviour of governors. It is also based on the expectation that alongside specific measures of the code governing bodies will commit to:

- determine, drive and deliver the institution's mission and success in a sustainable way (financial, social and environmental)
- protect and promote the collective student interest and the importance of a high-quality student experience
- ensure student outcomes reflect good social, economic and environmental value
- effectively manage opportunities and mitigate risks to protect the reputation of the institution, ensuring financial sustainability and accountability for public funding
- promote and develop a positive culture which supports ethical behaviour and equal, diverse and inclusive practices
- promote excellence in learning, teaching and research, monitoring institutional and governing body performance
- publish accurate and transparent information which is widely accessible
- lead by example, being flexible and adaptable to create a resilient future; and
- ensure arrangements are in place for meaningful engagement with relevant stakeholders (especially students and staff) locally, regionally, nationally and globally.

The *Six Primary Elements of Higher Education Governance* that underpin the values and beliefs outlined above and identified by the Code are:

1. **Accountability.** The governing body is collectively responsible and accountable for institutional activities, approving all final decisions on matters of fundamental concern within its remit.
2. **Sustainability.** Working with the Executive, the governing body sets the mission, strategic direction, overall aims and values of the institution. In ensuring the sustainability of the institution the governing body actively seeks and receives assurance that delivery of the strategic plan is in line with legislative and regulatory requirements, institutional values, policies and procedures, and that there are effective systems of control and risk management in place.
3. **Reputation.** The governing body safeguards and promotes institutional reputation and autonomy by operating in accordance with the values that underpin this Code, its various elements and the principles of public life.
4. **Equality, inclusivity and diversity.** The governing body promotes a positive culture which supports ethical behaviour, equality, inclusivity and diversity across the institution, including in the governing body's own operation and composition. This includes ensuring under-representation and differences in outcomes are challenged and, where practicable, corrective action is taken to ensure fair outcomes for all.
5. **Effectiveness.** The governing body ensures that governance structures and processes are robust, effective and agile by scrutinising and evaluating governance performance against this Code (and other Codes where an institution's constitutional form requires it), and recognised standards of good practice.
6. **Engagement.** Governing bodies understand the various stakeholders of the institution (globally, nationally and locally) and are assured that appropriate and meaningful engagement takes place to allow stakeholder views to be considered and reflected in relevant decision-making processes.

Council, through the Governance Committee, has mapped its processes against the Code (see separate mapping document). The mapping demonstrates that the University has a high level of compliance with the Code and sets out further actions to be undertaken further enhance this. The Action Plan is actively monitored by the Governance Committee.

LEGAL OBLIGATIONS OF COUNCIL MEMBERS

This is an overview of the legal obligations that members of Council have, including:

- Register of interests
- Risk management and personal liability

In addition, the Council should ensure that the University complies with all relevant legal requirements – such as General Data Protection Regulation, Freedom of Information, Single Equality Scheme, the Bribery Act, the Consumer Rights Act, and the Terrorism Prevention and Investigation Measures Act – ensuring that the University has appropriate processes and procedures in place to achieve such compliance.

REGISTER OF INTERESTS / FIT AND PROPER PERSONS

In line with good practice in higher education governance the University compiles a Register of Interests / Fit and Proper Persons annually. This covers the University's obligation to disclose:

- All material transactions between the University (including its subsidiaries) and its Council Members, University Executive Team and other senior managers and/or their close family members.
- Transactions between the University (including its subsidiaries) and other entities with which Council Members, University Executive Team and other senior managers and/or their close family members are connected.

All Council Members, Council committee members, members of subsidiary company boards and University employees with significant planning and purchasing responsibilities are required to complete a Register of Interest / Fit and Proper Persons form annually (normally during the summer). Confirmation that a full set of returns has been received and checked against supplier's contracts is required before the institution's Financial Statements can be formally endorsed. Further advice for completing the forms is available from the University Secretary's Office.

Details of all declarations are recorded on the University's Register of Interests. The master copy of the Register is kept securely in the University Secretary's Office where it may be viewed, on request. Its contents are reported annually to Governance Committee and provided to the External Auditors as part of their financial audit of the University's year end.

Declaration of potential conflicts of interest is a standard item at the beginning of the agenda for all meetings of Council and its committees. Under this item the Clerk will report any potential conflicts identified prior to the meeting and members are required to report any interests which could potentially influence their contribution to discussion on any other agenda item. It is the responsibility of the University Secretary to decide on the degree of potential conflict and any appropriate action required.

RISK MANAGEMENT AND PERSONAL LIABILITY

Risk management measures are required within the University in order to show compliance with obligations under funding and regulatory arrangements. In addition, the personal legal duties of members of Council mean that risk management should be high on the agenda. The CUC's HE Code of Governance reinforces the need for risk management to permeate many aspects of the governance arrangements and provides other useful information regarding the responsibilities of Council members.

The Council makes decisions on a collective basis, however, it does not follow that individual members of Council are immune from personal liability for decisions which are made (or not made). As an example the Health and Safety Executive has stated that the role of directors can generally be considered where an offence under health and safety regulations is investigated. Council members are charity trustees, are governed by legislation and need, therefore to:

- Act reasonably and prudently in all matters relating to the charity; to act always in the best interests of the charity;
- Apply the income and property of the charity only for the purposes set out in the governing document;
- Protect all the property of the charity
- Invest the funds of the charity only in accordance with their powers of investment;
- Review regularly the charity's effectiveness.

What are the implications of this for Council members?

1. Council members should be clear as to their personal duties both under Buckinghamshire New University Articles of Government and the general law, including such matters as health and safety, money laundering, environmental compliance and disclosure to tax authorities.
2. Legal, regulatory and other risks must be properly identified together with suitably robust systems for the management of those risks. Council members must therefore take an active interest in the effective operation of functions such as the Audit and Resources Committee.
3. When assessing Buckinghamshire New University's overall tolerance of particular risks it is quite proper to take account of any associated risks of personal liability upon members of Council.

The University has put in place governors liability insurance through Zurich Municipal in the amount of £5m, representing the highest normal level of insurance available of this type.

LEGISLATORY REQUIREMENTS

BRIBERY ACT 2010

The Bribery Act 2010 came into force on 1 July 2011. The Act reforms criminal law to provide a new, modern and comprehensive scheme of bribery offences that will enable courts and prosecutors to respond more effectively to bribery in the UK or abroad.

The Act covers a wide range of both direct and indirect bribery offences, whether or not involving a public official, in the UK or abroad. This includes offences committed by individuals and corporate offences applicable to corporates and partnerships. Penalties for non-compliance with the Act are serious.

In the context of the legislation, a 'corporate' is defined as any organisation that has some element of business activity, irrespective to what happens to any profit. Even if not deemed as a corporate, it is important from an ethical and governance stance that organisations ensure relevant policies and processes dovetail with the requirements of the Bribery Act and that they are aware of the obligations also placed upon suppliers and contractors they do business with.

Key facts of the Bribery Act

Creates two general offences:

1. Offering, promising or giving of an advantage
2. Requesting, agreeing to receive, or acceptance of an advantage

Introduces a corporate offence of:

- Failure to prevent bribery by persons working on behalf of an organisation. (Note: organisations may prevent conviction if they can show that they have adequate procedures in place to prevent bribery)

Makes it a criminal offence to:

- Give, promise or offer a bribe and to receive or accept a bribe either at home or abroad. Measures also cover bribery of a foreign public official

What are the implications for the University and Council members?

The introduction of a corporate offence is of particular relevance to universities, since it covers all members of staff, agents or consultants. Offences can be committed overseas as well as in the UK. However, organisations can defend themselves by showing they have adequate bribery prevention procedures in place, such as:

- **Proportionate procedures:** A commercial organisation's procedures to prevent bribery by persons associated with it are proportionate to the bribery risks it faces and to the nature, scale and complexity of the commercial organisation's activities. They are also clear, practical, accessible, effectively implemented and enforced.
- **Top level commitment:** The top-level management of a commercial organisation (be it a board of directors, the owners or any other equivalent body or person) are committed to preventing bribery by persons associated with it. They foster a culture within the organisation in which bribery is never acceptable.
- **Risk Assessment:** The commercial organisation assesses the nature and extent of its exposure to potential external and internal risks of bribery on its behalf by persons associated with it. The assessment is periodic, informed and documented.
- **Due diligence:** The commercial organisation applies due diligence procedures, taking a proportionate and risk-based approach, in respect of persons who perform or will perform services for or on behalf of the organisation, in order to mitigate identified bribery risks.
- **Communication (including training):** The commercial organisation seeks to ensure that its bribery prevention policies and procedures are embedded and understood throughout the organisation through internal and external communication, including training that is proportionate to the risks it faces.
- **Monitoring and review:** The commercial organisation monitors and reviews procedures designed to prevent bribery by persons associated with it and makes improvements where necessary.

CONSUMER RIGHTS ACT 2015

This Act has been amended and now explicitly includes Higher Education Institutions as service providers and students as consumers. The University as a service provider and, the student whether as an applicant

or as an enrolled student, both have duties and rights under this legislation. All information provided by the University to students, whether it is the structure of a course offered, the provision of ancillary services or the hours of taught provision specified, constitutes a legal contract. All employees of the University whether management, academic or professional services staff are responsible for what they provide to students in writing, by email or verbally and must supply what they say they will provide.

Students who find that any of those services offered have not been supplied will be able to make a formal complaint and be entitled to either the supply of that which was offered or compensation. A CRA Group has been setup to monitor the Act and its implications for the University as well as to agree principles and raise awareness. The Group is chaired by the Deputy Vice-Chancellor.

COUNTER-TERRORISM AND SECURITY ACT 2015

This Act imposes a duty on “specified authorities”, when exercising their functions, to have due regard to the need to prevent people from being drawn into terrorism. As a Relevant Higher Education Body (RHEB), the University is subject to this duty and is required not only to conduct a risk assessment related to the overall probability of occurrence, impact and mitigation measures required to manage the threat of radicalisation and extremism, but also to conduct an ongoing management and operational process to ensure that the risk is reduced to an acceptable level.

Council and the BNU Executive Team are expected to establish / maintain mechanisms for understanding the risk of radicalization; ensure all staff understand risks / build capabilities for managing situations; ensure effective implementation of the duty and communicate the duty.

The University has agreed a *Prevent Implementation Plan* which provides a risk-aligned and updatable point of reference, guidance and direction for Bucks in relation to its statutory and legal duties. The University’s Prevent Lead is currently the Pro Vice-Chancellor (Education).

The University submits Annual Accountability and Data Returns including a signed declaration and accountability statement from the Council to the Office for Students.

GENERAL DATA PROTECTION REGULATION (GDPR) / DATA PROTECTION ACT 2018

The University holds and processes information about its staff, students and other data subjects for academic, administrative and commercial purposes and also to fulfil statutory obligations to the government and other statutory bodies. As such the University must comply with General Data Protection Regulation (GDPR) requirements, which together with the new Data Protection Act 2018, with effect from 25 May 2018 forms the UK’s data protection regime.

The University’s Data Protection [webpages](#) contain further information about how the University processes personal information and data about staff, students and other data subjects.

EQUALITY ACT 2010

The University is required to abide by the Equality Act 2010 which came into force on 1 October 2010 with the aim to:

- Reform and harmonise discrimination law
- Strengthen the law to support progress on equality, and
- Replace all existing equality legislation including the Equal Pay Act 1970.

The Act introduced the concept of “protected characteristics” (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) and people within these groups benefit from the same level of protection against discrimination.

The Act also created a new “Public Sector Equality Duty” for public authorities across all protected characteristics replacing the current three of race, gender and disability. The aims of the equality duty are to:

- Eliminate discrimination, harassment and victimisation;
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it;
- Foster good relations between persons who share a protected characteristic and persons who do not share it.

Universities have new specific duties to help meet the new Equality Duty in an effective and proportionate way.

FREEDOM OF INFORMATION ACT 2000

Under Freedom of Information (FOI) the University is required to give the public the right of access to a wide range of official information and greater access to personal information.

The University has an agreed [Freedom of Information Publication Scheme](#) (based on the model Publication Scheme adopted by the HE sector) that lists the classes of information routinely published, where the information is published and any charges for access to this information.

All employees of the University who are responsible for any information must abide by the Act.

MODERN SLAVERY ACT 2015

The Modern Slavery Act 2015 has brought into effect a new requirement for large organisations, including educational institutions with a turnover of £36m and higher, to disclose the steps they have taken to ensure slavery and human trafficking are not taking place in their businesses and supply chains.

By driving up transparency the expectation is that modern slavery will be tackled with greater urgency. In particular, a Transparency Statement should be published annually and within six months of each financial year end outlining the steps that have taken place during the year to ensure that this is the case. Council as the University’s governing body will be responsible for approving and signing the statement.

The University’s Modern Slavery Statement is published on the following [webpage](#).

GENDER PAY GAP 2017

All employers with 250 or more employees must publish figures comparing men and women’s average pay across the organisation.

The University’s latest Gender Pay Gap is published on the following [webpage](#).

FREEDOM OF SPEECH

The Council has a duty to uphold Freedom of Speech within the University. The Higher Education (Freedom of Speech) Act was passed in May 2023. The Act requires universities, colleges and students’ unions in England to take steps to ensure lawful freedom of speech on campus. This does not include unlawful speech such as harassing others or inciting violence or terrorism. Universities, colleges and students’ unions must consider whether the speech is lawful, by taking into account criminal law such as the Public Order Act 1986 and legislation such as the Equality Act 2010.

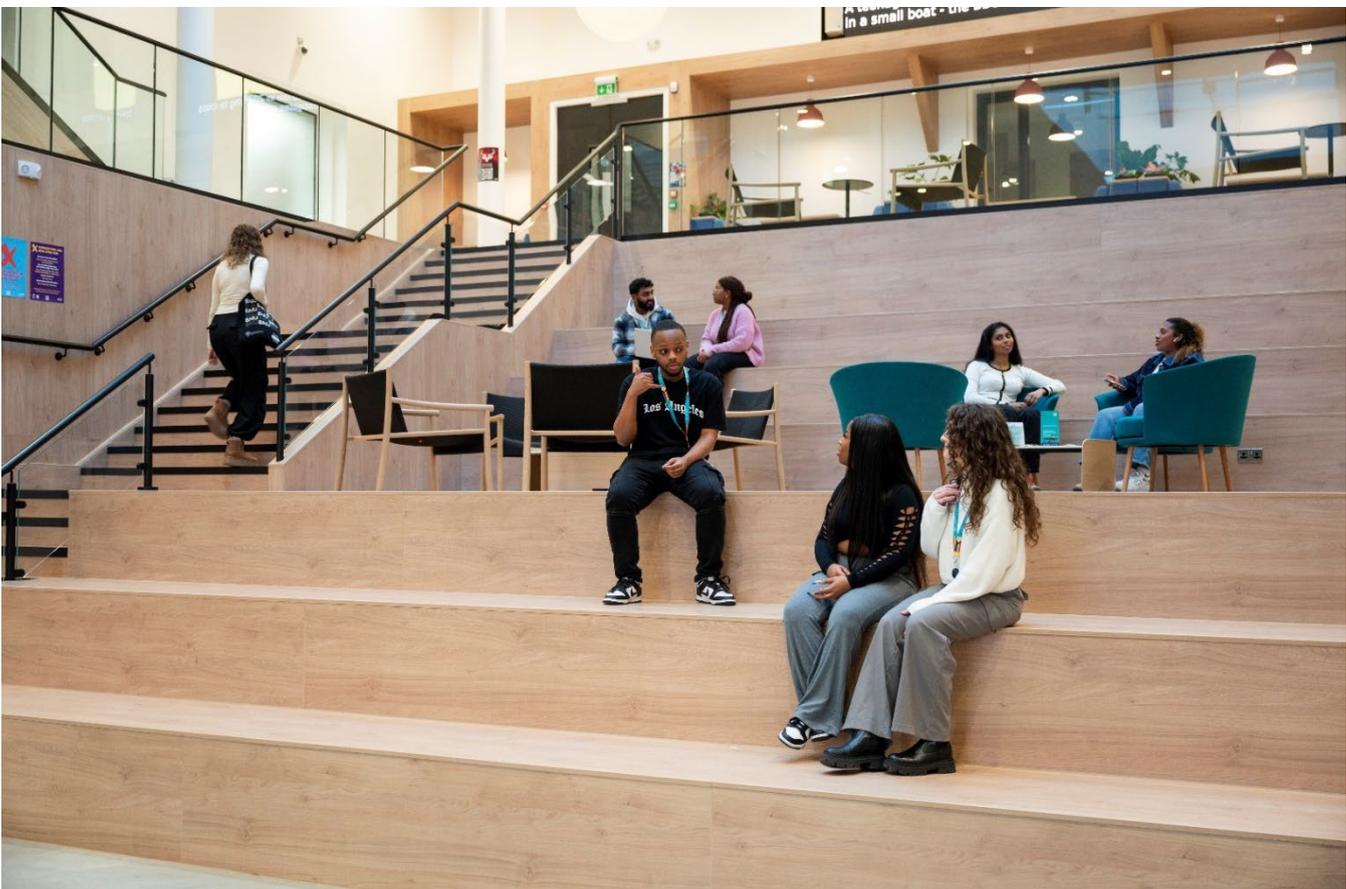
The legislation relates to the University and the Students’ Union in relation to:

- A new strengthened duty to promote freedom of speech and academic freedom
- A new OfS condition of registration (for both the University and Students' Union) – currently paused by the new Labour government
- Requirements for Codes of Practice

- Regulation of Students' Unions on freedom of speech
- The introduction of statutory tort
- Establishment of a free speech complaints scheme
- Creation of the role of the Director of Freedom of Speech and Academic Freedom at the OfS
- Monitoring of overseas funding in relation to risks to academic freedom and freedom of speech
- Prohibition of non-disclosure agreements in complaints relating to harassment and sexual misconduct.

The Office for Students runs the complaints scheme and investigations where universities are accused of breaching their duties under the Act. The scheme gives students, staff and visiting speakers the right to bring claims to court if they feel they have suffered loss as a result of free speech rights being unlawfully restricted.

Council members will need to be cognizant when considering and approving codes of practice of the potential conflicts between the duties of the Act and the need to comply with existing legislation, including but not restricted to equality law and protected characteristics, the public sector equality and Prevent duties and harassment and discrimination law.



COUNCIL AND ITS COMMITTEES

Council is the governing body of the University and conducts its business according to the **Instrument and Articles of Government**. Council is responsible for the educational character and mission of the University, financial probity, employment policy for all staff and corporate policies, rules and procedures to assure effective governance.

The constitution allows for 25 Council members, the majority of whom are independent or co-opted members external to the University. In addition, there are five members of University staff, comprising:

- the Vice-Chancellor
- an elected academic representative
- an elected representative of the University's Professional Service Employees (PSEs)
- two members nominated from the membership of Senate
- The President of the Bucks Students' Union is also a member.

For an up to date list of Council members as well as a biography please see [the Council membership webpage](#) on the University website or Appendix 2 of this document.

The full Council meets twice per term. One meeting will be designated for normal Council Business. The second meeting will be designated as a more strategic, planning meeting. Members are expected to attend scheduled Council and sub-committee meetings and a record of attendance is maintained, monitored by the Governance Committee and reported annually.

Members should be able to prepare for meetings by reading the papers as published via Board Effect the University's electronic committee platform which will normally be made available one week prior to each meeting, and noting points to raise.

COMMITTEE REMITS

The Council delegates some of its powers and allocates some of its work to its six formal sub-committees that have responsibilities in the following areas:

AUDIT COMMITTEE

Audit Committee meets four times a year and reports to Council. The main duty of the committee is to advise Council on how to establish and review the procedures for auditing the University's activities.

Audit Committee is guided by the Committee of University's Chairs Higher Education Audit Committee Code of Practice (May 2020).

GOVERNANCE COMMITTEE

Governance Committee meets three times a year and reports to Council. The committee is responsible for looking after issues relating to the governance of the University.

HONORARY AWARDS COMMITTEE

Honorary Awards Committee meets twice a year and reports to Council and Senate. The main purpose of this Committee is to consider and approve nominations for honorary awards of the University.

VICE-CHANCELLOR'S REMUNERATION COMMITTEE

The Vice-Chancellor's Remuneration Committee meets twice a year and reports to Council. The committee acts under delegated authority to consider the performance and remuneration of the Vice-Chancellor.

The Committee is guided by the Committee of University's Chairs Senior Staff Remuneration Code (November 2021).

STAFF REWARD COMMITTEE

Staff Reward Committee meets twice a year and reports to Council. The committee acts under delegated authority to consider the performance and remuneration of the University Executive Team (with the exception of the Vice-Chancellor). The Committee also considers general University Remuneration matters and policy.

RESOURCES COMMITTEE

Resources Committee meets four times a year and reports to Council. The committee is responsible for recommending the annual operating and capital budget.

STUDENT EXPERIENCE COMMITTEE

The Student Experience Committee meets three times a year and reports to Council. The committee focuses upon strategic oversight in relation to receiving assurance that the University is delivering on its KPIs in relation to the Student Experience.

Constitutions and terms of references are set out for all Council committees in the [Council Committees – Constitutions and Terms of Reference](#) document. Independent and co-opted members of Council are expected to become a member of at least one sub-committee as part of their role.

Governance Committee has delegated authority to make appointments and will endeavour to appoint a member to a committee where their skills and experience can make the most positive contribution.

Members may also have an opportunity to contribute specific expertise by serving on working groups established by the Council for specific purposes.

Current memberships are available via the Council committee [webpages](#).

OTHER COUNCIL COMMITTEES

The following sub-committees operate on an ad-hoc basis:

APPOINTMENTS COMMITTEE

The Appointments Committee is responsible for overseeing the appointment of a Vice-Chancellor. Membership will generally comprise the Chair of Council in addition to other independent and University members of Council. There will normally be some external representation on the Committee, while in addition to University members of staff to provide advice and support, the Committee may also be supported by the co-option of specialist members where appropriate. This committee is currently in abeyance.

CHANCELLOR SEARCH COMMITTEE

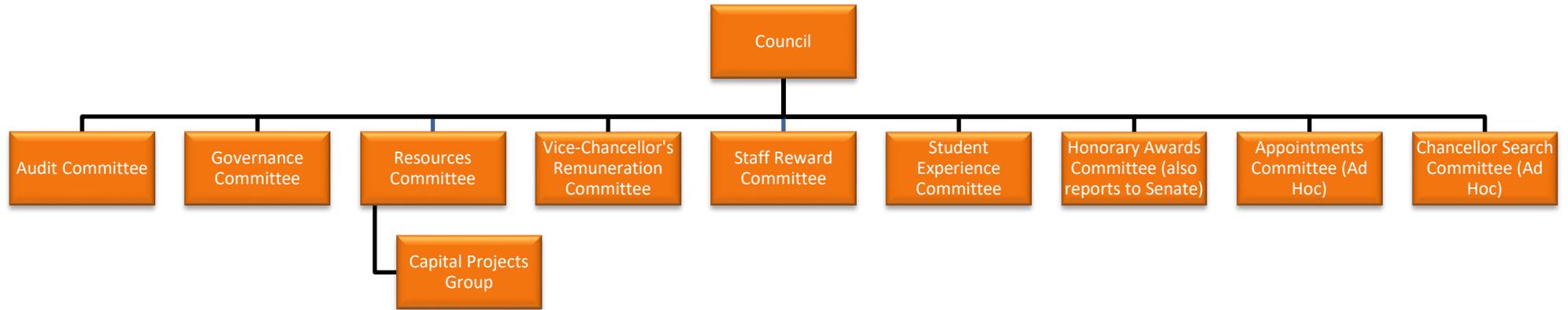
The Chancellor Search Committee is responsible for identifying a list of possible individuals to be approached for the role of Chancellor together with proposing the process for appointment. This committee is currently in abeyance.

COMMITTEE CHAIRS

Chairs of the Council committees are appointed from the independent members of Council for a period of two years renewable. Members interested in taking on the role of Committee chair should provide expressions of interest to the Chair, Deputy Chair of University Secretary in order that these can be discussed.



COUNCIL COMMITTEE STRUCTURE



Non-standing Panels

- Senior Employee Special Committee

Subsidiary Companies

- Missenden Abbey Ltd
- BCUC (Services) Ltd (DORMANT)
- UCFB Bucks Ltd (DORMANT)
- Buckinghamshire College Ltd (DORMANT)
- BCUC (Conferences) Ltd (DORMANT)
- Thames Valley Training and Development (DORMANT)
- Buckinghamshire Education Skills and Training (BEST) (DORMANT)

Trustee Board

- Chiltern Student Village

SUBSIDIARY COMPANIES

Buckinghamshire New University has established a number of subsidiary companies through which some of its activities are undertaken. Appointment as a director of any company carries with it personal legal responsibilities for the conduct of that company.

The University's current companies are:

- **Missenden Abbey Ltd**, the principal activity of which is running a management training centre

In addition the University also has:

- A **Trustees Board, Chiltern Student Village**, to manage the University's Hughenden Valley Halls of Residence

Where Council members are appointed as a Board member to a subsidiary company, further information will be provided.



GENERAL INFORMATION ON BNU

STUDENT PROFILE

(Figures provided by Strategic Planning and Change Directorate, data reflective of the 2023/24 cohort)

Level and mode of study

	No	%
FTUG	17,691	78.9%
FTPG	902	4.0%
PTUG	1,614	7.2%
PTPG	2,243	10.0%
Uncategorised	17	0.1%
Grand Total	22,467	100%

Age Groups

	No	%
Under 21	3,344	14.9%
21 – 24	2,630	11.7%
25 – 29	3,417	15.2%
30 +	13,027	58.1%
No DoB	5	0.1%
Grand Total	22,423	100%

Ethnicity Group

	No	%
BAME	11,745	52.4%
White	8,552	38.1%
Refused / Unknown	2,126	9.5%
Grand Total	22,423	100%

Disability Status

	No	%
Disability	1,901	8.5%
No known disability	20,469	91.3%
Information not sought	53	0.2%
Grand Total	23,423	100%

Faculty / Partner Numbers

	No	%
Bucks	7,846	35.0%
Partner (UK)	12,654	56.4%
Partner (Overseas)	1,926	8.6%
Grand Total	22,426	100%

UNIVERSITY PARTNERSHIPS

The University works with a number of partner organisations to support the delivery of its provision. Partnerships are categorised as:

ACADEMIC PARTNERS

These are educational partners, local, regional, national and international, whom the University identifies as having strategic significance to the vision and mission of the University. A register of academic partners who are approved to deliver the University's awards is maintained on the University [website](#).

PUBLIC AND PRIVATE SECTOR PARTNERS

These partnerships comprise individuals or groups in the public or private sector who contribute to, commission from and engage with the University in a range of collaborative activities which enhance and benefit both parties. Examples include:

- NHS London
- Thames Valley Police

COMMUNITY

The University seeks to play an increasingly important role in the social, economic and environmental development of the South East and London. The development and enhancement of both our internal and external communities will enable us to achieve this.

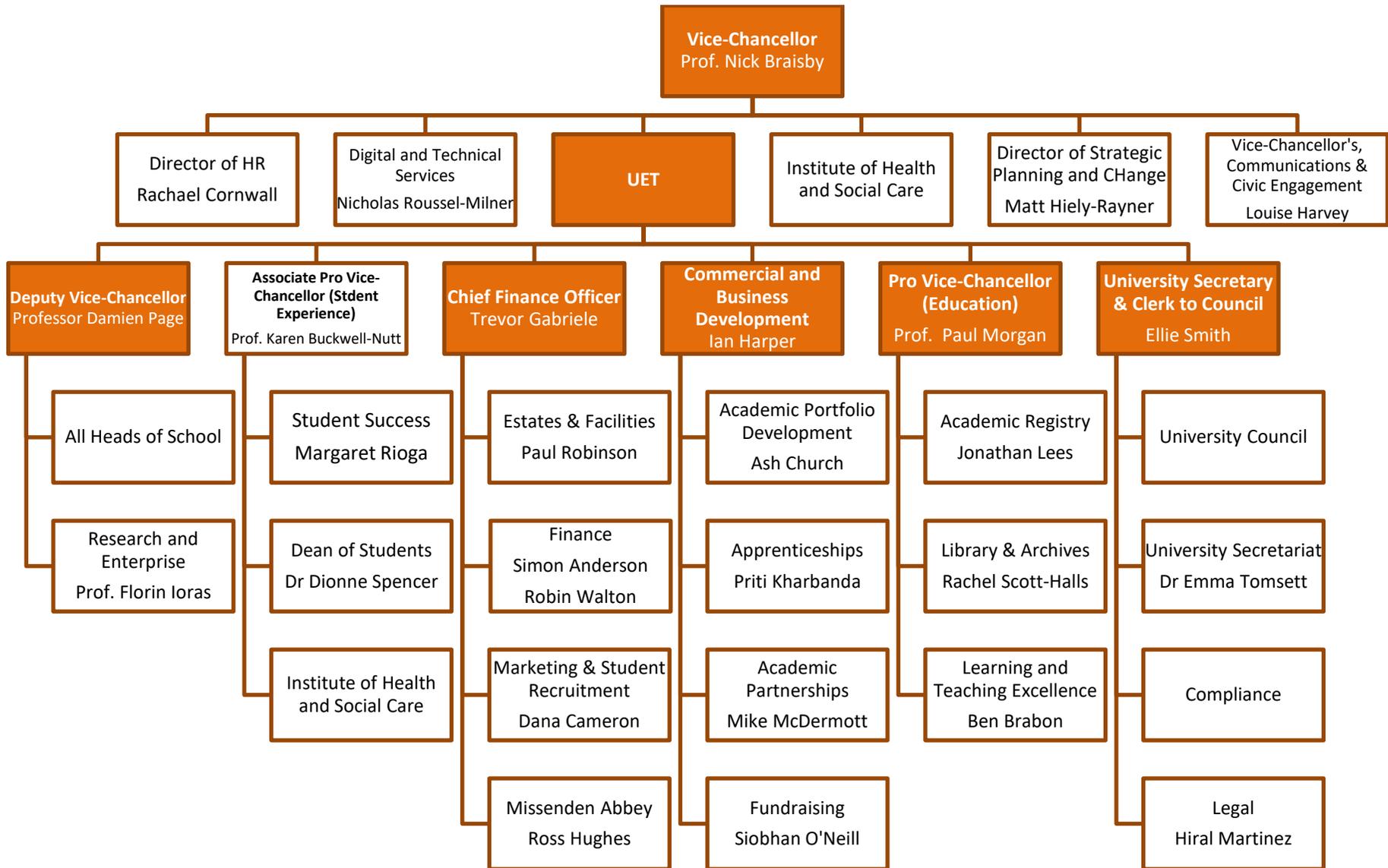
UNIVERSITY STRUCTURE

The University is based around a School Structure supported by a number of Central Service Directorates as follows:

VICE-CHANCELLOR'S OFFICE / UNIVERSITY EXECUTIVE TEAM (UET)

- | | |
|---|------------------------|
| • Vice-Chancellor | Professor Nick Braisby |
| • Deputy Vice-Chancellor | Professor Damien Page |
| • Pro Vice-Chancellor (Education) | Professor Paul Morgan |
| • Director of Commercial and Business Development | Ian Harper |
| • Chief Finance Officer | Trevor Gabriele |
| • University Secretary and Clerk to the Council | Ellie Smith |

UNIVERSITY STRUCTURE



UNIVERSITY OFFICES

UNIVERSITY SECRETARY'S OFFICE

University Secretary: Ellie Smith

The University Secretary's Office was established in 2022 and is responsible for governance, committee-servicing, compliance, and legal matters across the University. It provides focused support for Council and Senate and their standing committees. It has overall responsibility for ensuring the University is compliant with all OfS Ongoing Conditions of Registration. It consists of three main strands:

- University Secretariat
- Compliance
- Legal

DEAN OF STUDENTS' OFFICE

Dean of Students: Dr Dionne Spencer

The Office of the Dean of Students champions the interests of students and the student experience at all levels of the University, ensuring that the University develops a sector-leading, high-quality student experience. The Office of the Dean of Students works collegially and collaboratively with students, the Students' Union, academic schools, professional service directorates, and other stakeholders, ensuring the high prioritisation of all matters relating to the student experience, including student feedback and complaints, student conduct and the National Student Survey.

CENTRAL SERVICE DIRECTORATES

ACADEMIC REGISTRY

Academic Registrar: Jon Lees

The Academic Registry is responsible for central student administration at the University and supports the work of the University's academic Schools, governance, and academic decision-making processes. It has five main strands:

- Quality Assurance
- Regulations, Awards and Ceremonies
- Student, Course and Schools Administration
- Student Records, Data and Fees / Funding
- Timetabling and Resource Management



APPRENTICESHIPS

Head of Apprenticeships: Priti Kharbanda

This is a fast moving and expanding part of the University's educational business, working with Schools and Directorates to establish Bucks as one of the leading universities nationally in higher and degree apprenticeships.

ESTATES & FACILITIES

Director: Paul Robinson

The aim of the Estates & Facilities Directorate is to create and maintain a physical environment that meets the University's business needs and provides a great student experience. The directorate provides the following services:

- Fuel monitoring and carbon reduction management
- Waste and water management
- Space management
- Building infrastructure
- Capital building works and client project management
- Minor building works and services management
- Building maintenance and mechanical and electrical services maintenance
- Cleaning
- Security
- Porterage

FINANCE

Director: Trevor Gabriele

Financial Reporting and planning to UET and Council. Financial operations including accounts payable, accounts receivable and payroll and external Audit

HUMAN RESOURCES

Director: Rachael Cornwall

The University's aim is to have the right people, at the right time, competent and motivated to deliver the goals of the organisation. Engaging our people in the process of achieving the objectives of the University Strategy through co-designing and providing the environment and learning experience in which our students and employees can thrive. This includes customer service and a wellbeing agenda as well as the University's DRIVE values.

DIGITAL AND TECHNICAL SERVICES

Director: Nicholas Roussel-Milner

The D&TS Directorate provides the entire IT infrastructure in the University along with service and support for all University desktops and laptops.

The University has a wide range of IT services available for students and staff. The D&TS Directorate provides access to support services, open access PC clusters, email and internet access, wireless access across all campuses including cafés, common Microsoft applications such as Office/Excel, printing facilities, network document storage (available from on and off-site), and the University's virtual learning environment (Blackboard).

MARKETING AND STUDENT RECRUITMENT (MSR)

Director: Dana Cameron

The MSR Directorate deals with the following:

- Student Recruitment and Admissions – dealing with all UK/EU undergraduate, postgraduate and part-time courses.
- Marketing – striving to promote the University to all potential and current students
- International Office – A dedicated team who provide advice and support to international students both current and potential. They are always available to help to ensure the ongoing happiness, safety and success of all students whilst they study at BNU

STRATEGIC PLANNING AND CHANGE

Director: Matt Hiely-Rayner

Strategic Development and Planning is responsible for preparing and submitting the University's returns as required and for analysing data trends and providing management information to SMT, the faculties and directorates.

STUDENT SUCCESS

Director: Margaret Rioga (interim)

This directorate is responsible for the following areas of activity:

- Careers & Employability Department
- Open4Learning
- Student Achievement and Success
- Bucks Alumni
- Inclusion, Diversity and Disability Service
- Multi-Faith Chaplaincy
- Student Hub
- Counselling Service
- Timetabling

RESEARCH AND ENTERPRISE

Director: Professor Florin Ioras

Buckinghamshire New University aspires to be a leading UK University in applied, practice based and translational research and related advanced scholarship in our fields of professional, creative and translational practice.

Our Applied Research and Enterprise work:

- shapes practice
- informs policy
- supports innovation
- underpins our curriculum
- catalyses entrepreneurship
- enhances economic growth
- enriches society

LIBRARY AND ARCHIVES

Director: Rachel Scott-Halls

Library and Archives provide a dedicated professional and responsive library and archive service to the BNU community. We aim to work collaboratively with Schools to provide accessible collections reflecting our teaching and research areas and to deliver engaging information literacy skill instruction. We work with professional service colleagues to provide safe and welcoming library spaces and IT facilities where library users can come together to explore and create knowledge for the benefit of the University and the wider community.

VICE-CHANCELLOR'S, COMMUNICATIONS & CIVIC ENGAGEMENT

Director: Louise Harvey

The Directorate of the VCC&CE focuses on the successful delivery of the University's Thrive 28 strategy, support to UET, how the University manages stakeholder relationships and strategic communications, and delivery of the University's civic engagement strategy. It has three main strands:

- Office of the Vice-Chancellor
- Communications
- Civic Engagement

STUDENTS' UNION (SU)

President: Amy Pile
CEO: Tristan Tipping

The Students' Union is structured around four elected sabbatical officers (President, two Vice-Presidents Education & Welfare (one based at Uxbridge), and Vice-President Achievement and Belonging)) who are supported by permanent full-time employees.

The SU is independent from the University and operates through a constitution which was revised and approved by Council in July 2022. The constitution allows the SU to be registered as a charity and clearly details its objects and powers, Membership, Trustees, Executive Committee and the powers and responsibilities of the Student Council.

The SU also offer a wide range of advice through the Student Advice Centre which is supported financially by the University.

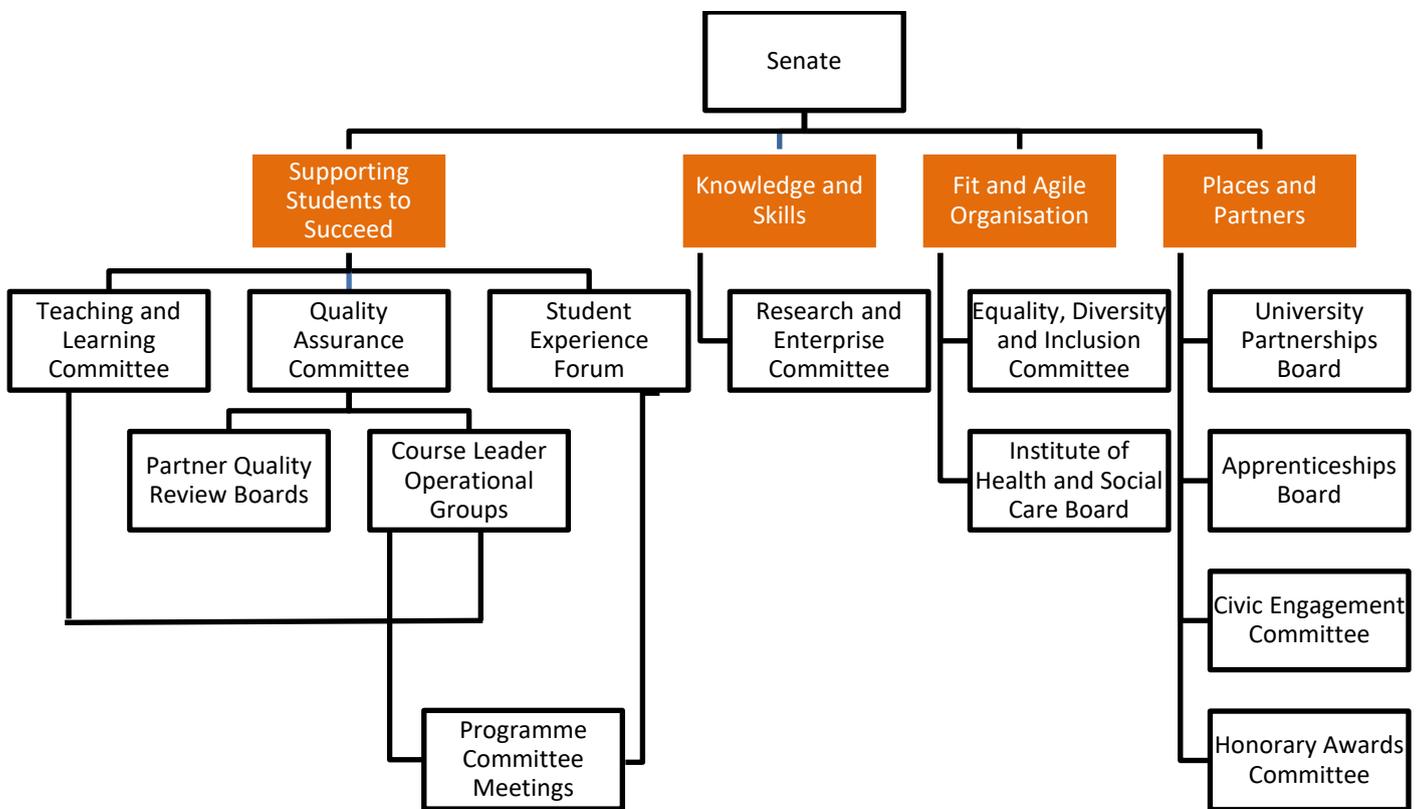


UNIVERSITY COMMITTEES

CONSTITUTIONS AND TERMS OF REFERENCE

Constitutions and terms of reference for all University committees can be found on the University Committee [webpages](#) (along with the current memberships and recent minutes) and in the [University Governance: Committee constitutions and terms of reference](#) formal document. This document is updated annually following a committee effectiveness review.

The standing committees of the University’s Senate were reformed for the 2023-24 academic year to align with the four Pillars of the Thrive 28 strategy. A structure diagram is provided below:



Key

Pillar of Thrive 28

University Committee



LOGISTICAL AND OPERATIONAL INFORMATION

This section provides information for Council members in relation to claiming expenses, parking on University premises and use of their ID cards.

EXPENSES

All Council members are entitled to claim expenses in relation to their role and the University actively encourages members to submit claims.

Any expenses you have incurred should be claimed on the University Expenses form which is available from the University Secretary's Office and copies will be provided to you on request.

Mileage is paid at **45p per mile** and receipts for other reasonable expenses, including travel by other means and subsistence must be attached to the form. Completed forms should be submitted to the University Secretary's office for authorisation and you will be reimbursed via the BACS system shortly thereafter.

It is recommended that you claim your expenses on a monthly basis.

Please note University regulations state that claims must be made within three months of expenditure.

PARKING PERMITS

Council members are eligible to apply for a parking permit, free of charge, which can be used on any of the University's campuses between the hours of 3.00pm and 8.00am.

If you require a parking permit please contact the University Secretary's Office who will provide you with:

- An application form
- A copy of the terms and conditions

Once you have completed the application form please return this to the University Secretary's Office who will arrange authorisation. Once your application has been authorised you will be able to collect your parking permit from the Gateway Reception.

Please note:

- You must show your permit on the inside windscreen of the car when you are using it
- You are able to request that your permit covers two cars
- Meeting times that fall outside of the permit coverage hours (3.00pm – 8.00am) will require an extension to the permit. This will be arranged for you by the University Secretary's office, however, you will need to collect an additional sticker for your windscreen from the Gateway Reception when you arrive.

PHOTO ID CARDS

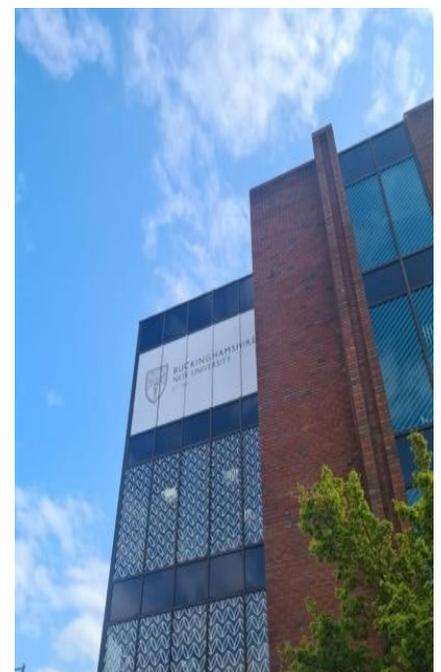
All employees of the University including Council members are issued with a Photo ID Card. This card enables access to the University's premises, including car parks and sports facilities (if you are a member).

This ID card should be carried with you when visiting any of the University's campuses as it confirms your eligibility to be on campus and you may be asked to show it by security staff.

Following your appointment

- The University Secretary's Office will inform the Estates & Facilities Directorate of the need to provide or replace an ID card
- The Council member visits the University and requests a new or replacement card at the Reception Desk in the Gateway Building
- The Council member provides proof of identity in the form of photo ID (e.g. modern driving licence or passport) (Note: For new members the University arranges to have a photograph taken and once an electronic photograph is available an ID card is produced)

If cards are lost or stolen please inform the University Secretary's Office as soon as possible and they will make arrangements for a replacement card to be produced. Replacements cards can be collected from the Reception Desk in the Gateway on proof of identify.



INFORMATION AND LINKS

This section provides guidance on accessing and navigating the University website as well as accessing Council papers Board Effect (the University's electronic committee platform). You will also find a list of useful websites and other sources of information.

BNU WEBSITE

The University's website can be located at <http://bucks.ac.uk/>. The site is the principal communication tool for the University and is maintained and updated by the Marketing & Student Recruitment Directorate.

This is the publicly-available website and provides information to anyone who accesses the site. Located within the site you will find much detailed information about the University, its courses, structures and formal documentation. Council members can access the information on the website externally from any location. You are encouraged to familiarise yourself with the site and information.

You may find the following parts of the website particularly useful:

- **Council webpages**

<https://www.bucks.ac.uk/about-us/how-our-university-operates/governance-and-management/council>

The Council web page which provides information relating to the Council including meeting dates, members profiles and council minutes etc.

- **Formal Documents**

<https://www.bucks.ac.uk/about-us/how-our-university-operates/policies-and-strategies>

This page hosts the University's publicly-facing policies and formal documents, including the Instrument and Articles of Government.

COMMITTEE SOFTWARE / BOARD EFFECT

BoardEffect is the University's electronic committee software and is used to support the operation of all Council meetings.

Council members can access Board Effect using the BNU username and password previously supplied.

We also provide members with access to archived Council and committee papers and agendas through BoardEffect.

ACCESSING COUNCIL PAPERS ON BOARD EFFECT

Council committee papers are available for members to access electronically through BoardEffect. As soon as they are available for a particular meeting an announcement will be sent out to you by email from the platform advising you of this.

APPENDIX: USEFUL WEB LINKS AND INFORMATION SOURCES

Council members may wish to access the following websites and information sources:

- Advance HE (comprising the work of the Equality Challenge Unit, Higher Education Academic and Leadership Foundation): <https://www.advance-he.ac.uk/>
- Charity Commissioners: [Charity Commission guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/charity-commission-guidance)
- Committee of University Chairs (CUC): <http://www.universitychairs.ac.uk/>
 - *Higher Education Code of Governance (2020):*
[CUC-HE-Code-of-Governance-publication-final.pdf \(universitychairs.ac.uk\)](https://www.universitychairs.ac.uk/media/1234567/CUC-HE-Code-of-Governance-publication-final.pdf)
 - *Higher Education Senior Staff Remuneration Code (Nov 2021):*
[Remuneration-Code-Revised-November-2021-final-I.pdf \(universitychairs.ac.uk\)](https://www.universitychairs.ac.uk/media/1234567/Remuneration-Code-Revised-November-2021-final-I.pdf)
 - *Higher Education Audit Committee Code of Practice (CUC, may 2020):*
[CUC-HE-Audit-Committees-Code-of-Practice-doc-FINAL-260520.pdf \(universitychairs.ac.uk\)](https://www.universitychairs.ac.uk/media/1234567/CUC-HE-Audit-Committees-Code-of-Practice-doc-FINAL-260520.pdf)
- Office for Students (OfS): <https://www.officeforstudents.org.uk/>
- Higher Education Statistics Agency (HESA): <https://www.hesa.ac.uk/>
- Office of the Independent Adjudicator (OIA): <http://www.oiahe.org.uk/>
- Quality Assurance Agency (QAA): <http://www.qaa.ac.uk/>

APPENDIX 3: GLOSSARY OF USEFUL HE TERMS

Term	Explanation
APP	Access and Participation Plan
AAR	Annual Accountability Return
CUC	Committee of University Chairs
DAP RDAP / TDAP	Degree Awarding Powers (Research / Taught)
DQB	Designated Quality Body
HEA	Higher Education Academy
HESA	Higher Education Statistics Agency
HEFCE	Higher Education Funding Council for England
HEI	Higher Education Institution
NSS	National Student Survey
NUS	National Union of Students
OfS	Office for Students
OIA	Office of the Independent Adjudicator for Higher Education
PRES	Postgraduate Research Experience Survey
PSRB	Professional, Statutory or Regulatory Body
PTES	Postgraduate Taught Experience Survey
QAA	Quality Assurance Agency for Higher Education
REF	Research Excellence Framework
SNC	Student Number Control
TEF	Teaching Excellence Framework
CAS	Confirmation of Acceptance for Studies
WP	Widening Participation



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Queen Alexandra Road
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59 Walton Street
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Buckinghamshire
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