



BUCKINGHAMSHIRE  
NEW UNIVERSITY

EST. 1891



# Council Committee Constitutions and Terms of Reference

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**Approved by:** Council  
**Date first published:** Sep-2011  
**Date updated:** Oct-2025  
**Owner:** Clerk to Council and Head of Governance and Compliance  
**Review Date:** Jun-2028

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## Introduction

1. Council and the Committees / Panels for which it is responsible are structured around Standing and Non-Standing Committees, Subsidiary Companies, Trustee Boards, Linked Charities and other. These are:

- a) Standing Committees:

- Audit Committee
- Governance Committee
- Resources Committee
- Student Experience Committee
- Vice-Chancellor's Remuneration Committee
- People Committee
- Honorary Awards Committee

These committees meet regularly through the academic year and either, make decisions under the Scheme of Delegation, or recommend to Council the preferred option or decision to be taken.

A schedule of meetings dates of Council and its standing committees is published annually by the University Secretary.

- b) Non-standing Committees:

- Employee Appeals Panel
- Employee Grievance Panels
- Senior Employee Special Committee
- Chancellor Search Committee (Advisory)

These are held on an ad hoc basis as necessary where the normal processes within the University have either failed or been questioned.

- c) Subsidiary Companies:

- Missenden Abbey Ltd (active)
- BCUC (Services) Ltd (active)
- Buckinghamshire, Education, Skills & Training (BEST) (dormant)
- BCUC (Conferences) Ltd (dormant)
- UCFB Bucks Ltd (dormant)
- Thames Valley Training & Development (dormant)
- Buckinghamshire College Ltd (dormant)

The Boards of these Committees are set up with members from the senior level of the University, Council or external non-executive directors and monitor and direct the strategic direction of the companies.

- d) Trustee Boards:

- Chiltern Student Village

- e) Other:

- University Technical College

## Council and its Standing Committees

### Council

<b>Reports to</b>	None
<b>Standing Committees</b>	Audit Committee Governance Committee Resources Committee Student Experience Committee Vice-Chancellor's Remuneration Committee People Committee Honorary Awards Committee
<b>Non-Standing Committees</b>	Employee Appeals Panel Employee Grievance Panel Senior Employee Special Committee Chancellor Search Committee (Advisory)
<b>Minutes</b>	Published on University Web once approved by Council
<b>Executive Summary required</b>	No
<b>Frequency of meetings</b>	Six meetings per year (three business meetings, three strategic meetings)
<b>Updated/reviewed</b>	Autumn 2020 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Elected from and by the members of Council for a period of two years, renewable OR recruited and appointed as Chair under Council Procedures (ref para 36-45) <i>Note: Staff and student members are not eligible for appointment/election to the role of Chair of Council</i>
<b>Deputy Chair</b>	Elected from and by the members of Council for a period of two years, renewable <i>Note: Staff and student members are not eligible for appointment/election to the role of Deputy Chair of Council</i>
<b>Secretary</b>	Clerk to the Council and Head of Governance and Compliance

<b>Minute Secretary</b>	Nominated by the Clerk to the Council and Head of Governance and Compliance
<b>Ex-officio Members</b>	Vice-Chancellor President of the Students' Union
<b>Other Members</b>	Up to 13 x Independent members 6 x Co-opted members (at least one and no more than six can be on the Council at any one time) 1 x current student (as one of the co-opted members) Up to 2 x members of staff nominated by Senate 1 x elected member of academic staff 1 x elected member of non-academic staff
<b>In Attendance</b>	Chief Finance Officer Chief People Officer Chief Impact Officer (Chief of Staff) Other senior staff of the University at the invitation of the Chair

### **Terms of Reference:**

- a. To determine the educational character and mission of the University and be responsible for oversight of its activities.
- b. To be responsible for the effective and efficient use of resources, the solvency of the University and the Corporation and for safeguarding their assets.
- c. To approve annual estimates of income and expenditure.
- d. To approve the University's collaborative partnerships following their review and recommendation by the University Strategy Group and University Collaborations Committee
- e. To be responsible for the appointment, grading, assignment, appraisal, suspension, dismissal and determination of the pay and conditions of service of holders of senior posts.
- f. To set a framework for the pay and conditions of service of all other staff.
- g. To be responsible for corporate policies, rules and procedures to assure the effective governance of the Corporation, including an anti-fraud and anti-corruption policy, and a code of practice on governance and related procedural matters.
- h. To establish an Audit Committee.
- i. To establish such other committees to advise Council, as determined by Council from time to time.
- j. To establish a Senate and approve, amend or revise its constitution and terms of reference.

- k. To make recommendations to the Privy Council as appropriate regarding any necessary revisions of Instrument and Articles of Government.

**Notes:**

1. The Council shall **not** delegate the following:
  - the determination of the educational character and mission of the University
  - the approval of the annual estimates of income and expenditure
  - ensuring the solvency of the University and the Corporation and the safeguarding of their assets
  - the appointment or dismissal of the Vice-Chancellor
  - the varying or revoking of the Articles of Government

**Quorum**

2. The quorum for meetings of Council shall be ten members of whom six shall be independent members. If a meeting is quorate, but less than half the members present are independent members, a majority of the independent members present shall have the right to require that a decision be deferred to the next meeting.

*(Note: Whilst in the spirit of Article 4.1 a) this quorum has been specified by Council)*

**Frequency of Meetings**

3. Scheduled meetings of Council will take place six times a year. Normally there will be three business meetings (one each term), together with three strategic meetings each academic year.

**Appointment Terms**

4. Independent and Co-opted members shall be appointed to serve for a period of four years, which shall be renewable for one further period of four years. The period of office will run from 1 August to 31 July. The renewal of appointment shall be subject to the recommendation of the Governance Committee in its annual report to Council.

*(Article 3.3 b) refers)*

**Appointment of Chair and Deputy Chair**

5. The members shall, biennially, elect two of their number to be respectively Chairman and Deputy Chairman of their meetings for the two year period, provided that no members of the University employees or of the student body shall be eligible to act as Chair or Deputy Chair. The Chair and Deputy Chair shall always be eligible for re-election within their overall term of appointment.

*(Article 3.4 a) refers)*

6. Where an individual has been recruited externally to the role of Chair of Council this will be for the full duration of their term of office, normally 4 years.
7. Further detail pertaining to Council election arrangements is provided in Council Procedures para 46-45.

## Audit Committee

These terms of reference are aligned to the CUC Audit Committee model terms of reference.

Scope: the role of the Audit Committee is to advise and assist the governing body in respect of the entire assurance and control environment of the University

<b>Reports to</b>	Council
<b>Standing Committees</b>	None
<b>Minutes</b>	Not currently published
<b>Executive Summary required</b>	Yes
<b>Frequency of meetings</b>	Four per year
<b>Updated/reviewed</b>	September 2022 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Appointed from the Independent/Co-opted members of the Committee for a period of two years renewable
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Clerk to the Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Nominated by the Clerk to the Council and Head of Governance and Compliance from the Governance and Compliance team
<b>Ex-officio Members</b>	None
<b>Other Members</b>	Five members of Council
<b>Co-options as per Procedures (Section 2.8 &amp; 2.9 refers)</b>	Additional specialist members (who may be other Council members with the requisite skills) may be co-opted for one year, renewable for one additional year and exceptionally for one further additional year.  To a maximum of one co-opted member
<b>In Attendance</b>	Vice-Chancellor Members of USG as agreed by the Vice-Chancellor Chief Finance Officer Deputy Director of Finance or Financial Controller Internal Auditors (where business relevant to them is being discussed)

	<p>External Auditors (where business relevant to them is being discussed)</p> <p>Other senior staff of the University at the invitation of the Chair</p>
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**Terms of Reference:**

- a To advise the Council on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors.
- b To discuss, if necessary, with the external auditors, before the audit begins, the nature and scope of the audit.
- c To discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary).
- d To consider and advise the Council on the appointment and terms of engagement of the internal audit service (and the head of internal audit, if applicable), the audit fee, the provision of any non-audit services by the internal auditors and any questions of resignation or dismissal of the internal auditors.
- e To review the internal auditors' audit risk assessment, strategy and programme (audit plan); consider major findings of internal audit investigations and management response; and promote co-ordination between the internal and external auditors. The committee will ensure that the resources made available for internal audit are sufficient to meet the institution's needs (or make a recommendation to the Council as appropriate).
- f To monitor and review the effectiveness of risk management, control and governance arrangements and, in particular, to review the external auditors' management letter, the internal auditors' annual report and management responses.
- g To monitor the implementation of agreed audit-based recommendations from whatever source.
- h To ensure that all significant losses have been properly investigated and that the internal and external auditors and, where appropriate, the Regulator (OfS), have been informed.
- i To approve and oversee the institution's policy on fraud and irregularity, including being notified of any action taken under that policy.
- j To satisfy itself that suitable arrangements are in place to ensure the financial sustainability of the institution and to promote economy, efficiency and effectiveness. This may include consideration of arrangements that:
  - Support the culture and behaviour that is prevalent within the University
  - Ensure the effective management of conflicts of interests

- Enable the appointment of ‘fit and proper persons’ to the Council and senior executive positions
- k To satisfy itself that effective arrangements are in place to ensure appropriate and accurate data returns are made to external stakeholders and regulatory bodies
- l To receive any relevant reports from the National Audit Office, the OfS and other organisations.
- m To monitor other relevant sources of assurance, for example, other external reviews.
- n To monitor annually the performance and effectiveness of external and internal auditors, including any matters affecting their independence and objectivity, and to make recommendations to the Council concerning their re-appointment, where appropriate.
- o To consider elements of the annual financial statements in the presence of the external auditor, including the auditor’s formal opinion, the statement of members’ responsibilities, and the statement of internal control in accordance with OfS Accounts Directions.
- p In the event of a merger or dissolution of the institution, to ensure that the necessary actions are completed, including arranging for a final set of financial statements to be completed and signed.
- q To prepare an annual report covering the institution’s financial year and any significant issues up to the date of preparing the report, addressed to the Council and OfS Accountable Officer summarising the activity for the year. This report will cover: risk management, control, governance, sustainability, value for money and data quality.
- r To monitor the governance, risk management and financial controls of the University’s subsidiary companies by means of reports from the Resources Committee, internal and external auditors and University Strategy Group.
- s To gain assurance on the University’s management and quality of data submitted to HESA, OfS and other funding bodies.
- t To recommend to Council the Health and Safety policy and receive assurance that the Health and Safety issues are pro-actively managed in line with Health and Safety policy and relevant legislation through an annual report and periodic exception reports as appropriate.

**Notes:**

**1. Membership**

- The Chair of Council may not be a member of the committee.
- The Deputy Chair of Council may not be Chair of the Audit Committee
- No member of the committee may also be a member of the Resources Committee.
- No more than one member of any other standing committee may also be a member of the Audit Committee (and never as Chair of the Audit Committee) with the exception of the Remuneration committee
- At least one member should have a background in finance, accounting or auditing.
- The Chair of the committee is appointed for a two year term, renewable.

2. The committee operates in compliance with the CUC Higher Education Audit Committees Code of Practice including model terms of reference as amended from time to time.
3. The quorum shall be 50% of the committee membership including a minimum of two independent members.
4. The committee will normally meet four times a year, with one meeting to be scheduled at a time in the autumn to consider the University's financial statements and prepare the Audit Committee's annual report to Council and the Vice-Chancellor.
5. The Audit Committee should periodically (and at a minimum of every four years) undertake a review of its terms of reference and its own effectiveness and recommend any necessary changes to the Council.

## Governance Committee

<b>Reports to</b>	Council
<b>Standing Committees</b>	Chancellor Search Committee (Advisory)
<b>Minutes</b>	Not currently published
<b>Executive Summary required</b>	Yes
<b>Frequency of meetings</b>	Three per year
<b>Updated/reviewed</b>	November 2022 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Deputy Chair of Council (ex-officio)
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Clerk to the Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Nominated by the Clerk to the Council and Head of Governance and Compliance from the Governance and Compliance team
<b>Ex-officio Members</b>	Chair of Council Deputy Chair of Council Vice-Chancellor President of the Students' Union
<b>Other Members</b>	Three further members of Council (a maximum of one member can be appointed from the staff members of Council)
<b>Co-options as per Procedures (Section 2.8 &amp; 2.9 refers)</b>	None
<b>In Attendance</b>	Members of USG as agreed by the Vice-Chancellor

### Terms of Reference:

- a To keep under review the membership, recruitment strategy and policy (including the skills matrix and target membership profile) of the Council and to make recommendations to Council for changes as appropriate.
- b To monitor and review the implementation of the governance arrangements under the scheme of delegation to ensure they remain current and appropriate.
- c To evaluate and to report at least annually to the Council on the effectiveness of the Council.

- d To receive reports on the status of memberships and terms of office and to monitor the retirements schedule.
- e To receive proposals regarding changes to the terms of reference and membership of Committees of Council and Senate and make recommendations to Council.
- f To review annually Council members' attendance at Council and its Committees and approve individual Council members as members of Council's Committees.
- g To approve the policy for allowances and expenses for members of Council.
- h To undertake work related to governance which the Council may from time to time delegate.
- i To be responsible for the timely management of succession planning in respect of Chair and Deputy Chair.
- j To recommend to Council nominations for new members.
- k To recommend to Council changes to procedure and process in respect of the management of Council business.
- l To recommend to Council proposed changes to the Instrument and Articles of Government.
- m To approve minor amendments to the Students' Union Constitution.
- n On behalf of Council as shareholder, to nominate as Directors at least one member of Council and at least one member of the University Strategy Group to each of the University's subsidiary companies' Boards of Directors. To have the right of approval, on Council's behalf, of all other Directors of subsidiary companies and to nominate the shareholder's representatives at Annual General Meetings of subsidiary companies.

**Notes:**

1. The quorum shall be 50% of the committee membership including a minimum of two independent members.

## Resources Committee

<b>Reports to</b>	Council
<b>Standing Committees</b>	None
<b>Non-Standing Committees</b>	
<b>Minutes</b>	Not currently published
<b>Executive Summary Required</b>	Yes
<b>Frequency of meetings</b>	Four per academic year
<b>Updated/reviewed</b>	October 2022 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Appointed from the Independent/Co-opted members of Committee for a period of two years, renewable.
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Clerk to the Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Nominated by the Clerk to the Council and Head of Governance and Compliance from the Governance and Compliance team
<b>Ex-officio Members</b>	Chair of Council Deputy Chair of Council (only if the Deputy Chair does not sit on the Audit Committee) Vice-Chancellor
<b>Other Members</b>	A further two to four members of Council (a maximum of one member can be appointed from the staff members of Council (exclusive of ex-officio members))
<b>Co-options as per Procedures (section 2.8 &amp; 2.9 refers)</b>	None
<b>In Attendance</b>	Chief Finance Officer Members of USG as agreed by the Vice-Chancellor Other senior staff of the University at the invitation of the Chair on the recommendation of the Vice-Chancellor

## **Terms of Reference:**

### Finance

- a To recommend to Council for approval the policy in relation to fees and the proposed levels of fees set by the University.
- b To recommend to Council the budget and five-year forecast and monitor performance against budget.
- c To recommend to Audit Committee, the annual audited accounts of the University.
- d To receive the annual audited accounts of its subsidiary companies.
- e To approve variations to the budget within the limits of delegated authority of the committee.
- f To recommend to Council the University's Business plans for new and current subsidiary companies unless Council has delegated consideration of these individually to the University Strategy Group.
- g To approve the Procurement policy.
- h To approve the Hospitality and Gifts policy.

### Estate and Physical Resources Matters

- i To recommend to Council approval of major capital projects that fall outside the approved level of delegated authority.

### General Matters

- j To recommend to Council for approval the core resource strategies of the University (including Estates Strategy, and Digital and Technical Services Strategy).
- k To undertake such work related to the University's resources as the Council may from time-to-time delegate to it.
- l To receive or obtain assurance that the resource strategies are being implemented effectively through the consideration of progress reports and exception reports from the Director and/or responsible member of Directorate and to report any substantive issue to Council for consideration, action or decision.

## **Notes:**

1. The quorum shall be 50% of the committee membership including a minimum of two independent members.
2. At any time, Resources Committee can delegate to ad hoc groups comprising appropriately knowledgeable Council members working with USG members on explorations of new projects, partnerships and strategies. Some of these will result in formal recommendations to Resources Committee or Council.

## Student Experience Committee

<b>Reports to</b>	Council
<b>Standing Committees</b>	None
<b>Minutes</b>	Not currently published
<b>Executive summary required</b>	Yes
<b>Frequency of meetings</b>	Three per year
<b>Updated/reviewed</b>	June 2023 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Appointed from the Independent / Co-opted members of the Committee for a period of two years renewable
<b>Secretary</b>	Clerk to Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Nominated by the Clerk to Council and Head of Governance and Compliance from the Governance and Compliance team
<b>Ex-officio Members</b>	Vice-Chancellor Students' Union President Council Student Representative
<b>Other Members</b>	3 x independent members of Council Academic or PSE elected staff member of Council
<b>Co-opted Members</b>	None
<b>In attendance</b>	Members of USG as agreed by the Vice-Chancellor Dean of Students Director of Student Success Representative of the Finance Directorate SU Vice-President(s): Education and Welfare SU Vice-President: Achievement and Belonging CEO Students' Union
<b>Other</b>	Deputy CEO of the Students' Union by invitation

## Terms of Reference:

The below terms of reference reflect the experience of all BNU registered students including those studying on BNU campuses and those studying via approved partners.

### General

1. To receive and monitor key performance measures in relation to the student experience.
2. To receive assurance that the student experience of students possessing protected characteristics is being managed. (*Note: the minutes of the Senate Student Experience Forum will be forwarded to the Committee for information*)
3. To receive assurance that the University is effectively monitoring its student facing support services and facilities and taking action to address matters to assure the student experience.
4. To receive an annual report summarising and benchmarking the University's performance and year-on-year progress in respect of the following:
  - Withdrawal, continuation and non-completion rates
  - Classification and award rates
  - Student satisfaction, including outcomes from the NSS, PTES, PRES, and other national surveys
  - Student employability, including outcomes from the Graduate Outcomes survey
5. To receive assurance that the student complaints and disciplinary processes are being operated effectively.
6. To offer critical reflection on the extent to which students' needs and expectations are met, considering best practice within the sector.
7. To maintain oversight of and encourage active partnership between the University and the Students' Union.
8. To receive assurance that the freedom of speech of students and their visitors is protected both by the University and by the Students' Union – including the right to say things that may be offensive to the listener – unless this is going to result in a breach of the law.
9. To monitor the extent to which the Students' Union and its sponsored activities are inclusive and accessible to the diverse student body.
10. To monitor the financial performance of the Students' Union, including receiving regular updates and financial statements, in order to assure Council that the Students' Union's use of its block grant and other allocated resources has been used effectively and to the benefit of students:
  - Approval of the University's annual Block Grant allocation to the Students' Union
  - Receipt of assurance that expenditure is effectively monitored and controlled.
  - Receipt of the Students' Union annual audited accounts prior to their presentation to Council.

### **Notes:**

1. All members will normally be appointed for a period of two years, renewable.
2. Others may attend and speak to items at the invitation of the Chair.

3. A written report from the Students' Union will be prepared for each meeting.
4. Relevant items will be led by student members of the committee.
5. The quorum shall be 50% of the committee membership including a minimum of two independent members.

## Vice-Chancellor's Remuneration Committee

<b>Reports to</b>	Council  Note: the Chair of Remuneration Committee will verbally report to Council, under reserved business, and provide an opportunity for Council members to raise questions.
<b>Standing Committees</b>	None
<b>Minutes</b>	Confidential (not published)
<b>Executive summary required</b>	No
<b>Frequency of meetings</b>	Two per year
<b>Updated/reviewed</b>	Agreed by Council: 23 November 2021  Reviewed: June 2025

### Membership:

<b>Chair</b>	Deputy Chair of Council (ex-officio)
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Chief People Officer
<b>Minute Secretary</b>	Confidential minutes taken by the Clerk to Council and Head of Governance and Compliance
<b>Ex-officio Members</b>	Chair of Council Deputy Chair of Council/Chair of Governance Committee Chair of the Audit Committee Chair of the Resources Committee Chair of Student Experience Committee Chair of People Committee
<b>Other Members</b>	The Committee is authorised by Council to obtain external professional advice if it considers this necessary, normally in consultation with the HR Director.
<b>Co-options as per Procedures: (Section 2.8 &amp; 2.9 refers)</b>	None
<b>In Attendance</b>	None

### **Terms of Reference:**

1. To approve a robust and defensible methodology for the benchmarking of the Vice-Chancellor's & Chief Executive salary which is compliant with the CUC Higher Education Senior Staff Remuneration Code.
2. To approve and recommend to Council the remuneration parameters for the reward package of the Vice-Chancellor & Chief Executive when required.
3. To determine and oversee on behalf of Council contract terms for the Vice-Chancellor & Chief Executive in accordance with any University policy on appointment, salary, benefits in kind, pension provisions, terms and conditions, dismissal, severance or redundancy in line with external guidance from regulators.

*Note: Severance payments to the Vice-Chancellor & Chief Executive will not be delegated and negotiating parameters will be set by Council.*

4. To endorse the Vice-Chancellor & Chief Executive's objectives as proposed by the Chair of Council and monitor performance against objectives.
5. To receive interim and end of year reviews of the performance against objectives of the Vice-Chancellor & Chief Executive carried out by the Chair of Council and, to make a verbal confidential report to Council as appropriate.
6. To agree and oversee the annual pay reward applied to the Vice-Chancellor & Chief Executive.
7. Receive equal pay reviews and sector benchmarking for the role of the Vice-Chancellor & Chief Executive.

*Note: The University will partake in the annual CUC Survey of VC Remuneration, the outcome of which will be provided, in confidence, to the Chair of Council.*

8. To agree bonus payments for the Vice-Chancellor & Chief Executive as based on recommendations from the Chair of Council.
9. Monitor activity in relation to succession planning for the Vice-Chancellor & Chief Executive.

### **Governance**

10. To undertake an annual review of the terms of reference, delegated powers and membership of the Vice-Chancellor's Remuneration Committee to ensure compliance with the CUC Higher Education Senior Staff Remuneration Code and the OfS ongoing conditions of registration.

### **Reporting**

11. To agree the 'Staff Costs Note' as relating to the Vice-Chancellor & Chief Executive's Remuneration in accordance with the requirements of the OfS Accounts Direction for publication in the University's Annual Financial Statement which is made publicly available.

### **Notes:**

1. The quorum shall be 50% of the committee membership.
2. The Chair of Council may be requested to withdraw from the meeting by the Chair whilst the Committee discusses their assessment of the Vice-Chancellor.

3. Papers for the Vice-Chancellor Remuneration Committee shall be commercially confidential to members and attendees unless specifically designated for release.
4. Minutes of the Vice-Chancellor Remuneration Committee shall be commercially confidential to members and attendees and a verbal report on relevant business transacted shall be made to the Council by the Chair of Remuneration Committee as appropriate. The minutes of the Committee will be confidential and will not be accessible to Council members, except with the approval of the Chair of Council and the Chair of the VC Remuneration Committee. The minutes are exempt from disclosure under the Freedom of Information Act (section 40).

## People Committee

<b>Reports to</b>	Council
<b>Standing Committees</b>	None
<b>Minutes</b>	Confidential (not published)
<b>Executive summary required</b>	No
<b>Frequency of meetings</b>	Three per year
<b>Updated/reviewed</b>	Approved March 2025

### Membership:

<b>Chair</b>	Deputy Chair of Council (ex-officio)
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Clerk to Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Confidential minutes taken by Secretary
<b>Ex-officio Members</b>	<p>Chair of Council</p> <p>Deputy Chair of Council/Chair of Governance Committee</p> <p>Chair of the Audit Committee</p> <p>Chair of the Resources Committee</p> <p>Chair of Student Experience Committee</p> <p>Vice-Chancellor &amp; Chief Executive</p>
<b>Other Members</b>	<p>The Committee is authorised by Council to obtain external professional advice if it considers this necessary, normally in consultation with the Chief People Officer.</p> <p>For example, specialist input from UCEA may be sought on all matters relating to reward and remuneration.</p>
<b>Co-options as per Procedures: (Section 2.8 &amp; 2.9 refers)</b>	None
<b>In Attendance</b>	Chief People Officer

## Terms of Reference:

### HR Matters

1. To monitor and receive assurance on the development and implementation of BNU's talent strategy and to recommend the framework of the pay and conditions of University employees, including those employed by the University's subsidiary companies and joint ventures, to Council
2. To receive assurance that the framework for the employment and dismissal of employees is appropriate and effective and compliant with employment legislation
3. To approve\* regulations and policies relating to employee conduct, grievances, dismissals, and other employment procedures
4. To receive reports from the Chief People Officer and the Vice-Chancellor on pay decisions as required, for example for those staff within the scope of UCEA's JNCHES pay arrangements or senior postholders outside the national pay and conditions agreements (i.e. non-JNCHES, SPOT salaries), and to advise Council on other matters with respect to staff remuneration and employment matters as required, where the Committee's recommendations in respect of senior post holders (with the exception of the Vice-Chancellor & Chief Executive) and those staff on SPOT salaries have implications for other employees

\*Policies and regulations will have been developed within the University internal governance structure. Therefore, new/amended policies may be brought to the Committee for note together with assurance that full consultation has taken place.

### EDI Matters

5. To receive assurance that appropriate actions are in place to create a genuine culture of equality, diversity and inclusion and to recommend statutory reports such as Pay Gaps Reports to Council

### Learning and Development Matters

6. To receive reports, including on completion of staff mandatory training, on learning and development interventions and initiatives as required

Senior Post Holders (excluding the Vice-Chancellor and Chief Executive whose remuneration, contract of employment and performance is considered by the Vice-Chancellor's Remuneration Committee)

7. To approve methodologies for salary benchmarking for senior post holders
8. To determine and oversee contract terms for senior post holders on appointment in line with external guidance from regulators, and agree the annual pay reward and bonus payments for senior post holders as based on recommendations from the Vice-Chancellor & Chief Executive

9. To receive regular performance reviews against objectives carried out by the Vice-Chancellor and Chief Executive and to make a confidential report to Council as appropriate
10. To prepare an Annual Remuneration Report to Council in line with the CUC Higher Education Senior Staff Remuneration Code guidance and OfS requirements, and agree what information about the work of the People Committee and executive award arrangements should be published on the University's Governance webpages.

**Notes:**

1. The quorum shall be 50% of the committee membership.
2. Any conflicted member or person whose salary falls under discussion will withdraw from the meeting when their salary, terms & conditions or severance payments are under consideration, except on the request of the Chair and with the agreement of members where it is beneficial to the University to ensure effective solutions are identified. Minutes must record therefore presence/absence/contribution from those with declared conflicts. There must be appropriate abstention from voting by those conflicted.
3. The Vice-Chancellor & Chief Executive may be requested to withdraw from the meeting by the Chair whilst the Committee discusses their assessment of the University Strategy Group.
4. Papers for the People Committee shall be commercially confidential to members and attendees unless specifically designated for release.
5. Minutes of the People Committee shall be commercially confidential to members and attendees and a verbal report on relevant business transacted shall be made to the Council by the Chair as appropriate. The minutes of the Committee will be confidential and will not be accessible to Council members, except with the approval of the Chair of Council and the Chair of the People Committee. The minutes are exempt from disclosure under the Freedom of Information Act (section 40).

## Honorary Awards Committee

<b>Reports to</b>	Council
<b>Standing Committees</b>	None
<b>Minutes</b>	Confidential
<b>Executive Summary required</b>	No
<b>Frequency of meetings</b>	Two per year
<b>Updated/reviewed</b>	September 2022 Minor amendments: June 2025

### Membership:

<b>Chair</b>	Chair of Council (ex-officio)
<b>Deputy Chair</b>	Not applicable
<b>Secretary</b>	Nominated by the Vice-Chancellor
<b>Minute Secretary</b>	Nominated by the Vice-Chancellor
<b>Ex-officio Members</b>	Chair of Council Vice-Chancellor 2 x Senate members of Council
<b>Other Members</b>	3 x Independent/Co-opted members of Council nominated annually by the Chair (renewable) 1 x member of Senate nominated annually by the Chair of Senate (renewable)
<b>Co-options as per Procedures: (section 2.8 &amp; 2.9 refers)</b>	None
<b>In Attendance</b>	Members of USG as agreed by the Vice-Chancellor

### Terms of Reference:

- a To ensure the University's Honorary Awards Procedures remain fit for purpose.
- b To recommend to Senate and the Council the names of persons upon whom an Honorary Degree should be conferred.
- c To recommend to Senate and the Council the names of persons upon whom the title of Honorary Doctor of the University should be conferred.

- d To recommend to Senate and the Council any other appropriate form of recognition and the names of any persons it would wish to so recognise.
- e To establish and advise on any changes to the criteria to be met for such conferment.
- f To monitor the diversity of nominations received and awards made.
- g To receive an annual report on the University's ongoing engagement with honorary awardees.

**Notes:**

1. The quorum shall be 50% of the committee membership including a minimum of two independent members.

## **Non-Standing Committees of Council**

Employee Appeals Panel: see Employee Disciplinary Policy for details

Employee Grievance Panel: see Employee Grievance Policy and Procedures for details

Senior Employee Special Committee: contact Chief People Officer

### Chancellor Search Committee (convened as required)

<b>Reports to</b>	Governance Committee
<b>Standing Committees</b>	None
<b>Minutes</b>	Not Published
<b>Executive Summary required</b>	No
<b>Frequency of meetings</b>	As necessary
<b>Updated/reviewed</b>	January 2021 May 2025

#### Membership:

<b>Council members:</b>	Chair of Council (Chair) Deputy Chair of Council 2 x Independent members of Council
<b>University members</b>	Vice-Chancellor Representative from the Civic Impact team
<b>Secretary</b>	Clerk to Council and Head of Governance and Compliance
<b>Minute Secretary</b>	Clerk to Council and Head of Governance and Compliance or nominee
<b>In Attendance</b>	None

#### Terms of Reference:

- a To identify potential candidates based on an assessment of their fit to the University's criteria
- b To determine the most appropriate form and timing of any approach to potential candidates
- c To develop such activities, events and promotional material as would be needed to attract potential candidates
- d To develop and oversee a formal appointment process, subject to approval from the Governance Committee

#### Criteria:

An incumbent Chancellor should add value to the University, enhancing its profile and contributing to its success. In addition, the current appointment would be the University's first or inaugural Chancellor.

Criteria for the appointment would comprise the following.

##### Essential Criteria

- Would be identified by students as a positive role model in their sphere of influence
- Strong fit and identification with the University's values
- Strong identification with the University's mission to transform lives, especially

- to widen participation within higher education; and
  - to promote equality and diversity
- Strong and positive national or international profile that would enhance the University's reputation

Desirable Criteria

- Ability and willingness to enhance the University's fund-raising campaigns
- Ability and willingness to draw on their own networks in order to promote opportunities for the University
- A strong personal and/or professional connection to Buckinghamshire
- A strong commitment or engagement with one or more of the University's academic subjects
- A strong commitment or engagement with one or more of the University's strategic priorities
- A strong connection with one or more of our strategic priorities or partners

Baseline Threshold Criteria

- Would pass due diligence in relation to past and present conduct (the Daily Mail test)
- Ability to dedicate the minimum projected time to the role of Chancellor

## Missenden Abbey Limited

Reports to	Council
Standing Committees	None
Minutes	Not Published
Executive Summary required	No
Frequency of meetings	As necessary and at minimum annually
Updated/reviewed	June 2022 (based on external Governance Review undertaken by Hugh Jones, Feb 22 and reported to and agreed by Council, Apr 22)  Minor amendments: May 2025

### Membership: All members are also listed as Company Directors at Companies House

Chair	Member of BNUs Council with a commercial background (Nominations for Chair are approved by the Governance Committee and formal appointments are made by the Board of Directors)
Deputy Chair	None
Secretary	Clerk to Council and the Head of Governance and Compliance (Appointed by the Board of Directors)
Minute Secretary	Clerk to Council and Head of Governance and Compliance (Appointed by the Board of Directors)
Company Secretary	Clerk to Council and Head of Governance and Compliance
Ex-officio Members	Vice-Chancellor Chief Finance Officer  1 x member of BNU staff who is not involved in the academic delivery of hotel programmes
Other Members	2-3 x Non-executive Directors external to the University with specific experience of commercial hotel management.  (Appointed by the Board of Directors for a period of four years, renewable)
Co-options as per Procedures (Section 2.8 & 2.9)	None
In Attendance	General Manager of Missenden Abbey

**Terms of Reference:**

- a To manage and direct the company in accordance with the strategic direction of the University and within the Memoranda and Articles of Association approved under the Companies Act.
- b To be accountable to the BNU Council in relation to the use of and return on investment funds through regular reporting on Key Performance Measures to the Council.
- c To approve and monitor the strategic plan for Missenden Abbey.

**Notes:**

- 1 This subsidiary above is incorporated in England and Wales. The University owns 100% of the voting rights.
- 2 The Company operates under standard Memoranda and Articles of Association
- 3 Terms of office are for four years, renewable
- 4 Senior University employees and Council members, taken together, must make up a majority of the membership of the Company's Board.  
*(Council Procedures, para 93 refers)*
- 5 The Chairs of Council, Resources, Audit and Senate may not be nominated as Chairs of any University Subsidiary Company's Board of Directors.  
*(Council Procedures, para 94 refers)*

## Appendix: Equality Impact Assessment

### 1. What is changing and why?

There are no major changes to Council Committee Constitutions and Terms of Reference from 2021-2022. Council and the University agree that the Council Committee structure remains fit for purpose and continues to provide value to the institution.

### 2. What do you know?

As good governance practice, all Council constitutions and Terms of References were reviewed at the first meeting of each committee in 2022-2023 which led to some minor changes to membership / terms of reference, including

- the Director of Student Success joined the Council Student Experience Committee in attendance and the same Committee added receiving reports on engagement and retention to its remit
- it was clarified that the Honorary Awards, Staff Reward and Vice-Chancellor's Remuneration Committees would meet twice a year.

All changes to their constitutions/terms of reference were approved by the committees.

Council committees' constitutions and terms of reference align with Council's responsibility for all affairs of the University, ensuring the effective management of BNU and planning its future development. They also ensure that Council is compliant against the Office for Student's ongoing conditions of registration, namely the E Conditions relating to good governance:

- E2 (1): the provider must have in place adequate and effective management and governance arrangements to operate in accordance with it governing documents

Members of Council and its committees are recruited from both outside and within BNU, including independent (lay) members, BNU staff and BNU students. Membership of Council and its standing and non-standing committees is designed to ensure that every committee has the required knowledge, expertise, (professional) experience and diversity to function effectively, fulfil its remit and add value to the University as part of BNU's governance structure. It reflects the diversity of the BNU community.

Terms of reference are designed to ensure Council and its committees are aware of and monitor the variety of activity within BNU and can effectively advise, support and (if necessary) challenge BNU and the University Strategy Group. This again ensures Council fulfils its responsibility as the governing body.

<b>3. Assessing the impact</b>				
	<b>Could benefit</b>	<b>May adversely impact</b>	<b>What does this mean? Impacts identified from what you know (actual and potential)</b>	<b>What can you do? Actions (or why no action is possible) to advance equality of opportunity, eliminate discrimination, and foster good relations</b>
a) How could this affect different ethnicities? <i>Including Gypsy, Roma, Traveller, Showmen and Boaters, migrants, refugees and asylum seekers.</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for different ethnicities at BNU is effectively monitored, enabling the identification of improvements that can be made to the staff / student experience and that challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all ethnicities. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>Ethnic minority staff or students are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of different ethnic identities.</p> <p>Recruiting independent members from a range of ethnicities is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a chance to celebrate people from different</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annual monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for different ethnicities.</p> <p>Reviewing recruitment processes can ensure that membership continues to include different ethnicities or expertise/understanding of the challenges they face.</p>

			ethnicities through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination and racism against ethnic minorities.	
b) How could this affect cisgender and transgender men and women (including maternity/pregnancy impact), as well as non-binary people?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for cisgender and transgender men and women and non-binary people at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>Cisgender, transgender and non-binary staff or students are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of different identities.</p> <p>Recruiting independent members from a range of identities is also a key aim of the Council recruitment process.</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annual monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for different identities.</p> <p>Reviewing recruitment processes can ensure that membership includes different identities or expertise/understanding of the challenges faced by cisgender and transgender men and women and non-binary people.</p>

			The Honorary Awards Committee offers a chance to celebrate different identities through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against transgender / non-binary people.	
c) How could this affect disabled people or carers? <i>Including neurodiversity, invisible disabilities and mental health conditions.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for disabled people and carers at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>Disabled staff or students, or those with carer responsibilities, are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of disabled or carer experience.</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annual monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for disabled people or those with caring responsibilities.</p> <p>Reviewing recruitment processes can ensure that membership includes disabled people or carers or expertise/understanding of the challenges they face.</p>

			<p>Recruiting independent members from a range of different groups is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate disabled people or those with caring responsibilities through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against disabled people and carers.</p>	
d) How could this affect people from different faith groups?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for people from different faith groups at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and that challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>Staff or students from different faith groups are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annul monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for people from different faith groups.</p> <p>Reviewing recruitment processes can ensure that membership includes people from different faith groups or expertise/understanding of the challenges they face.</p>

			<p>and understand issues through the prism of different faiths.</p> <p>Recruiting independent members from a range of faith groups is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate people from faith groups through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against different faith groups.</p>	
e) How could this affect people with different sexual orientations?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for people with different sexual orientations at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>People with different sexual orientations are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annul monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for people with different sexual orientations.</p> <p>Reviewing recruitment processes can ensure that membership includes people of different sexual orientations or expertise/understanding of the challenges they face.</p>

			<p>and understand issues through the prism of different sexual orientations.</p> <p>Recruiting independent members from a range of sexual orientations is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate different sexual orientations through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against people with different sexual orientations.</p>	
f) How could this affect different age groups or generations?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for different age groups and generations at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups, including those of Mature and Young students. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annul monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for people from different age groups or generations.</p> <p>Reviewing recruitment processes can ensure that membership includes people from different age groups and generations or expertise/understanding of the challenges they face.</p>

			<p>People of different ages and generations are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of different ages.</p> <p>Recruiting independent members from a range of different groups is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate different age groups and generations through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating age discrimination.</p>	
g) How could this affect those who are married or in a civil partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<p>Both married people and those in civil partnerships are encouraged and able to join Council and its committees and ensure their voices are heard.</p> <p>Recruiting independent members from a range of groups is also a key aim of the Council recruitment process.</p>	BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.
h) How could this affect people from different backgrounds such as: socio-	<input type="checkbox"/>	<input type="checkbox"/>	Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for people from	BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.

<p>economic disadvantage, homeless, alcohol and/or substance misuse, people experiencing domestic and/or sexual violence, ex-armed forces, looked after children and care leavers.</p>		<p>different backgrounds at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all backgrounds. Resources Committee has responsibility for approving employment-related policies relating to BNU’s staff (People) strategy.</p> <p>People from different backgrounds are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of different sexual orientations. Past student members have included care leavers.</p> <p>Recruiting independent members from a range of backgrounds is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate people from different backgrounds through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against people from different backgrounds.</p>	<p>Annual monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for people from different backgrounds.</p> <p>Reviewing recruitment processes can ensure that membership includes people from different backgrounds or expertise/understanding of the challenges they face.</p>
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<p>i) How could this affect people with multiple intersectional experiences?</p>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Council and its committees' diverse remit and their diverse membership ensures that the student and staff experience for people with multiple intersectional experiences at BNU is effectively monitored, enabling the identification of improvements that can be made to their experience and challenges are identified and addressed. Council Student Experience Committee has a particular focus on monitoring the student experience for all student groups. Resources Committee has responsibility for approving employment-related policies relating to BNU's staff (People) strategy.</p> <p>People with multiple intersectional experiences are encouraged and able to join Council and its committees, ensure their voice is heard and help Council and its committees to consider and understand issues through the prism of intersectional experience.</p> <p>Recruiting independent members from a range of experiences is also a key aim of the Council recruitment process.</p> <p>The Honorary Awards Committee offers a change to celebrate intersectional experiences through the awarding of honorary awards at BNU Graduation to those who have made outstanding contributions to eradicating discrimination against multiple groups and those with multiple intersectional experiences.</p>	<p>BNU can continue to encourage more diversity in the membership of Council and its committees to advance equality of opportunity.</p> <p>Annual monitoring of the effectiveness of Council and its committees and annual reviews of their constitutions and terms of reference can ensure that Council and its committees continue to effectively monitor, support and critique the staff or student experience for people with multiple intersectional experiences.</p> <p>Reviewing recruitment processes can ensure that membership includes people with intersectional experiences or expertise/understanding of the challenges they face.</p>
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<b>4. Overall outcome</b>				
No major change needed <input checked="" type="checkbox"/>	Adjust approach <input type="checkbox"/>	Adverse impact but continue <input type="checkbox"/>	Stop and remove <input type="checkbox"/>	
<b>5. Details of further actions needed</b>				
Continued refinement of recruitment processes to ensure diversity.				
<b>6. Arrangements for delivery and future monitoring</b>				
<ul style="list-style-type: none"> <li>• Annual effectiveness review of Council and its standing committees (facilitated by the University Secretariat).</li> <li>• Annual reviews of constitutions and terms of reference at committee meetings (facilitated by secretaries).</li> <li>• Annual review of recruitment processes.</li> </ul>				
<b>7. Completed by:</b>	Emma Tomsett	University Secretariat Manager	<b>Date</b>	03/02/2023
<b>8. Signed off by:</b>	Ellie Smith	University Secretary and Clerk to Council	<b>Date</b>	13/02/2023



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