



BUCKINGHAMSHIRE  
NEW UNIVERSITY

EST. 1891



# University Committee Constitutions and Terms of Reference

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Approved by:	Senate
Date first published:	October 2013
Date updated:	March 2026
Owner	Clerk to Council and Head of Governance and Compliance
Review Date:	September 2026

This document has been designed to be accessible for readers. However, should you require the document in an alternative format please contact the Governance and Compliance team.

## Introduction

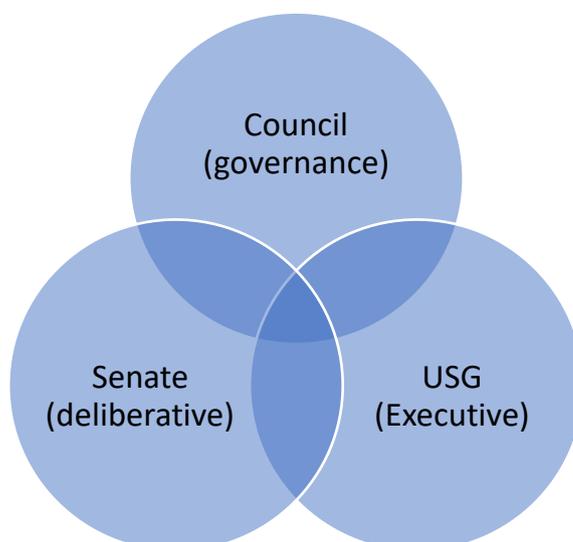
This document sets out the Terms of Reference for Buckinghamshire New University's (BNU's) Deliberative Committee structure. The Governance and Compliance team is responsible for the management and servicing of BNU committees including the formal record of all discussions, decisions and actions.

BNU is required by its *Instrument* and *Articles of Government* to have a Senate which is responsible for the quality and standards of the awards made in its name. Senate may establish such deliberative committees as it considers necessary in accordance with the process set out in the *Articles*. A structure diagram is available below (see Figure 1).

The Terms of Reference for BNU's governing body – the Council – are published in the *Council Committees Constitutions and Terms of Reference* which can be found on the University's policies and strategies webpage.

BNU also operates several Executive committees/groups. These are detailed in Figure 2.

The Deliberative Committees, the Executive Committees and the Council combine to deliver effective governance of BNU. Whilst care is taken to reduce duplication between committees/groups there will be some synergies across the governance structure.



Where BNU has a separate formal document relating to a specific process, e.g., Academic Appeals, External Examiners, the detail regarding constitutions and terms of reference is published within the relevant document and not republished here (see page 37 for details).

By having these constitutions and terms of reference in place, the University is compliant with the following Office for Students' (OfS) Ongoing Conditions of Registration:

- a. E2 (1): the provider must have in place adequate and effective management and governance arrangements to operate in accordance with its governing documents
- b. E2 (2): the provider must have in place adequate and effective management and governance arrangements to deliver, in practice, the public interest governance principles that are applicable to it
- c. E2 (3): the provider must have in place adequate and effective management and governance arrangements to provide and fully deliver the higher education courses advertised

A schedule of all BNU Committees (including Council and USG) is published annually by the Governance and Compliance team.

All Committees may delegate aspects of their work through work packages to sub-committees, task and finish groups, working groups, individual members, or job roles as appropriate.

Annually, at the start of each academic year, each Committee will establish and approve a clear scheme of delegation relating to their Terms of Reference as per below:

<b>Committee Term of Reference</b>	<b>Delegated to: (Individual, Working group, other committee etc)</b>	<b>Assurance demonstrated through e.g., reports</b>	<b>Notes</b>

All Committees must provide assurance that the University remains compliant with all relevant standards and statutory obligations, including GDPR, DPO, information governance standards and has appropriate mitigation in place to manage risk and threat relating to its information and cyber security.

Committee memberships/constitutions are as set out in the Terms of Reference. Others may attend and speak to items at the invitation of the Chair.

Student members may be required to withdraw from any part of a meeting where a named student, past, present or prospective, is being discussed.

Quoracy is calculated as 50% of the membership excluding the Secretary unless otherwise stated in individual terms of reference.

All constitutions and terms of reference will be annually reviewed and proposals for amendments made to Senate as appropriate.

16 All Boards and Committees will be serviced via the University's committee software.

Figure 1: BNU Deliberative Committee Structure

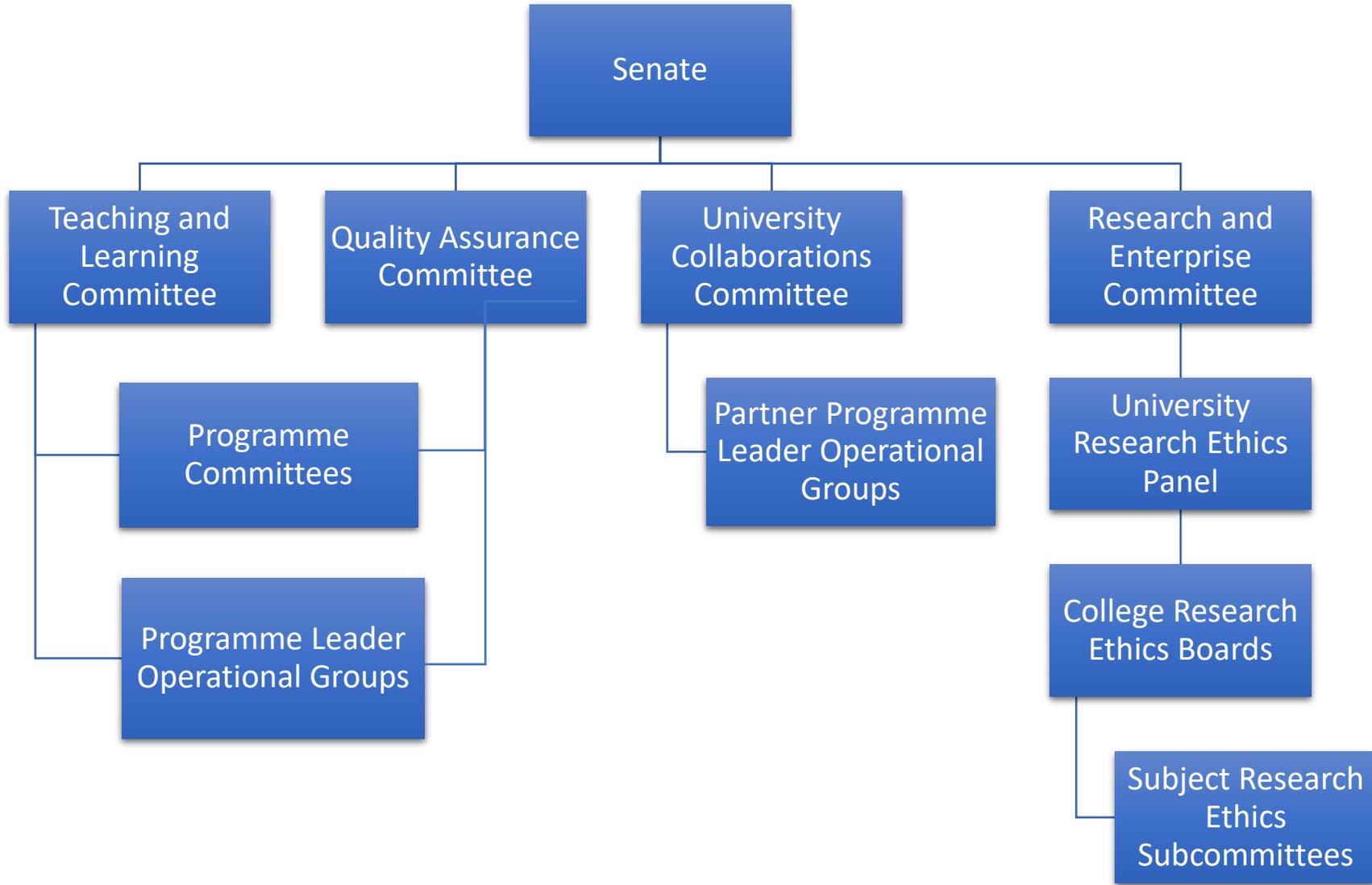


FIGURE 2: UNIVERSITY EXECUTIVE COMMITTEES



## Senate

**Remit:**

To direct and monitor achievement against the University’s strategy, Thrive 28, specifically the pillars of: Student Success; Knowledge and Skills; Fit and Agile Organisation; Places and Partners. This will be done through delegated responsibility to sub-committees of Senate, functional areas and individual roles.

*Note: The Terms of Reference below are aligned with and cover the responsibilities of Senate as outlined in the University’s Articles of Government.*

<b>Reports to</b>	Council
<b>Standing Committees</b>	<ul style="list-style-type: none"> <li>• Teaching and Learning Committee</li> <li>• Quality Assurance Committee</li> <li>• Research and Enterprise Committee</li> <li>• University Collaborations Committee</li> </ul> <p>Additionally:</p> <ul style="list-style-type: none"> <li>• Honorary Awards Committee (also reports to Council and the Terms of Reference are included in <i>Council Committees: Constitutions and Terms of Reference</i>)</li> </ul>
<b>Minutes</b>	Open minutes published on the University website
<b>Frequency of meetings</b>	Three meetings per year but additional meetings if required
<b>Updated/reviewed</b>	August 2025

**Membership:**

<b>Chair</b>	Vice-Chancellor
<b>Secretary</b>	Clerk to Council and Head of Governance and Compliance
<b>Ex-officio Members</b>	<ul style="list-style-type: none"> <li>• Pro Vice-Chancellor(s)</li> <li>• Academic Registrar</li> <li>• Director of Strategy, Transformation and Futures</li> <li>• Chief Information Officer</li> <li>• Dean of Students</li> <li>• Director of Student Success</li> <li>• Director of Learning Enhancement and Academic Practice</li> </ul>

	<ul style="list-style-type: none"> <li>• Director of Library and Archives</li> <li>• Deans of College</li> </ul>
<b>Other Members</b>	<ul style="list-style-type: none"> <li>• Three academic representatives from each College, elected by the College's academic employees under arrangements devised by Senate and approved by Council</li> <li>• One member of the Professoriate</li> <li>• One representative from the non-ex-officio members of the following committees, nominated by its Chair: <ul style="list-style-type: none"> <li>• Teaching and Learning Committee</li> <li>• Quality Assurance Committee</li> <li>• Research and Enterprise Committee</li> <li>• University Collaborations Committee</li> </ul> </li> </ul> <p><i>These members shall serve for a term of two years, renewable for a further two years.</i></p>
<b>Student Members</b>	<ul style="list-style-type: none"> <li>• President of the Students' Union</li> <li>• Students' Union Vice-Presidents (Education &amp; Welfare)</li> </ul> <p><i>Note: Student membership of Senate is established in the Council Procedures and is jointly agreed between the Students' Union and Council.</i></p>
<b>Co-opted Members</b>	By invitation of the Chair

### **Terms of Reference:**

- To establish an organisational and committee structure, together with delegated responsibilities and Terms of Reference and Membership, for the delivery of BNU's strategic plan and which ensures outcomes meet sector requirements.
- To annually outline the objectives and targets to be delivered during the academic year by sub-committees, functional areas and roles.

*Note: So far as is practicable, Senate will delegate its functions as permitted within the Scheme of Delegation.*

### Strategy

- To consider and recommend to Council the University's strategy and related KPIs.
- To monitor the implementation of and achievement against the strategy and KPIs.
- To delegate as appropriate sub-strategies and receive assurance that strategies and KPIs are achieved.

### General Issues

- f) To have overall responsibility for the admission, assessment, progression and award of students, as well as student behaviour, conduct and exclusion under the regulations
- g) To consider government and sector policy and its implications for BNU strategy and operations, and to formally approve or recommend to Council key external submissions (e.g. TEF, APP).
- h) To be responsible through delegation to sub-committees / functions / roles the University's framework and operational delivery of:
  - research
  - teaching and learning
  - curriculum portfolio
  - student experience
- i) To consider strategic developments and enhancements to the University's academic portfolio in response to changes in external markets / government policy and the University's strategic plan
- j) To approve as appropriate academic awards and qualifications, and their regulations
- k) To approve the BNU Policies and Procedures Framework and delegate to sub-committees / functions / roles the approval, implementation, monitoring and review of policies in the BNU Academic / Qualifications Framework and related policies.

#### Standards and Quality

- l) To have overall responsibility for and to receive assurance from sub-committees / functional areas / roles that BNU provision / awards meet sector/regulator metrics, quality and standards, and where not that appropriate action is being taken
- m) To have overall responsibility for the formal appointment and termination of external examiners
- n) To recommend to Council the Access and Participation Plan and to monitor its implementation.
- o) To receive Minutes from Council and to report to Council the work of Senate.

#### **Indicative Annual Workplan**

August	Chairs of University committees / leads of University functions to agree work tasks and delegation for the year
September	<ul style="list-style-type: none"> <li>• Senate approves committee objectives by correspondence</li> <li>• Committees approve committee objectives by correspondence</li> </ul>
October/November	<ul style="list-style-type: none"> <li>• Interim reports from the Committees against their objectives for the year</li> <li>• Interim reports from the Committees against their objectives for the year</li> <li>• Thrive 28 KPI report</li> <li>• Report on the curriculum / portfolio (as required)</li> </ul>

	<ul style="list-style-type: none"> <li>• Report / discussion of government and sector developments as it impacts BNU academic experience</li> <li>• Receive / approve sub-strategies (as required)</li> <li>• Report on the APP</li> <li>• Report from Governance and Compliance team on status of the Policy and Procedures Framework</li> <li>• Receive Council minutes</li> </ul>
January	<ul style="list-style-type: none"> <li>• Interim reports from the Committees against their objectives for the year</li> <li>• Thrive 28 KPI report</li> <li>• Report / discussion of government and sector developments as it impacts BNU academic experience</li> <li>• Receive report on academic quality</li> <li>• Receive / approve sub-strategies (as required)</li> <li>• Report on the APP</li> <li>• Report from Governance and Compliance team on status of the Policy and Procedures Framework</li> <li>• Receive Council minutes</li> </ul>
June	<ul style="list-style-type: none"> <li>• Final reports from the Committees about achievements against objectives for the year</li> <li>• Thrive 28 KPI report</li> <li>• Report / discussion of government and sector developments as it impacts BNU academic experience</li> <li>• Receive report on academic quality</li> <li>• Updates on progress against sub-strategies</li> <li>• Report on the APP</li> <li>• Report from Governance and Compliance team on status of the Policy and Procedures Framework on policies</li> <li>• Receive Council minutes</li> <li>• Identification of any objectives to be taken forward by Committees in the next academic year</li> </ul>

**Notes:**

- 1 The University is required by Council to set up a Senate and approve its constitution, Terms of Reference and Rules of Procedure as specified in the *Articles of Government*, as approved by the Council in July 2025.
- 2 The *Articles of Government* provide for a membership of no more than 40 members, comprising the Vice-Chancellor (who shall be Chair) and such other employees and students as may from time to time be approved by the Council. Taken together, the following categories will comprise at least half the membership: members of the University Strategy Group and the University Management Group.

- 3 Voting shall be by show of hands unless a ballot is requested by at least five members.
  
- 4 Proxies and alternates may **not** attend Senate in place of appointed Senate members in accordance with *Council Procedures* unless a formal arrangement has been made who is on long-term leave of absence.

## Teaching and Learning Committee

### Remit:

To discuss, debate and direct excellence in academic pedagogy to enhance the delivery of programmes across all BNU students (campus-based and partners) on all modes of delivery and ensure they meet sector best practice.

The Committee also sets the strategic direction in line with Thrive 28 for the development and delivery of digital, library, technical/simulation, estate and timetabling services and projects in the institution and associated sub-strategies to ensure students receive resources and support needed to succeed.

*Note: The Committee may delegate aspects of its work through work packages to sub-committees, task and finish groups, working groups, individual members, or job roles as appropriate.*

<b>Reports to</b>	Senate
<b>Standing Committees</b>	Programme Leader Operational Groups
<b>Minutes</b>	Minutes published on the University intranet together with chair's summary
<b>Frequency of meetings</b>	At least two meetings per year but additional meetings can be scheduled if required
<b>Updated/reviewed</b>	July 2025

### Membership:

<b>Chair</b>	Pro Vice-Chancellor (Pedagogy and Practice)
<b>Deputy Chair</b>	Director of Learning Enhancement and Academic Practice
<b>Secretary</b>	Appointed from the Governance and Compliance team
<b>Ex-officio Members</b>	<ul style="list-style-type: none"> <li>• Director of Learning Enhancement and Academic Practice or nominee</li> <li>• Director of Library and Archives or nominee</li> <li>• Learning Enhancement and Academic Practice Representative with responsibility for the Virtual Learning Environment (VLE)</li> <li>• Head of Apprenticeships</li> <li>• Head of Technical and Simulation Resources</li> </ul>

	<ul style="list-style-type: none"> <li>• Head of Careers / Employability / Graduate Outcomes</li> <li>• 3 x Associate Deans (Education)</li> <li>• 1 x Students' Union Vice-President Education and Welfare</li> </ul>
Other Members	<ul style="list-style-type: none"> <li>• 3 x College Representatives to be appointed by the Chair following Expressions of Interest. Priority will be given to staff in full-time teaching and learning roles</li> <li>• 1 x member of the University's Emerging Leaders programme</li> </ul> <p><i>Nominated members shall serve for a term of two years, renewable for a further two years.</i></p>
Co-opted Members	By invitation of the Chair
In attendance	

### Terms of Reference:

- a) To develop and be responsible to Senate for the University's education strategy and associated strategies and policies, including:
  - the enhancement of teaching excellence and pedagogy through staff development and other means
  - the enhancement of all aspects of learning, teaching and assessment, especially through the identification and promotion of good practice
  - the consideration of innovative methods of delivery of programmes, such as technology enhanced learning
  - the promotion of student career enhancement and employability across the University.
- b) The review of the provision in the areas of widening participation, learning resources, learning development and support for students with disabilities.
- c) To be informed of sector developments and the impact on BNU's education strategy.
- d) To implement and propose amendments to the curriculum framework via the Quality Assurance Committee.
- e) To lead activities to enable the University to comply with education processes and enhancement in relation to the Teaching Excellence and Student Outcomes Framework (TEF).
- f) To lead the drafting, development, monitoring, evaluation and effective implementation of the University's Access and Participation Plan.
- g) To instil a culture of research and evaluation of education matters including teaching and learning excellence, improving equality of opportunity to succeed in higher education, and a research-informed curriculum.
- h) To monitor developments in all areas of learning resources and consider their impact on the student experience and for future strategic direction of the University.

- i) To consider and agree the prioritisation of learning resources projects across BNU and monitor progress against the approved programmes of work.
- j) To provide assurance to Senate that learning resources services across BNU are operating effectively for all stakeholders, and that effective action is being taken where areas are identified for enhancement.
- k) To approve policies and regulations relating to learning resources and monitor their implementation.
- l) To prepare an annual report to Senate on the activity of the Committee and how it has addressed relevant KPIs and Goals for the delivery of the University strategy.

## Quality Assurance Committee

### Remit:

The purpose of the Committee is to ensure on behalf of Senate – and in accordance with the Office for Students (OfS) Regulatory Framework and the sector-agreed principles of the UK Quality Code – the development, effective implementation, and review of:

- procedures for the approval, monitoring and review of high-quality academic programmes that deliver positive outcomes for students.
- regulations and a quality assurance framework to ensure that the standards of awards granted to students are credible when granted and over time, and assessments are effective, valid and reliable.

*Note: The Committee may delegate aspects of its work through work packages to sub-committees, task and finish groups, working groups, individual members, or job roles as appropriate.*

<b>Reports to</b>	Senate
<b>Standing Groups</b>	Programme Leader Operational Groups
<b>Non-Standing Committees</b>	None
<b>Minutes</b>	Minutes will be published on the University intranet along with a chair's summary
<b>Frequency of meetings</b>	At least two meetings per year but additional meetings can be scheduled if required
<b>Updated/reviewed</b>	January 2026

### Membership:

<b>Chair</b>	Pro Vice-Chancellor (Academic)
<b>Deputy Chair</b>	Head of Quality Assurance
<b>Secretary</b>	Appointed from the Governance and Compliance team
<b>Ex-officio Members</b>	<ul style="list-style-type: none"> <li>• Pro Vice-Chancellor (Pedagogy and Practice)</li> <li>• Head of Quality Assurance</li> <li>• Head of Regulations, Awards and Ceremonies</li> <li>• Director of Learning Enhancement and Academic Practice (or nominee)</li> <li>• 1 x Students' Union Vice-President (Education &amp; Welfare)</li> </ul>

	<ul style="list-style-type: none"> <li>• 3 x Associate Deans (Education)</li> <li>• Associate Dean (External Engagement) for the College of Health and Society</li> <li>• Senior Registry Officer (Quality Assurance)</li> <li>• Collaborations Directorate Representative nominated by the Pro Vice-Chancellor (External Collaborations)</li> </ul>
<b>Other Members</b>	<ul style="list-style-type: none"> <li>• Representative of Data Reporting</li> <li>• 1 x member of Emerging Leaders programme</li> </ul>
<b>Co-opted Members</b>	<ul style="list-style-type: none"> <li>• Associate Professor in Education – Quality Assurance and Enhancement</li> </ul>

### Terms of Reference:

- a) To develop, review and maintain processes for the following quality assurance mechanisms ensuring that they remain fit for purpose, are effectively implemented, and improvement / enhancement-focussed:
- A qualifications and credit framework setting out the expected structure and credit arrangements of the University's taught academic portfolio.
  - Regulations for the fair and consistent consideration of learners throughout the student journey, including rules for their admission, progression and award.
  - The approval, amendment, suspension and withdrawal of taught degree programmes or their component modules.
  - The award of credit for approved prior learning, whether certificated or through comparable experience.
  - Accreditation of parts of the University's academic portfolio by external professional, statutory, regulatory bodies (PSRBs).
  - Arrangements for the assessment of learners' work, including marking, moderation and feedback.
  - Arrangements for the appointment of external examiners to review learners' assessed work and to assure the University about the maintenance of academic standards.
  - Arrangements for the continuous monitoring of the University's and its Partners' academic portfolio, through consideration of data and other evidence.
- b) To consider analyses of, and reports on student performance data at BNU and its partners, including continuation, completion / good honours, and progression into employment, and to benchmark performance against relevant institutional and sector targets including the OfS B3 metrics.
- c) To receive periodic review reports on the quality of selected aspects of the University's and Partners' provision and seek assurance that, where appropriate, actions have been put in place to address identified issues in a timely manner.
- d) To receive self-evaluative annual reports on the effective implementation of the University's quality assurance mechanisms and processes.

- e) To consider and respond to quality or standards-related issues raised by Course Leader Operational Groups (CLOGs) and/or other parts of the University's committee structure.
- f) To consider quality-related reports received from external bodies, including the Office for Students, the Quality Assurance Agency, and PRSBs.
- g) To oversee the development and annual updating of the University's Degree Outcomes Statement for recommendation to and approval by the Senate and the Council.
- h) To advise Senate on any specific areas of concern related to academic quality and standards
- i) To approve the development of and monitor the implementation of education partnership plans with individual partners as required.

## Programme Leader Operational Groups

These are indicative and may vary depending on College requirements.

### Remit:

The Programme Leaders' Operational Group shall take all reasonable and practicable steps to lead, promote and maintain an effective, high quality and engaging programme of study for every student at all stages of the student lifecycle in their respective courses. The Group will work with colleagues, students, and other stakeholders of the University to facilitate co-operation and collaboration in devising, developing and promoting practices and initiatives to improve programmes owned by their College.

The Group will also report directly to the Dean of College. It will also liaise, through its membership, with the Associate Pro Vice Chancellor (Student Experience) and Pro Vice Chancellor (Education).

<b>Reports to</b>	Teaching and Learning Committee Quality Assurance Committee
<b>Standing Committees</b>	Programme Committees
<b>Minutes</b>	Action notes
<b>Executive summary required</b>	N/A
<b>Frequency of meetings</b>	Monthly
<b>Updated/reviewed</b>	July 2025

### Membership:

<b>Chair</b>	Dean of College or nominee
<b>Secretary</b>	Action notes taken by a member
<b>Members</b>	Course Leaders

### Terms of Reference:

The Programme Leaders' Operational Group will:

- a) Promote the development of systems, practices and approaches to teaching and learning in the College, to ensure that the requirements of regulatory and professional bodies are met for each programme.
- b) Develop, promote, and monitor events, projects and activities aimed at increasing applications, enrolments, attendance, retention, progression and successful outcomes for all students.

- c) Own (where appropriate), monitor and review any actions and recommendations identified by the Group or other stakeholders to improve areas of programmes in the College (including, but not limited to actions and recommendations arising from Access and Participation plans, Programme Committee meetings, Deep Dive reports, OfS recommendations, TEF outcomes and plans, NSS action plans, Engagement and Retention processes, minimum pass rates and programme quality improvement processes).
- d) Support other University teams, groups and departments (where appropriate) with feedback, recommendations, actions and/or monitoring of programme-related projects, activities and outcomes.
- e) To monitor External Examiner coverage, ongoing relationships and ensuring feedback from external examiners is addressed and responded to.
- f) To report issues that cannot be resolved at College level to the Teaching and Learning Committee, Quality Assurance Committee and University Collaborations Committee as appropriate.

## Programme Committees

There should be a Programme Committee for each cluster of programmes offered by the University. The Programme Committee is responsible for matters relating to the operation, delivery and standards of programmes offered within the subject area.

<b>Reports to</b>	Teaching and Learning Committee (institutional issues) Quality Assurance Committee (institutional issues) Programme Leader Operational Groups (programme issues)
<b>Standing Committees</b>	None
<b>Minutes</b>	Action Notes only – circulated internally
<b>Frequency of meetings</b>	Two per year
<b>Updated/reviewed</b>	September 2025

### Membership:

<b>Chair</b>	Associate Dean (Education) or appropriately appointed nominee / Student Representative (Joint Chair)
<b>Secretary</b>	Appointed by the College
<b>Ex-officio Members</b>	<ul style="list-style-type: none"> <li>• Dean of College</li> <li>• Associate Deans (Education)</li> <li>• Dean of Students</li> <li>• Associate Professors (appointed by the Chair)</li> <li>• Programme Leader</li> </ul>
<b>Other Members</b>	<ul style="list-style-type: none"> <li>• Module / Year tutors (including Associate Lecturers where practical)</li> <li>• Students representing all levels of the programme / and each mode of delivery (to be appointed in accordance with procedures managed by Bucks Students' Union)</li> <li>• Technician representation where appropriate</li> <li>• Placements co-ordinator representative where appropriate</li> <li>• Students' Union representative</li> <li>• Library and Archives Directorate representative where appropriate</li> <li>• Digital &amp; Technical Services where appropriate</li> <li>• Estates, Facilities &amp; Services where appropriate</li> </ul>
<b>Co-opted Members</b>	By invitation of the Chair

### **Terms of Reference:**

- a) To provide a forum for staff and students to discuss the management of programmes in the clusters and the content, delivery and assessment of modules, to identify appropriate actions to address the issues raised.
- b) To provide an opportunity for formal student feedback on the programme to be recorded to support the University's Annual Monitoring process.
- c) To share good practice in relation to the maintenance and enhancement of student learning opportunities and student experience.
- d) To provide a forum where University policies and procedures can be discussed and clarifications provided.
- e) To consider opportunities for and plan future developments of the programme delivery and content.
- f) To identify potential cross-University themes and issues arising to be reported to the University's Teaching and Learning Committee and Quality Assurance committee.

### **Notes**

Programme Committees can operate in person or virtually depending on the mode of delivery and/or the study pattern of the programme concerned. Rescheduling of these meetings must be in exceptional circumstances only and subject to approval by the Chair.

The agenda and subsequent discussion should be structured around the following areas of the student learning experience).

- **Teaching and Learning**, including the teaching quality of the programme whether it is stimulating, engaging and challenging, how it is organised, such as clarity of timetables and communication, and opportunities for students to explore ideas and to apply their learning.
- **Resources and Support**, including the availability and effectiveness of academic and pastoral support, access to personal tutors and learning resources (e.g. IT, library, programme specific resource when needed) and how these contribute to student progression.
- **Assessment, Feedback and Progression**, including the relevance and clarity of assessments, the alignment of assessment with programme content and learning objectives, the timeliness of feedback and how well the programme develops skills that supports student academic progression and future employability.
- **Experience and Community**, including how well students feel part of a community, have opportunities to work with other students and staff, take part in activities across different subjects and have their feedback listened to and acted upon.

- **Placements**, including the experience of placements, the preparation, organisation, communication availability of relevant support and its suitability in relation to the programme.

Ahead of the meeting, student representatives are expected to gather input from their fellow cohort(s) of students on matters to be raised, including examples of good practice as well as concerns or areas for improvement. If student representatives are unable to attend the meeting, they should attempt to nominate a replacement.

Short Action Notes (rather than minutes) will be used to document the meeting and capture matters under the headings above. These will be circulated to members and will record the detail of the action required (including a brief context where necessary), the timescale for completion, as well as the member of the committee responsible for pursuing the action. An update on actions should be provided prior to the next meeting to close the feedback loop. Action notes should also include details of matters that were resolved during the meeting and referred to if necessary. There will be no recording of meetings to encourage open discussion. Notes will be stored in a central accessible location.

## Research and Enterprise Committee

### Remit:

To direct and monitor the BNU research strategy including the Research Excellence Framework (REF), Knowledge Exchange Framework (KEF) and Research Degree Awarding Powers (RDAP) and, the staff/student research and enterprise activity to assure and enhance the research student experience

*Note: The Committee may delegate aspects of its work through work packages to sub-committees, task and finish groups, working groups, individual members, or job roles as appropriate.*

Reports to	Senate
Delegated responsibility to	University Research Ethics Panel
Minutes	Minutes published on the University intranet with a chair's summary
Frequency of meetings	Two meetings per year and additional as required
Updated/reviewed	July 2025

### Membership:

Chair	Pro Vice-Chancellor (Academic)
Secretary	Appointed from the Governance and Compliance team
Ex-officio Members	<ul style="list-style-type: none"> <li>• Head of Graduate School</li> <li>• 3 x Associate Deans (Research)</li> <li>• Knowledge Transfer Partnership Manager</li> <li>• Chair of University Research Ethics Panel</li> <li>• Research Professors</li> <li>• Research Governance and Excellence Manager</li> </ul>
Other Members	<ul style="list-style-type: none"> <li>• One representative per College nominated by the Dean of College</li> <li>• One member from and nominated by each of the University's validating partners for research degrees (to attend for items relating to research degree programmes only)</li> <li>• Library and Archives Directorate Representative</li> <li>• 1 member of the Emerging Leaders programme</li> </ul>

	<i>Nominated members shall serve for a term of two years, renewable for a further two years.</i>
Student Members	One representative from and appointed by the PGR students to serve for a period of one year.
Co-opted Members	By invitation of the Chair

### Terms of Reference:

- a) To propose to Senate the BNU research strategy.
- b) To approve the University's strategy relating to:
  - The Research Exchange Framework
  - The Knowledge Exchange Framework
  - Application for Research Degree Awarding Powers
- c) To approve policies and regulations relating to:
  - research and the research environment;
  - the delivery of the impact of Research, Knowledge Exchange, and Enterprise
  - research degrees.

*Note: where the University is working with a validating partner for research degrees this will be done in liaison with them*
- d) To ensure appropriate structures are in place to promote innovation and impact in research and the dissemination of good practice.
- e) To receive reports from Colleges to ensure overall strategy and direction is being achieved and to take action where not.
- f) To assure the delivery, standard and experience of research students and preparing and approving annual monitoring reports as required by the validating partner.
- g) To receive assurance that:
  - processes are enhancing the quality of research and enterprise within the University;
  - standards set for research and enterprise activities within the context of external research and enterprise integrity requirements and quality monitoring are aligned with sector benchmarks.
- h) To appoint the Chair and Deputy Chair of the University Research Ethics Panel.
- i) To prepare an annual report to Senate on the activity of the Committee and how it has addressed relevant KPIs and goals for the delivery of the University strategy
- j) To receive reports on the University's procedures for ethics approval; ethical compliance or non-compliance once ethics approval is granted; actions taken to address non-compliance; and to consider recommendations to enhance those procedures

## University Research Ethics Panel

### Remit:

This is a 'business as usual' operational group with delegated authority to manage the BNU Research Ethics Framework and approval of research projects

Reports to	Research and Enterprise Committee
Standing Committees	College Research Ethics Boards
Minutes	Not published
Frequency of meetings	11 times per year
Updated/reviewed	June 2025

### Membership:

Chair	Pro Vice-Chancellor (Academic) or nominee
Secretary	Appointed by the Research Governance and Excellence Manager
Ex-officio Members	None
Other Members	<ul style="list-style-type: none"> <li>• One representative from the Research &amp; Knowledge Exchange Office</li> <li>• Pool of Panel members: Up to 21 employees nominated by the Colleges or Directorates representing different academic disciplines / methodologies. A minimum of four members to attend each meeting for quorum</li> <li>• Up to two lay members from the local community with no affiliation to the University</li> </ul> <p><i>Nominated members shall serve for a term of two years, renewable for a further two years.</i></p>
Co-opted Members	By invitation of the Chair

### Terms of Reference:

- To monitor and review the University's Research Ethics Policy, guidance and Framework in light of the external ethics environment and legal considerations and propose changes as required to the Research and Enterprise Committee.

- b) To contribute to the promulgation of good, ethical research practice, or to projects being undertaken within the University, with regard to the approved Research Ethics Policy, guidance and framework.
- c) To consider all research investigations undertaken by employees, postgraduate research students, as well as any other students of the University referred to the Panel by College Research Ethics Boards, and to allow, refer back or disallow such proposals, specifying where necessary any conditions subject to which such proposals may be allowed.
- d) To consider other research investigations as appropriate which may be undertaken under the auspices of the University or require the University to act as a gatekeeper to involve its staff or students as participants and to allow, refer back or disallow such proposals.
- e) To receive end of study reports from projects approved by the Panel and ensure action is taken on any recommendations arising from them.
- f) To set up working groups to investigate areas identified by the Panel in the ethics environment as requiring clarification, led by members of the Panel, and reporting back to the Panel.
- g) To provide executive summaries to the Research and Enterprise Committee.
- h) To provide an annual report on research integrity to the Research and Enterprise Committee providing assurance to the relevant sector body on annual accountability returns.
- i) To ensure that the University's policies on equality, diversity and inclusion are taken into account in the fulfilment of these terms of reference

**Notes:**

1. Observers are encouraged to attend the Panel.
2. Panel members are expected to attend a minimum of 4 out of the 10 meetings each year.
3. Panel members must attend training sessions to comply with external and internal requirements.

## College Research Ethics Boards

### Remit:

This is a College level 'business as usual' operational group with delegated authority to manage the BNU Research Ethics Policy, guidance, and framework and to approve some research projects

Reports to	University Research Ethics Panel
Standing Committees	Subject Research Ethics Subcommittees
Minutes	Not published
Frequency of meetings	Chairs are responsible for convening meetings as required
Updated/reviewed	June 2025

### Membership:

Chairs	Associate Deans (Research)
Secretary	None
Ex-officio Members	Leads of all Subject Research Ethics Subcommittees under the auspices of the College
Co-opted Members	By invitation of the Chair

### Terms of Reference:

- a) To confirm, contest, or refer back any Stage A research ethics application (checklist) by employees or postgraduate research students under the auspices of the College, which suggests exemption from full research ethics review.
- b) To establish and support Subject Research Ethics Subcommittees to ensure coverage of all students on taught programmes in the College. Boards should also monitor flux in taught student programmes regularly to review coverage.
- c) To receive, review, allow, refer back, or disallow any proposals referred to the Board by a Subject Research Ethics Subcommittee, which has assessed the application as warranting a more detailed analysis of ethical implications prior to giving approval.
- d) To monitor, review, and feedback, annually, on the reports and processes of Subject Research Ethics Subcommittees in the College to ensure fulfilment of the terms of reference for these subcommittees.
- e) To provide an executive summary, annually, to the University Research Ethics Panel
- f) To, in general, contribute to the promulgation of good, ethical research practice, or to projects being undertaken within the College, with regard to the approved Research Ethics Policy, guidance, and framework.

## Subject Research Ethics Sub-committees

### Remit:

This is a subject cluster 'business as usual' operational group with delegated authority to consider and approve research projects

Reports to	College Research Ethics Board
Standing Committees	None
Minutes	Not published
Frequency of meetings	Leads are responsible for convening meetings as required
Updated/reviewed	June 2025

### Membership:

Chair	Appointed by College Associate Deans (Research)
Secretary	None
Ex-officio Members	None
Other Members	A minimum of three academic staff within the subject cluster with relevant experience  At least one academic staff member should be external to the supervisory team / course module for the submissions under review
Co-opted Members	None

### Terms of Reference:

- a) To review all research investigations, proposed by students on taught programmes within the subject cluster.
- b) To ensure that all documents used for participant recruitment are reviewed by the sub-committee.
- c) To allow, refer back or disallow such proposals, specifying where necessary any conditions subject to which such proposals may be allowed and be reconsidered within a given timeframe.
- d) To ensure that research projects meet the key ethical principles, codes, frameworks, or guidelines of appropriate professional and statutory bodies.
- e) To ensure that research projects are consistent with the *University Ethics Policy* and *Code of Good Research Practice*.

- f) To refer to the College Research Ethics Board any proposals which the sub-committee assesses as warranting a more detailed analysis of ethical implications prior to giving approval.
- g) To collate and store electronic copies of all students' ethics documents for audit by the College Research Ethics Board, e.g. using a Turnitin submission point.
- h) To provide annual summaries of activity to the College Research Ethics Board.

## University Collaborations Committee

### Remit:

To implement and monitor the University's UK and transnational external collaboration strategy, ensuring partnership, international, apprenticeship provision, and industry engagement aligns with the University's strategic plan, delivers a high quality academic and student experience and positions the University as a leader in transformative collaboration.

### Notes:

- *The Committee may delegate aspects of its work through work packages to sub-committees, task and finish groups, working groups, individual members, or job roles as appropriate.*
- *Accountability for the delivery of apprenticeships sits with the appropriate Colleges and Directorates. The Committee's responsibility is to review and challenge compliance information and data to inform Colleges' plans and to make recommendations for future actions.*

<b>Reports to</b>	Senate and Council
<b>Standing Committees</b>	Partner Programme Leader Operational Groups International Recruitment and Admissions Group
<b>Non-standing Committees</b>	None
<b>Minutes</b>	Open
<b>Frequency of meetings</b>	Six times a year
<b>Updated/reviewed</b>	January 2026

### Membership

<b>Chair</b>	Pro Vice-Chancellor (External Collaborations)
<b>Deputy Chair</b>	
<b>Secretary</b>	Appointed from the Governance and Compliance team
<b>Ex-officio Members</b>	<ul style="list-style-type: none"> <li>• Deans of Colleges</li> <li>• Director of Collaborative Relationships</li> <li>• Director of Collaborative Compliance</li> <li>• Director of Learning Enhancement and Academic Practice</li> <li>• Head of Quality Assurance</li> <li>• Head of Global Collaborations</li> </ul>

	<p>Representative from:</p> <ul style="list-style-type: none"> <li>• Finance Directorate</li> </ul>
<b>Other members</b>	<ul style="list-style-type: none"> <li>• One independent member, either an external academic, a lay governor or a sector expert</li> <li>• Student member proposed by the Students' Union</li> </ul> <p>Note: these roles are intended to enhance objectivity scrutiny of the Committee's decisions, particularly around the University's partnerships, and to ensure the impact on the student experience is a focus in the decision-making process</p> <ul style="list-style-type: none"> <li>• One member of the Emerging Leaders programme</li> </ul>
<b>Co-opted Members</b>	<ul style="list-style-type: none"> <li>• Director of Student Success</li> <li>• Resolutions Manager</li> </ul> <p>Others as needed for particular meetings, including nominated Partnership Tutors and/or representatives from Colleges.</p> <p>To attend by invitation.</p>
<b>In attendance</b>	<ul style="list-style-type: none"> <li>• Associate Dean (External Engagement) fo the College of Health and Society</li> </ul>

\*Partnership Tutors and College representatives to be identified by the Chair to ensure appropriate representation reflecting depth, breadth or complexity of current or planned provision.

### **Terms of Reference:**

#### General

- a) To develop and be responsible to Senate and Council for the University's external collaboration strategy and ensuring the University's partnership and apprenticeship provision and industry engagement is aligned to the University's strategic plan and values
- b) To monitor, evaluate and report on the quality and standards of, and compliance with, all relevant University, sector and external regulations, policies and ethical standards by the University's sub-contractual educational arrangements and apprenticeship provision, including monitoring and reporting on partner student and apprentice learner outcomes to Senate and Council and identifying areas for improvement in processes and practices. For apprenticeship provision, this will also include assessment of the University's regulatory and funding compliance by receiving reports on the University's readiness for an Ofsted inspection under the Education Inspection Framework (EIF) or any other regulatory audit. This will include assessment of progress of the Quality Improvement Plan (QIP)

- c) To monitor the effectiveness of standard University procedures e.g. communications, admissions, induction, module evaluation, programme committees, as they are implemented for BNU's apprenticeship provision and at partner institutions
- d) To establish and monitor Partnership, International Recruitment and Apprenticeship Risk Registers to ensure the viability, sustainability and resilience of partnerships and apprenticeships from initial development to operation, devising and overseeing appropriate interventions and enhancement measures as deemed necessary.
- e) To make recommendations on allocation of resources to support partnership, apprenticeship and international recruitment activities and address any disparities and ensure training and development opportunities for staff involved in partnership and apprenticeship activities
- f) To consider stakeholder feedback, including from staff, students, external partners and employers, to ensure the University is meeting the needs of its customers
- g) To take appropriate action on any issues referred to the Committee from other University committees
- h) To ensure the student experience is a key focus in decision-making

#### Partnerships

- i) To develop and be responsible for the delivery of the University's Partnerships Framework and any other policies related to partnerships, ensuring they are up-to-date and align with the University's strategic objectives
- j) To ensure the University's partnership provision is benchmarked against sector standards such as those set by the Office for Students, QAA and AdvanceHE
- k) To be responsible for consideration and recommendation for approval of proposals for new contractual partners to the University's Council, ensuring they align with BNU's strategic goals and standards, and to report to Senate approval of new partners by Council
- l) To oversee the initial, full and ongoing Due Diligence process and procedures and to ensure they remain effective.
- m) To oversee the development and use, and monitor the effectiveness of, formal legal agreements with educational partner institutions including Student Registration fees, to ensure they provide appropriate safeguards for the University and its students.
- n) To facilitate the resolution of conflicts or disputes that arise within partnerships, ensuring fair and equitable outcomes
- o) To oversee the effectiveness of the University's Partnership Tutor system, maintaining an appropriate role descriptor and monitoring activity
- p) To oversee the implementation of Exit Strategies with continued review and monitoring

#### Apprenticeships

- q) To receive and monitor management information relating to the delivery of apprenticeship provision to manage and mitigate risk
- r) To have oversight of and receive assurance on the University's responsibilities as the End Point Assessment Organisation (EPAO).

### International recruitment

- s) To receive reports on international recruitment in relation to the University's recruitment targets
- t) To receive reports on compliance with Student Sponsor duties as set by the Home Office / United Kingdom Visas and Immigration, including compliance in relation to the Basic Compliance Assessment metrics

### Notes

1. **Referral to University Strategy Group (USG):**  
The Chair may not approve the referral of a proposed partner to USG for consideration or recommendation to Council unless the Committee has previously discussed the proposal and explicitly agreed that Chair's Action may be used for this purpose.
2. **Final Approval of Partner Conditions:**  
The Chair may not approve that a partner has met the conditions required for final approval by Council via Chair's Action. Such approval must be considered by the Committee.
3. **Major Amendments to Key Documentation:**  
The Chair may not approve substantive (major) amendments to core partner documentation—such as the Partner Quality Framework or the Due Diligence process—via Chair's Action. These must be reviewed and agreed by the Committee.
4. **New Business Cases from Existing Partners:**  
The Chair may not approve new business cases submitted by existing partners via Chair's Action. These must be considered by the Committee in full.

## Industrial Advisory Boards (Indicative Terms of Reference)

### **Purpose:**

Industrial Advisory Boards are one way in which the University, via its Colleges, can work in partnership with national and local business and social communities to ensure they remain aligned strategically with national, professional and sector priorities, especially relating to employability. The Boards also help the Colleges and University maximise local, regional and national economic and social benefit.

**Remit:**

- To facilitate the exchange of ideas between Board members, academic staff and students in BNU's academic Colleges
- To challenge the College's thinking, practice, aspirations and strategies, especially relating to employability
- The Board's role is advisory, rather than decision making, the aim is to be a forum for strategic discussion and to assist with employer-related strategic and operational aspects of the College's undergraduate and postgraduate teaching programmes, CPD provision and research and enterprise activities.

<b>Reports to</b>	Deans of Colleges
<b>Sub-groups</b>	None
<b>Minutes</b>	Yes – as per University protocols
<b>Executive summary required</b>	No
<b>Frequency of meetings</b>	Meetings should normally be held 3 times a year <i>Note:</i> <ul style="list-style-type: none"> <li>• <i>meetings could be held in workshop style, where appropriate</i></li> <li>• <i>meetings could be facilitated as a working lunch/supper</i></li> <li>• <i>meetings may be held virtually but at least one meeting per year should be held in person on the University's campus</i></li> </ul>
<b>Updated/reviewed</b>	July 2025

**Membership:**

<b>Chair</b>	Associate Deans (Education) or nominee
<b>Deputy Chair</b>	
<b>Secretary</b>	Provided by the Governance and Compliance team
<b>Minute Secretary</b>	Provided by the Governance and Compliance team

<b>Ex-officio Members</b>	Senior members of Academic Staff from the subject area appointed by the Associate Deans (Education)
<b>Other Members</b>	<ul style="list-style-type: none"> <li>• Up to 6 external industry professionals/employers as appropriate to the College or subject area’s portfolio. Members should be derived from both national and local private, public and third sector organisations. <i>Note: External members must be approved by the Pro Vice-Chancellor (Academic)</i></li> <li>• Up to 3 external members with experience of the education training/policy sector</li> <li>• Up to 2 Student Representatives from level 5, 6 or 7 provision and/or alumni of the University</li> </ul> <p>Note:</p> <ul style="list-style-type: none"> <li>• Members should include alumni of BNU or Honorary Graduates</li> <li>• Members should be drawn from SMEs and larger organisations and include a combination of local, national and international organisations</li> <li>• Membership balance should be cognisant of gender, ethnicity</li> <li>• Members would be appointed for a two-year term (renewable)</li> <li>•</li> </ul>
<b>Co-options</b>	
<b>In Attendance</b>	•

**Terms of Reference:**

- a) To ensure the College or subject area receives appropriate and expert advice on courses and curricula to ensure they remain relevant, and reflect current best practice, to support students in their learning, achievement of their award, and placement and employment outcomes.
- b) To create opportunities for staff and student engagement with practice through securing employer-authentic research collaborations and ‘real-life’ projects, guest speakers, placement opportunities to integrate within the undergraduate and postgraduate programmes to maximize the employment opportunities and outcomes for students.
- c) To advise the College or subject area on the professional skills required by industry to ensure BNU graduates meet employer needs.
- d) To act as a “critical friend” and sounding board for new ideas and developments in the College or subject area.
- e) To increase the visibility and stakeholder footprint of the College or subject area.



## Executive committees and groups

18. The following committees and groups report to the University Strategy Group and their terms of reference can be found in University policy and procedure documents:

<b>Committee / Group</b>	<b>Location of constitution and terms of reference</b>
University Management Group	Contact the Vice-Chancellor's Office
Financial Independence Group	Contact the Vice-Chancellor's Office
Equity Board	Contact the Vice-Chancellor's Office
Information Governance Committee	Contact the Vice-Chancellor's Office
Health and Wellbeing Committee	<i>Health and Safety Policy</i>

## Other panels / groups

19. The constitutions and terms of reference for the following groups can be found in the University's policy and procedure documents:

<b>PANELS / BOARDS / GROUPS</b>	<b>OWNER</b>	<b>TERMS OF REFERENCE</b>
Accreditation of Prior Learning Panel	Academic Registry	<i>Accreditation of Prior Learning Policy and Procedure</i>
Portfolio Planning Group	Academic Registry	
(Curriculum) Approval Panels	Academic Registry	<i>Programme Approval and Amendment Policy</i>
Course Amendment Panel	Academic Registry	<i>Programme Approval and Amendment Policy</i>
Academic Integrity Panel	Academic Registry	<i>Academic Integrity Policy</i>
Sustainability Strategy Group	Head of Sustainability	Contact the Head of Sustainability
Sustainability Action Group	Head of Sustainability	Contact the Head of Sustainability
Civic Impact Working Group	Head of Stakeholder Communications and Civic Engagement	Contact the Head of Stakeholder Communications and Civic Engagement

## Appendix: Equality Impact Assessment

As a University, we are committed to enhancing equality, diversity and inclusion (EDI). We have a legal (Equality Act 2010) and ethical obligation to ensure our strategies, policies, systems and processes are fair, inclusive and ensure every member of the BNU community can thrive.

Whilst we all have protected characteristics, we know there are certain characteristics and communities that are marginalised and under-represented in Higher Education and the workplace. These are: different ethnicities (including Gypsy, Roma, Traveller, Showmen and Boaters, migrants, refugees and asylum seekers); disabled individuals; neurodiverse individuals; pregnancy (including maternity and paternity impact); the LGBT+ community; carers; people of different faiths; people impacted by menopause and individuals from a range of backgrounds including: socio-economic disadvantage, homeless, alcohol and/or substance misuse, people experiencing domestic and/or sexual violence, ex-armed forces, looked after children and care leavers. We also know individuals have multiple intersectional experiences at different points in their lives and careers.

With reference to the above characteristics, please answer the following questions:

- a) In what ways does this policy enhance equality and the access of opportunity at BNU?

The University's deliberative committees play a crucial role in promoting equality and ensuring access of opportunity in several ways as outlined below:

### **Representation and Inclusion:**

- The University encourages diverse membership within its committees, from staff of all ages, faiths, and ethnicities; neurodiverse staff; staff with disabilities; staff with caring responsibilities and staff from different backgrounds, reflecting the varied backgrounds, identities, and experiences that constitute the BNU community. Diversity of membership ensures a broader perspective in committee discussions and helps the committees consider and address the needs of marginalized and underrepresented groups
- When seeking elected members of committees, the University encourages applications from staff from underrepresented communities, including minority ethnic groups, disabled individuals, and LGBTQIA+ members
- the Research and Enterprise committee monitors the implementation of the University's Inclusive Research and Knowledge Exchange Strategy which actively promotes diversity in all its forms, ensures equitable access to research opportunities, and will cultivate an environment where all voices can be heard, valued and celebrated
- In discussions and when helping to develop policy, the University committees recognize that individuals have multiple identities and experiences, and consider intersectionality when addressing EDI. The Committees can help BNU to avoid a one-size-fits-all approach and tailor strategies to specific needs.

### **Curriculum and Teaching:**

- The Teaching and Learning Committee can enhance BNU's teaching, learning and assessment to ensure it BNU's curriculum is inclusive by design.
- The Teaching and Learning Committee monitors BNU's provision in the areas of widening participation, learning resources, learning development and support for students with disabilities
- Senate monitors implementation of the University's Access and Participation Plan through the Teaching and Learning Committee, which is focused on mitigating risks to equality of opportunity for all BNU students

#### **Policy Development and Implementation:**

- The University's committees support the review and development of policies such as the Respect, Fairness and Inclusion Policy; the Reasonable Adjustments Procedure; the Staff Disability Policy; and the Transgender Policy to enhance equality and access of opportunity for staff and students from marginalised and underrepresented groups. They also actively consider how all BNU policies impact different groups and ensure they are fair and inclusive to further promote equality. They can ensure safe reporting mechanisms and timely investigations
- The Committees can help to develop and enforce the University's policies against discrimination, harassment, and bullying of both staff and students to ensure a zero-tolerance approach to harassment and discrimination.

#### **Data Collection and Analysis:**

- BNU's committees, such as the Quality Assurance and Teaching and Learning Committees, consider data on student demographics and performance across multiple student groups, staff composition, and other relevant factors to identify disparities in equality of experience and outcome and access to opportunity. Analysing this data helps inform targeted interventions to promote equality of experience and/or outcomes. The committees review data to track progress, identify actions to address any disparities and monitor their impact.

#### **Training and Awareness:**

- BNU's committees can include training and awareness sessions for staff and students on EDI within their agendas and support the organisation of such sessions for the BNU community by their members, helping to create a culture of equality and inclusion. This includes supporting the organisation of events, workshops and discussions in which people from underrepresented or marginalised groups share their lived experience to raise awareness of, and support staff to lower, barriers to equality and opportunity, as well as staff networks to help promote and increase equality and inclusion for staff from these groups.

#### **Accessible Facilities and Services:**

- The University's Teaching and Learning Committee, and Course Leader Operational Groups can advocate for accessible and inclusive physical spaces, learning resources and technology and services for both staff and students.

- b) In what ways does the policy adversely impact individuals from marginalised and underrepresented communities?

The University's committees play a vital role in promoting equality and access of opportunity in setting the University's direction and cultural expectations, but need to remain mindful that they might inadvertently impact marginalized and underrepresented individuals in several ways as outlined below:

1. **Tokenism:**
  - The committees may include individuals from marginalised and underrepresented groups as members merely to appear to be diverse, without genuinely valuing their contributions.
2. **Unintentional Bias:**
  - Committee members may unknowingly exhibit bias based on race, gender, disability, or other characteristics. Decisions influenced by implicit bias can perpetuate inequality and threaten access to opportunity.
3. **Lack of Inclusivity in Decision-Making:**
  - If membership is not diverse, committees risk excluding marginalised and underrepresented voices when making decisions. This can result in policies and practices that do not address the needs of marginalized and underrepresented groups.
4. **Inadequate Representation of Intersectionality:**
  - Committees may overlook the intersectional experiences of individuals (e.g., being both disabled and LGBTQIA+). Failing to address intersectionality can lead to incomplete solutions to overcoming barriers to equality and access of opportunity.
5. **Inaccessible Meetings and Processes:**
  - The committees may schedule meetings on dates or at times or locations that exclude certain groups (e.g., members from a particular religious group who cannot attend a meeting scheduled on the same date as a religious event; who are carers; members with disabilities), although the University endeavours to mitigate this through the use of hybrid meetings and holding meetings as much as possible during standard working hours.
  - Complex committee processes can discourage participation.
6. **Stereotyping and Microaggressions:**
  - Committee members may unintentionally perpetuate stereotypes or engage in microaggressions. These subtle behaviours can harm marginalized individuals emotionally, discourage them from remaining on or joining future committees and again undermine BNU's culture of equality and inclusion, as well as access to opportunity.
7. **Inconsistent Enforcement of Policies:**
  - Committees may apply policies inconsistently, favouring certain groups.
  - Lack of transparency can erode trust.
8. **Ignoring Cultural Competence:**
  - Committees may lack cultural competence, leading to misunderstandings or insensitivity.
9. **Failure to Address Harassment and Discrimination:**
  - Committees must actively combat discrimination and harassment.
  - Ignoring such issues perpetuates an unsafe, excluding environment.
10. **Limited Support:**
  - Insufficient support for members from marginalised and underrepresented groups can hinder progress.

To mitigate these adverse impacts, committee members should actively seek feedback, engage with affected staff / students, and continuously educate themselves on EDI matters.

- c) How does this work towards achieving the BNU Equality Objectives as outlined in the [Equality Strategy 2023-2028](#)? Please signpost objectives and actions in the BNU Equality Strategy.

Diverse committee memberships can work towards achieving Priority One: Involve and empower our community, specifically Objectives A: identify ways to amplify unheard student and staff voices and F: adopt actions from engagement with our BNU community.

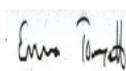
BNU's committees can work towards Priority Two as they can take action to tackle inequalities as the Committees are involved in monitoring, supporting and undertaking work to meet

- Objective A to reduce gender, ethnicity and disability pay gaps (EDI Committee)
- Objective B on the GTRSB into HE Pledge (Civic Engagement Committee)
- Objective C to make continuous progress against our Access and Participation Plan for students (Senate / Teaching and Learning Committee)
- Objective D to uphold our Race Equality Charter commitment and take steps to decolonise our curriculum (EDI Committee, Teaching and Learning Committee)

BNU's committees can also help work towards Priority Three: Build a University community where people can be themselves and particularly to help towards

- Objective A: review and address disparity of experience in survey outcomes (Teaching and Learning Committee, Research and Experience Committee,
- Objective B: monitor service usage and take action where it is not representative of the community: Teaching and Learning Committee, Quality Assurance Committee )

Signed:



Name: Dr Emma Tomsett

Date: 25.7.2025



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