



# **Handbook for Council Members**

**A Guide to Being a Member of the University Council**

**Updated August 2023**

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## Introduction from University Secretary



The purpose of this Handbook is to provide members of Council with key information and guidance in support of their specific and collective duties and responsibilities as a member of the University of Bradford Council. It will be revised every 12 months.

It also forms part of the Council Induction Programme, which is provided for all new members. Other development activities will be offered, both in-house at the University, and through special events organised externally by Advance HE.

Additionally, the Handbook provides wider contextual information on the legal, governance and executive framework of the University. It will also contain summary information on key legislative and policy landmarks in the HE sector in the last two decades.

The Handbook supplements the general information provided in [The Higher Education Code of Governance](#) (published by the Committee of University Chairs, 2020) which is generally accepted as a good practice standard.

A copy of the handbook is available on the [Council page](#) on the University website.

This handbook is intended to be a key reference source for you. If you have any suggestions on how it can be improved, or have any questions that are not answered, please do not hesitate to let us know.

Riley Power  
University Secretary  
August 2023

## Section 1: Brief history and overview of the University

- 1.1 The University of Bradford traces its history to the foundation of Bradford Technical College<sup>1</sup> in 1882, at a time when Bradford was the textile capital of the world with a need for workers with cutting-edge skills relevant to the workplace. In 1957, the Bradford Institute of Technology was established to take over the higher education role of Bradford Technical College and later, in 1966, was granted a Royal Charter to become the University of Bradford, with a student population at that time of around 2000. It was the 40<sup>th</sup> university to be created in Britain and the then Prime Minister Harold Wilson became the University's first Chancellor.
- 1.2 The City Campus on Richmond Road is situated in the centre of Bradford and houses the Faculties of Life Sciences; Health Studies; Management, Law and Social Sciences; and Engineering and Informatics.
- 1.3 Bradford has always been a forward-thinking University with a thriving and vibrant student community and a firm commitment to confronting inequality and celebrating diversity.
- 1.4 In addition to being a pioneer in course provision, anticipating the needs of employers, students and society as a whole, the University of Bradford was the first UK University to offer a Peace Studies degree; the first University outside London to offer part-time degree courses; and the first University to open a business school in 1963.

## Section 2: Key facts and accolades

### 2.1 Key facts<sup>2</sup> include:

- 12,460 students.
- 8,060 undergraduate.
- 4,050 postgraduate taught.
- 350 postgraduate research.
- 10,285 full-time, 1,510 part-time, 665 distance learners.
- 8,780 UK residence and EU, 3,680 non-EU.
- 1,511 staff.
- Over 150,000 alumni spanning more than 175 countries.

### 2.2 Key accolades include:

- founding member of the [World Technology Universities Network](#).
- first British [University of Sanctuary](#).
- the top institution in the country for delivering social mobility – 1<sup>st</sup> in the English Social Mobility Index; University of the Year 2019/20 for Social Mobility; and the top institution outside of London for Social Mobility per the Institute of Fiscal Studies.

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<sup>1</sup> The Bradford Technical College evolved from The Mechanics Institute, established in 1832.

<sup>2</sup> From the 2021/22 academic year

- based on the HESA Graduate Outcomes Survey, 80% of students progress into graduate employment (above sector benchmark); 94% of 2020/21 graduates have progressed into a employment or further study 15 months beyond graduation; and both employment and high-skilled employment improved at a greater rate than the sector.
- 80% of programmes are professional accredited.
- Distance Learning MBA ranked 1st in the world for value for money, 2nd for its overall salary increase for MBA graduates three years after graduating, 5th for 'international mobility', and 4th for the student demographics, with 72% of those on the course classed as international students (Financial Times Online MBA Rankings 2021)
- awarded the Queens Anniversary Prize for its world-leading work in developing archaeological technology and techniques and its influence on practice, policy, and society (2021). The University was also previously awarded the Queen's Anniversary Prize for world-leading work in dementia research (2016).
- awarded silver for the excellence of our teaching in the Teaching Excellence Framework in 2017.
- Triple Accredited Business School: School of Management, and Business School of the Year at the Times Higher Education Awards 2021.
- top 10 in UK for Civil Engineering (Guardian University League Tables 2022).
- top 20 in UK for Pharmacy and Pharmacology and Chemical Engineering (Guardian University League Tables 2022).

2.2 Further information about the University can be found on the following website:  
<https://www.bradford.ac.uk/about/>

### Section 3: University Strategy 2020-2025

- 3.1 The University Strategy 2020-2025 was approved by Council in February 2020 and is available from [here](#).
- 3.2 The University's mission is to **drive sustainable, social, and economic development, through outstanding teaching, research and innovation.**
- 3.3 The University's vision is a **world of inclusion and equality of opportunity, where people want to, and can, make a difference. The University will be known as the place to be, to make that difference.**
- 3.4 The University's values guide what it does and how it behaves:  
**Excellence:** is at the heart of everything  
**Inclusion:** diversity is a source of strength, to be understood, valued, supported, and leveraged.  
**Innovation:** gives invention light and celebrates creativity and innovation.  
**Trust:** is the foundation of the University's relationships, underpinned by integrity in all that it does.

- 3.5 The Strategy is supported by four sub-strategies (Learning, Teaching and Student Experience; Research and Innovation; Equality, Diversity, and Inclusion; and Business and Community Engagement) and four enabling plans (People; Brand, Communications and Marketing; Estates and Infrastructure; and Finance and Performance).

## Section 4: How the HE sector is regulated

### Office for Students

- 4.1 The Office for Students (OfS), the independent regulatory body for the higher education sector in England, was formally established on 1 January 2018. It was created by the Higher Education and Research Act (HERA), which received Royal Assent in April 2017, and replaced the Higher Education Funding Council for England (HEFCE) as the main regulator of higher education from 1 April 2018.
- 4.2 OfS has incorporated many of the functions of HEFCE, including the distribution of grant funding for teaching. However, whilst the focus of HEFCE was the higher education provider, the focus of the OfS is to promote choice and consider the student, employer, and taxpayer interests.
- 4.3 The OfS [regulatory framework for higher education in England](#) (published in February 2018) under the HERA came into effect on 1 August 2019.
- 4.4 In order to register with the OfS a higher education provider must meet a set of initial conditions relating to access and participation, quality and standards, student protection, financial viability and sustainability, and management and governance. These conditions will vary depending on the registration category for which the provider has applied. Once registered, a provider must meet a set of general ongoing conditions.
- 4.5 The University of Bradford received formal confirmation from the OfS that its application for registration complied with the requirements and initial conditions of OfS registration in November 2018 and was included on the OfS Register of English higher education providers.
- 4.6 The registration of all providers is subject to ongoing conditions and the OfS stipulates that the University's governing body has the ultimate responsibility for ensuring compliance with ongoing conditions of registration. Assurance on the ongoing conditions of registration is provided through regular reports to the Audit Committee and the Council.

### Charitable status

- 4.7 The University is an exempt charity under the terms of the Charities Act 2011 and is therefore subject to charity legislation. The OfS is the 'principal regulator' for higher education providers in England that are exempt charities.
- 4.8 The OfS has published a [Regulatory Advice Note](#) that sets out the obligations of Trustees.

- 4.9 Charity status confers particular responsibilities on members of the Council who are the charity trustees in law. In summary, Trustees must:
- ensure the charity is carrying out its purposes for the public benefit, and that its assets are applied solely for its charitable purposes;
  - comply with the charity's governing document and the law;
  - act in the charity's best interests, including by managing conflicts of interest;
  - ensure the charity is accountable;
  - manage the charity's resources responsibly, including by managing risks and protecting its assets and people;
  - act with reasonable care and skill.

4.10 Related guidance for Trustees and exempt charities is available from:

[Charity Commission: The Essential Trustee: What You Need To Know, What You Need To Do](#)

This guidance explains the key duties of all trustees of charities, and what trustees need to do to carry out these duties competently:

[Charity Commission: Exempt Charities](#)

This guidance explains what exempt charities are. It also explains what parts of charity law they must follow, how they are regulated and how the Charity Commission can help them:

[Public Benefit: Rules for Charities](#)

## Section 5: Constitution of the University

### The distinction between governance and management

- 5.1 The University of Bradford is governed through a bicameral structure, by a Council and Senate. Each body has clearly defined functions and responsibilities, as defined by the Charter and Statutes of the University.
- 5.2 The University is managed by the Vice-Chancellor, supported by an Executive Board consisting of a Deputy-Vice-Chancellor, three Pro-Vice-Chancellors, four Deans of Faculties, five Directors of Professional Services Directorates and the University Secretary.
- 5.3 Key management roles include:

The Vice-Chancellor: is the principal academic and administrative officer of the University and has a general responsibility to the Council and the Senate for maintaining and promoting the efficiency and good order of the University. The responsibilities of the Vice-Chancellor are defined in summary in the University's Statutes. The Vice-Chancellor is responsible for the executive management of the University. The Vice-Chancellor's executive powers are devolved from the Council, so she is thereby responsible for implementing Council decisions, for consulting with staff and students as appropriate, and presenting proposals to the Council. In addition, the Vice-Chancellor is the Accountable Officer to the OfS and is formally responsible for ensuring that the University operates consistently with and continues to

satisfy its ongoing conditions of registration as a higher education provider. In effect, the Vice-Chancellor is the Chief Executive Officer of the University.

Deputy-and-Pro-Vice-Chancellors: support the Vice-Chancellor and have specific management responsibilities. They perform such functions as delegated to them and deputise for the Vice-Chancellor when necessary.

Deans: each Faculty is led by a Dean. Functions and responsibilities include to oversee and guide the planning process within the Faculty and its integration with the University Strategy; to maintain and enhance academic standards in the Faculty; to be the budget-holder for the Faculty.

Directors of Professional Services: each Professional Services Directorate is led by a Director. Functions and responsibilities include planning, budgeting, and delivery of excellent services to support academic activities.

- 5.4 A clear distinction is drawn between responsibility for governance which rests with the Council and Senate and the responsibility for the management of the University which rests with the Vice-Chancellor. The Vice-Chancellor is accountable to the governing body for the exercise of the power delegated to her through the Charter and statutes. Executive Board is accountable to the Vice-Chancellor for delivering against their respective remits.
- 5.5 Specifically, the Vice-Chancellor and the Executive Board ensure the effective leadership, coordination and management of the activities of the University; ensure effective communication with and support for the Council, Senate and other key University committees; prepare plans, strategies and budgets for consideration by the Council; ensure that the University Strategy and associated strategies are implemented, and take executive decisions in accordance with an agreed scheme of delegation and decision making.
- 5.6 Further information about the Executive Board, including brief biographical details for its members, is available from: <https://www.bradford.ac.uk/about/our-structure-and-organisation/management/>

## Charter, Statutes and Ordinances

- 5.7 The University of Bradford is a chartered institution whose Royal Charter was first awarded in 1966 through the Privy Council<sup>3</sup>. The constitutional framework within which the University operates is based upon its Charter and Statutes and Ordinances:

The Charter: defines the objects, powers, officers, and statutory bodies of the University. It defines the University as a teaching, research and examining body and includes such fundamental powers as those of awarding degrees.

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<sup>3</sup> The Privy Council has an important role to play when a governing body wishes to make changes to its Charter and Statutes



[The Statutes](#): prescribe details concerning the members of the University, officers of the University, the membership and function of statutory bodies (including Court, Council and Senate), conditions of service which apply to academic staff of the University and other miscellaneous provision (such as the service of documents and contracts).

[The Ordinances](#): concern how the University is governed within the general framework of the Charter and Statutes.

- 5.8 Any proposals to revise the Charter and Statutes are subject to Privy Council approval. However, the University's Council can itself approve changes to the Ordinances.
- 5.9 The University's Charter and Statutes were approved by Privy Council in July 2015. A further review of the Charter and Statutes will be undertaken in 2023/24 to reflect developments and changes within the University.

## Section 6: What is the University Council?

- 6.1 The [Council](#) is the University's governing body responsible for approving and monitoring the overall strategic direction of the University with responsibility for the management and administration of the revenue and property of the University; and for the conduct of the affairs of the University with authority to delegate its powers as provided in the Statutes. It is the Council's responsibility to bring independent judgement to bear on issues of strategy, performance, resources, and standards of conduct. The Council is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.
- 6.2 It has a majority of members that are external to and independent of the University (lay members), from whom its Chair is drawn. Also included in its membership are representatives of the staff of the University and the student body.
- 6.3 Lay members do not receive any payment for the work which they do for the University apart from the reimbursement of reasonable travel and other expenses incurred whilst on official Council business (Section 8 refers).
- 6.4 The Chair of Council receives an annual honorarium in recognition of her significant role in ensuring the success of the University and the substantial time commitment required to undertake this role. The power to remunerate the Chair was approved by the Privy Council and is incorporated into the University's governance framework.
- 6.5 The University Council has adopted a [statement of primary responsibilities](#) which sets out the principal responsibilities of the governing body. It is based upon the model statement of primary responsibilities, as published in the Committee of University Chairs (CUC) '[Guide for Members of Higher Education Governing Bodies in the UK](#)'. Council reviews its statement of primary responsibilities annually.

6.6 Governing bodies are expected to organise and conduct themselves in accordance with good practice guidance as set down by the CUC. It is important to remember that the role is distinct from the Executive Board.

6.7 Members have a responsibility for ensuring that the Council conducts itself in accordance with the accepted principles of public life identified by the [Nolan Committee in their first Report on Standards in Public Law](#). The University is committed to its values of excellence, innovation, inclusion and trust, and in-keeping with these values, it is committed to the highest standards and practice of good governance. The University promotes the principles set out below which Council members are expected to observe:

Selflessness: holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity: holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity: holders of public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: holders of public office should promote and support these principles by leadership and example.

6.8 In practical terms these principles require members to observe the highest standards of integrity, objectivity, and honesty in all business. Members are expected to conduct themselves in accordance with the Nolan Principles and the University's values.

6.9 Council has a [Code of Conduct](#) which applies to all members of the Council, including lay members, staff and student representatives. It sets out the standards and commitments expected of a member of Council and all Council members are required to sign this document to confirm their commitment to it.

## Council members 2023/24

6.10 The membership of the Council is as follows:

### Ex-Officio Members:<sup>4</sup>

Interim Chair of Council: John Hinchcliffe<sup>5</sup>.

Pro-Chancellor and Treasurer: Mr Terry Hartwell (2024).

Vice-Chancellor: Professor Shirley Congdon.

Deputy Vice-Chancellor: Professor Zahir Irani.

### Members:

Co-opted Members: Matthew Atkinson (2025), Zoe Burns-Shore (2025), Sally Dicketts (2025), Paul Donovan (2025), Ibrahim Mahmood (2024), Sally Neocosmos (December 2023), Sanjay Patel (2024) and *four vacancies*\*.

Appointed by the Court: Mr John Hinchcliffe (2024)

Appointed by the Senate: Professor Amir Sharif (2024), Professor Maryann Hardy (2025), Faiz Ilyas (2025), and Professor Vishanth Weerakkody (2024).

Student Members: Hamza Khan (2024), Iqra Tabassum (2024).

Graduate of the University: *vacancy*.

Non-Academic Staff: Victoria McKay (2024)

\* = will be appointed in early 2023/24.

6.11 Members play a full part in the business and decision making of the meeting and are required to accept collective responsibility for the decisions reached by the Council. Therefore, a decision of the Council, even when it is not unanimous, is a decision taken by the members collectively and individual members have a duty to stand by it whether they were present at the meeting when the decision was taken. Members can vote on any issues where a vote is required.

6.12 Since the University is a charity, members have a responsibility for ensuring that the Council exercises efficient and effective use of the resources of the University for the furtherance of its charitable purposes, maintains its long-term financial viability, and safeguards its assets, and that proper mechanisms exist to ensure financial control.

6.13 Members also have a responsibility for ensuring the Council acts in accordance with the Charter and Statutes of the University and with the University's internal rules and regulations, and advice should be sought from the University Secretary in any case of uncertainty.

6.14 In order to function efficiently, the Council has rules for the conduct of meetings which will assist members in the discharge of their duties. These are set out in the [Standing Orders for University Committees](#). These are kept under review to ensure that they continue to support the work of Council effectively.

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<sup>4</sup> Ex-officio refers to those who are members of a committee by virtue of their appointment within the University, for example the Vice-Chancellor is an ex officio member of the Council and Senate.

<sup>5</sup> Recruitment process for permanent Chair of Council is underway.

6.15 Full details on the University Council, including its terms of reference can be found [here](#).

## Roles

6.16 The Council comprises 25 members. They are drawn from a range of backgrounds and professions and are expected to play an appropriate part in ensuring that the necessary business of the Council is undertaken efficiently, effectively and in a manner appropriate for the proper conduct of public business. Members are expected to make rational and constructive contributions to debate and make their knowledge and expertise available to the Council as opportunity arises.

6.17 Roles include:

Chair of Council: responsible for leading the Council to ensure effective oversight of the management of the University and to provide constructive challenge and support to the Executive Board through the Vice-Chancellor to deliver the University Strategy. Specific duties include Chairing meetings of Council; agreeing the agenda for meetings of Council; undertaking the annual review of the performance of the Vice-Chancellor and agreeing with the Vice-Chancellor targets for the succeeding year; and representing the University at meetings of the CUC.

Pro-Chancellors: the Charter and Statutes of the University provide for the appointment of Pro-Chancellors by the University, one of whom is the Chair of the Council. The Pro-Chancellors play a key role in the institution but do not become involved in day-to-day executive management, which is the responsibility of the Vice-Chancellor. The Pro-Chancellors particularly maintain constructive working relationships with the Vice-Chancellor. These are mutually supportive, but incorporate the checks and balances imposed by the different roles each has within the institution's constitution. The Pro-Chancellors will assist the Chair of Council, for example, through the chairing of sub-committees of Council, deputising for the Chair of Council as required, and attendance at Graduation Ceremonies and other events at the University.

Treasurer: is a Pro-Chancellor and is appointed to perform such functions as may be determined by the Council including chairing the Finance Committee and presenting the annual audited statement of accounts to the Council and Court.

Senior Independent Governor (SIG): is a new role that was approved by the Governance and Nominations Committee, as recommended in the CUC HE Code of Governance. The role of the SIG will provide enhanced support to the Chair in the leadership of the Council, developments and improvements in Council and Committee practices, and will lead on Council matters where it is not be appropriate or feasible for the Chair to be involved. An individual will be appointed from amongst the co-opted lay members of Council, other than the Chair, noting the role is expected to commence in 2023/24.

Lay members: most of the Council's members are lay members (neither employees nor students of the University) and they contribute a wide range of experience from the public and private sectors. The role is like that of the non-executive directors of companies. Principal contributions include to see issues from all aspects; to represent an external view; to offer special skills; to give an independent view on possible internal conflicts of interest; to provide useful contacts; to advise on the public presentation of the University. The appointment/re-appointment of lay members is conducted by the Governance and Nominations Council on behalf of the Council.

University staff and students: a number of other seats on the Council are held by members of the University staff and two seats are held by students. Staff members on the Council are either appointed by the relevant staff constituency from which they are drawn or nominated by the Senate. Staff members are intended to bring an important organisational perspective to the Council. They will not remain on the Council if they cease to be a member of University staff. The appointment/re-appointment of staff members is conducted in accordance with [Regulation 15](#). Student members hold elected sabbatical positions in the Students' Union and bring a collective student perspective to the Council. They will cease to be a member at the end of their term of office. Staff and student members bring a wealth of insider perspectives and experience to the Council which can be deployed in conjunction with the expertise provided by lay members.

University staff and students are representative of the particular constituencies from which they are drawn, however, they do not represent those constituencies; they have a corporate responsibility which overrides any representational role that they may be perceived to have. All members are present to act in the best interests of the University and to participate in consensus-based and collective decision-making.

University Secretary: is not a member of the Council, however, has the key role in ensuring the efficient conduct of Council business and compliance with all procedures and gives independent advice to members of Council. The University Secretary is responsible to the Council and has a direct reporting link to the Chair of the Council for the conduct of Council business. The University Secretary is a Council appointment, and the role holder can only be removed by Council. The University Secretary works to ensure the highest standards of governance in liaison with the Chair of Council, the Vice-Chancellor, and the University Executive Board. They provide strategic, independent advice and support to Council and Senate including on their powers and procedures. They also provide advice to the Council and the Senate on their schemes of delegation and related governance structures including their respective committees.

- 6.18 All members of the Council are of equal standing and hold the same rights in terms of attendance at meetings, contribution to discussions and decision-making and voting.

### Period of office

- 6.19 Lay members of the Council normally hold office for a period of up to three years. The term of office will normally commence on 1 August. The maximum period of continuous service is nine years. Appointment for a second and third three-year term of office is not automatic,

and decisions related to extensions of terms of office are managed through the Governance and Nominations Committee reporting to the Council.

- 6.20 Staff members on the Council are also entitled to hold office for a maximum of up to three terms of three years. Appointment for a second and third term of office is not automatic. Members can be nominated from their eligible constituency should they wish to reapply for a further term of office in line with [Regulation 15](#).
- 6.21 Student members serve sabbatical terms of office with the Students' Union of one year but may be re-elected for one further and final consecutive year term.
- 6.22 All new members will receive confirmation of their appointment which will specify the commencement and end date for their term of office.
- 6.23 If a member wishes to resign from the Council, s/he should write to the Chair, copying the correspondence to the University Secretary.
- 6.24 A member will automatically cease to be a member of the Council if s/he:
- resigns in writing.
  - is removed from office, following consideration by the Chair, the Vice-Chancellor, and the University Secretary, and in accordance with the Council Code of Conduct.

### Benefits of being a member of Council

- 6.25 Being a member of Council is a challenging and rewarding role. The benefits include opportunities to:
- contribute to and shape the University's decision-making.
  - gain a deeper understanding of the key issues facing the University and the UK HE sector.
  - develop an understanding of, and experience in, key business areas such as financial and strategic planning, risk management and performance monitoring.
  - work with people from a wide range of social and cultural backgrounds and to enhance teamwork and communication skills.
  - learn about and contribute to cutting-edge academic research and fundamental developments in a wide range of subjects.
  - contribute to the enhancement of students' lives through the University's courses.
  - engage with the University by taking advantage of opportunities to foster understanding of the University's business and functions. These might include attendance at Graduation, Open Days or other events.
  - promote the interests of the University, including acting as ambassadors outside the University.

### Time commitment

- 6.26 Committed Council members are crucial to the University's success. The time that members will be asked to commit to the University is as follows:

- Five meetings of Council each year. Meetings are held on a Wednesday and last on average three hours. A buffet lunch is served before the meeting. Members are expected to attend scheduled Council meetings and a record of attendance is maintained and monitored by the Governance and Nominations Committee and reported annually. If members are unable to attend, they should give their apologies in advance of the meeting to the Governance Office.
- Annual two-day strategy event which provides an opportunity for extended update and debate on key strategic issues (generally held in October) and a Strategic Away Day (April/May).
- One meeting of the Court.
- Graduation ceremonies (usually held in July and December).
- Lecturers, exhibitions, dinners, and other social events taking place at any point during the year (these provide an opportunity for lay members to interact with staff and students outside of the formal committee meeting structure and provide insights and information which are integral to effective governance). The presence of lay members at such events is a valued part of the role as it can lead to a broader and deeper understanding of the workings of the University.
- Allocation to any appropriate committees of the Council, dependent upon relevant experience and areas of expertise (committees of the Council meet on a quarterly basis throughout the academic year). It is expected that lay members will serve on at least one Council committee.
- The conduct of other duties and University business (e.g., involvement in working groups; chairing or serving on recruitment, grievance, disciplinary panels, student appeals).
- Undertake such training and induction as may be required to carry out the role and to keep up to date with developments in the HE sector.

6.27 A high level of attendance at the meetings is expected in order that members can perform their duties. If a member finds they cannot commit the time to the University, the Council, and its committees this should be discussed with the Chair of the Council and the University Secretary.

6.28 No business will be transacted at any meeting of Council unless a quorum is present. A quorum is the minimum number of people who need to be present for the business conducted at the meeting to be valid and any actions agreed. In the absence of a quorum, no formal resolution may be passed, but informal recommendations for decisions may be made to be considered and ratified at a subsequent meeting. There will be a quorum when at least one-third of the members of Council, including the Chair or the Chair's nominee, are present at the meeting, the majority to be lay members.

6.29 All Council meeting will be conducted on campus as face-to-face meetings.

### **Induction and training (see Appendix B)**

6.30 As part of the induction process, new members of Council are issued on appointment with a comprehensive pack of information about the University. This will include a letter of appointment which specifies their term of office; a copy of the Handbook for Council Members; calendar of Council/committee meetings; the University Strategy; a copy of The



CUC Higher Education Code of Governance, and the Council Code of Conduct for completion. In accordance with good governance practice, members will also be asked to complete the following online forms:

- *Register of Interests*: the University maintains an annual register of interests for members of Council. Members are asked to identify and declare any positions they hold outside of their role with the University including employment, directorships, trusteeships, and voluntary roles.
- *Fit and Proper Persons Disclosure*: members are required to complete an annual fit and proper persons declaration – this is an Office for Students and Charity Trustee requirement
- *Equality and Diversity Monitoring*: the University is required to collect information on its staff for inclusion in its Higher Education Statistics Agency (HESA) staff return. The definition of staff data for HESA purposes includes equality and diversity information for members of its governing body. The monitoring form has been adapted from the equality and diversity monitoring forms used for staff and recruitment purposes and is compatible with HESA requirements. The information will be shared with HESA as part of the data we provide for the institution.

6.31 New lay members will also be offered a tour of the University campus and meetings with key members of the Executive Board and the University Secretary.

6.32 Advance HE organise various training courses and seminars for governing body members across the UK. Members are encouraged to attend some of these sessions, both as an induction for new members and as a source of continuous development for existing members. Course fees and travel expenses are paid by the University. The University Secretary will provide further information on the courses offered by Advance HE during the academic year.

6.33 There are also arrangements which are designed to keep members up to date with developments in the University and throughout the sector. These include, by example:

- presentations at Council by University senior officers on topics of interest / relevance to the University or sector, or visits to University facilities – to precede the Council meeting.
- Council informal briefings held via Microsoft Teams – the purpose of these briefings is to provide a different environment from the formality of Council meetings and is aimed at encouraging exchange and understanding between Council members on a range of topical issues.
- circulation of policy and other relevant briefings in order to keep members in touch with University and sector developments.

6.34 New members will be requested to provide a photograph and a brief summary of their careers and skills for publication on the Council website.

### **Managing conflicts of interests and Register of Interests Policy**

6.35 In accordance with good governance practice, the University maintains a Register of Interest for members of the Council, the Senate and the Executive Board and members are requested



to lodge with the Governance Office a completed pro-forma declaring all external interests which could potentially conflict with their role.

- 6.36 The University Secretary is required to ensure that the Register of Interest is updated annually (and members are asked to notify the University Secretary if there are any changes during the year). Members will be requested to review their entries in the Register of Interest to ensure its ongoing accuracy before the end of October each year. A copy of this information will be available both by [publication](#) and to individuals who make enquiries. New members will be requested to complete an online form as part of their induction process.
- 6.37 Members of Council will be asked to declare any interests which might conflict with the interests of the University with regard to specific items on the agenda for each meeting of the Council, or committee of Council, that they attend (there is a standing item on the agenda for this purpose). Any such declarations will be recorded in the minutes of the meeting.
- 6.38 In addition to the formal Register of Interest, and as noted in the higher education regulatory framework, all members of the Council will be required to complete an enhanced disclosure form to allow the OfS to judge whether they are 'fit and proper' persons for the purposes of managing and governing the University.

### Gifts and hospitality

- 6.39 The University has a published [Entertaining, Hospitality and Gifts Policy](#) which extends to all employees, representatives, third parties, business partners and agents of the University.
- 6.40 The principles upon which this policy is based accord with the seven principles of conduct in public life (see Section 6.7) and members are expected to observe these principles when conducting themselves on University business.

### Equality opportunities monitoring

- 6.41 The University is committed to promoting equality and diversity in all aspects of its work. This includes the appointment of members to the governing body and its committees.
- 6.42 Equality monitoring allows the University to regularly review the effectiveness of its policies and practices in achieving a diverse workforce and student body, and it helps to comply with legal requirements for monitoring under the Equality Act 2010.
- 6.43 Members are requested to lodge a completed Equality Monitoring Form with the Governance Office by the end of October each year. It is an anonymous exercise and the information supplied is retained confidentially and used for the purposes of statistical monitoring only.

### University's Directors and Officers Liability Insurance Cover

- 6.44 Council members are covered by the University's Director and Officers Liability Insurance (overall cover up to a maximum of £10 million). As Trustees of the University, Council members are covered against claims or actions brought against them relating to any alleged

Wrongful Act they have or may have committed in their capacity, role and actions as a University Trustee.

6.45 A Wrongful Act is defined as the committing of an error, omission, misstatement, or negligence whilst acting in the role of a trustee. The policy does not provide cover for any claims or actions which do not arise directly from the role of a Council member as a Trustee.

6.46 The policy includes cover against the following:

- Claims for compensation.
- Civil proceedings.
- Criminal proceedings.
- Regulatory proceedings.
- Regulatory Investigations.

6.47 The policy provides cover for compensation damages awarded against Trustees (including associated legal costs) and legal defence/investigation costs. The cover does have some exclusions including:

- Any claim arising from injury (this should be covered under separate University Employers/Public Liability cover).
- Any activity as a Pension Trustee (this should be covered under a Pensions Trustees Liability policy).
- Any claim arising from a deliberate and fraudulent act by a Trustee.
- Any claim arising from an intentional breach of law by a Trustee.
- Any claim arising from an act carried out by a trustee to specifically gain personal payment or financial profit.

6.48 Criminal fines or civil fines are not covered (although, to reiterate, legal costs to defend any action are covered).

6.49 As the powers and responsibilities of the Council are exercised in a collective manner and decisions are made by formal resolution it is unlikely that personal liability will arise.

### **Oversight of the Students' Union**

6.50 In accordance with Section 22 of the Education Act 1994, all HEIs are obliged to provide a Students' Union. The Council must ensure that the Students' Union is run in a fair and democratic manner; that it is held accountable for its finances; and that it has an appropriate complaints procedure. The Council must approve the Students' Union's constitution and keep it under review and ensure that union elections are run on a fair and democratic basis. Further information is detailed in Appendix C.

### **Social media**

6.51 The University supports the use of social media but recognises that social media sites are powerful communication tools that can have a significant impact on the University's reputation.

6.52 Social Media Guidelines set out the acceptable use of social media in connection with University business and non-work-related activity. These guidelines apply to Council members and are available from the Governance Office on request.

### Quality Assurance and Standards

6.53 The OfS terms and conditions of funding for HEIs (referred to as the Ongoing Conditions of Registration) state the requirement for the University to have an effective framework – overseen by its Senate – to manage the quality of learning and teaching and to maintain academic standards. It includes a requirement for Council to provide assurance that the University’s academic governance is effectively focussed upon the continuous improvement of the student academic experience and student outcomes.

6.54 The role of Council will be to provide confirmation of the integrity of institutional academic quality arrangements, in line with the expectations of the CUC HE Code of Governance, and as part of the annual accountability mechanisms.

6.55 Council members are not expected to be experts in academic governance; the role is about oversight of academic governance arrangements and the need to ensure effective risk management of activities.

6.56 Good practice is in place to help assure Council’s understanding of the University’s academic governance arrangements and the work of Senate, including:

- inviting lay members to observe meetings of Senate to enhance the link between the two decision making bodies.
- providing a detailed report on academic quality and standards to Council, for discussion, as well as an annual report on Senate which summarises the work of Senate throughout the academic year.
- including a summary report from each Senate meeting which draws out the salient discussions for the attention of Council.
- a short standing item at each Council from the UBU Sabbatical Officers to focus on matters relating to quality, standards, and the student experience.
- additional support is also provided to Council members via appropriate briefings and training where necessary.

### Review of Council Effectiveness

6.57 The CUC model HE Code of Governance recommends that a governing body keeps its effectiveness under regular review and undertakes a formal and rigorous evaluation of its own effectiveness, and that of its committees, at least every four years. The Council should also ensure that a parallel review is undertaken of the Senate and its committees.

6.58 Whilst not a requirement, it is considered good practice in the sector for universities to undertake annual ‘light-touch’ committee effectiveness reviews in order to ensure their governance arrangements remain fit for purpose and to respond appropriately to internal and external factors. An external review of the Council’s effectiveness is being undertaken, and will report in the 2023/24 academic year.

## Section 7: Committee papers

- 7.1 A schedule of business for the Council is agreed with the Chair of Council, the Vice-Chancellor, and the University Secretary. This helps to ensure that the Council fulfils its responsibilities for governance over the academic year and accommodates the key elements of the annual cycle of decision-making and monitoring. It will identify those items that need to be part of the annual responsibilities of the Council, for example the approval of the annual budget, annual accounts, audit reports, key risks etc. There is a standard template for the agenda and reports.
- 7.2 The University is committed to openness and transparency in the conduct of its business, and it is essential that all Council members respect the confidentiality of sensitive and confidential information. This includes commercially sensitive information, personal information and information received in confidence by the University. There are provisions in Council documents on confidential information and members must respect and comply with the requirement to keep such information private.
- 7.3 It is important that the Council and its committees have full and frank discussions in order to take decisions collectively. To do so, there must be trust between the members with a shared corporate responsibility for decisions. Council business should be approached with due discretion and sensitivity and business should not be discussed outside of the Council or its committees.
- 7.4 Members are expected to play their part in ensuring that the necessary business of the Council is carried out efficiently, effectively, and in a manner appropriate for the proper conduct of public business. Any member of Council who is uncertain as to his/her position in relation to any business of the University should seek guidance from the University Secretary.

### IT services

- 7.5 Lay members of the Council will be registered with IT Services which will allow access to the University's internal website. These facilities will remain available for the duration of the lay member's formal association with the University.
- 7.6 In order to facilitate communication, lay members will be issued with a University email account. A username and password will also be given to members on appointment. The password is a generic one that should be changed as soon as possible. Members are required to use their University email address for University business where possible rather than their personal (or other non-University) email account(s).

### Paperless meetings

- 7.7 As part of the induction process, new members will be loaned a University iPad which they can keep for the duration of their formal association with the University. At the end of their term of office members are requested to wipe their iPad and to remove their Apple account before returning to the Governance Office.

- 7.8 Members are able to access information related to Council via the University's Committee SharePoint site which provides a secure online collaborative space through Office 365. It is a password-controlled environment in which Council and committee agendas, minutes and papers are published as well as other documents and information that may be of use. Training in the use of SharePoint will be arranged via the Governance Office:  
<https://unibradfordac.sharepoint.com/sites/council2>
- 7.9 When using the University iPad, members should ensure compliance with the University's Use of Mobile Devices Policy. A copy of this policy is available from the Governance Office on request.
- 7.10 Members will be notified by email when documents can be accessed via SharePoint. This is usually one week in advance of the meeting. Late or tabled documents are not normally accepted as they can lead to ineffective use of time, though there may be the occasional need for additional circulations when urgent matters arise. This will be kept to a minimum.

## Confidentiality

- 7.11 Council business should be approached with due discretion and sensitivity and business should not be discussed outside of the Council or its committees.

## Council Privacy Notice

- 7.12 Personal data will be collected and processed in accordance with the requirements of the General Data Protection Regulation and the Data Protection Act 2018. The Privacy Notice for Council Members is available from [here](#).

## Section 8: Logistical and operational information

### Claiming travel and expenses

- 8.1 It is the policy of the University that members can claim for receipted expenses incurred in the course of their official Council duties.
- 8.2 Claims should be made on the appropriate forms and should be supported by appropriate receipts / bills. **The University's financial regulations provide that expense claims should be submitted within 1 month of the expense being incurred.**
- 8.3 Completed forms should be signed and returned to the Governance Office and members will be reimbursed via the BACs system. The University's [Travel and Expenses Policy](#) applies to all who are claiming travel and other expenses and should be consulted prior to completion of any expense forms. Incomplete forms will be returned for re-submission.
- 8.4 The mode of travel should be the most cost-effective, and it is expected that standard class travel will normally be used.

- 8.5 Members of Council who require overnight accommodation whilst attending business at the University or on behalf of the University in their capacity as a member of Council should contact the Governance Office in the first instance as ordinarily this will be booked by the University using its procured travel provider.
- 8.6 Apart from authorised expenses, members will receive no financial consideration in consequence of their membership of Council.
- 8.7 Expense forms are available from the Governance Office.

### Photo ID cards

- 8.8 All employees of the University including Council lay members are issued with a Photo ID Card which will enable access to the University's premises, including car parks.
- 8.9 Members should carry their ID card when visiting the University as they may be asked to show it by security staff.
- 8.10 If cards are lost / stolen please inform the Governance Office as soon as possible. There is a £10 charge for the replacement of a lost card.

## Section 9: University Committees

### The Senate

- 9.1 Constitutionally, the Senate reports to Council; however, the Council devolves oversight and governance of all academic matters to the Senate which is the academic authority of the University (chaired by the Vice-Chancellor). Unlike the Council, its membership is drawn from within the University and consists primarily of academic staff of the institution, with representation of other categories of staff and of students. Its role is, in summary, to direct and regulate the teaching and research work of the University. Its powers are defined in Statute 12. Its main responsibilities include academic strategy; promotion of research; academic standards; approval of the content of the curriculum and new programmes; student discipline; examinations, admissions; progression.
- 9.2 Council receives summary reports of the business undertaken by Senate. Details include recommendations which require approval by Council, items approved by Senate, in accordance with the scheme of delegation, and other relevant actions. Decisions of the Senate on academic matters which have financial, or resource implications are subject to approval by Council.
- 9.3 In addition, Senate provides an annual report of the business of Senate to inform Council of the detailed and diligent scrutiny that has been undertaken by Senate and its Committees of the academic governance of the University.

- 9.4 Much of Senate’s work is delegated to its sub-committees which function within a framework of approved policies and clearly defined terms of reference, namely Learning and Teaching Committee and Research and Innovation Committee.
- 9.5 Full details on the University Senate, including its membership and terms of reference be found at: <https://unibradfordac.sharepoint.com/sites/governance-intranet/SitePages/Senate.aspx>

## The Court

- 9.6 Another statutory body is the University Court. It is required by Statute to meet at least once a year and its powers include consideration of the annual report of the University; receiving the annual accounts and appointing the University Chancellor. Although the Court has limited powers within the University’s governance structure, it performs an important public role through its large and varied membership. It is the body through which the University maintains influential contact with the wider community.
- 9.7 The Chancellor is appointed by Court as the non-executive head of the University and performs functions including being Chair of Court; conferring degrees at graduation ceremonies and promoting the University in the UK and nationally. The Chancellor holds office for a period of five years. [Anita Rani](#) was installed as the University’s Chancellor in Spring 2023.
- 9.8 Full details on Court, including its membership, terms of reference and minutes from the previous academic session can be found at: <https://unibradfordac.sharepoint.com/sites/governance-intranet/SitePages/Court.aspx>

## Sub-Committees

- 9.9 Both the Council and the Senate are supported by the following sub-committees.

Joint Sub-committees of Council and Senate:

- [Honorary Awards Committee.](#)
- [University Ethics Committee.](#)

Sub-committees of Council:

- [Audit Committee.](#)
- [Finance Committee.](#)
- [Governance and Nominations Committee.](#)
- [People Committee.](#)
- [Remuneration Committee.](#)

Sub-committees of Senate:

- Awards Sub-Committee of Senate.
- Faculty Boards.
- Learning and Teaching Committee.

- Research and Innovation Committee.

Sub-committees / Groups of Executive Board:

- Equality Diversity and Inclusion Committee.
- Fees and Scholarships Group.
- Health Safety and Wellbeing Committee.
- Information Governance Group.
- Internationalisation Board.
- Investment Panel.
- Risk Oversight Group.
- Safeguarding Group.
- University Commercialisation Group.

9.10 Sub-committees are remitted to consider and deal with specific business in more depth than would be possible or practicable at full Council or Senate meetings. In many cases the committees have delegated authority from Council or Senate to make decisions in relation to specific areas of business. These are detailed in the terms of reference of each committee available from [here](#).

9.11 It should be noted that the OfS requires the University to have the following committees:

Audit Committee: is responsible for advising the Council whether the University has an effective risk management and internal control framework, and also that the University has systems in place to ensure compliance, economy, efficiency and effectiveness of institutional activities. Audit Committee is also responsible for recommending approval of the financial statements to Council.

Nominations Committee: is central to good governance. It has delegated authority to seek and consider nominations for the membership of the Council and its committees (including the key roles of Pro-Chancellor, Treasurer, Chair of Council). It also ensures that there is an appropriate range of skills and expertise on Council and that there is effective succession planning.

Remuneration Committee: acts under delegated authority to determine and review the salaries, terms of conditions of the Vice-Chancellor and other senior members of staff. The Committee also receives reports on equal pay and staffing related matters.

9.12 The University's [Scheme of Delegation](#) sets out the relevant responsibilities and financial limits. It is part of the University's governance framework and is intended to facilitate effective decision making, support enhanced corporate governance practices and help committees and individuals understand their roles and the limits of their powers. It also highlights those responsibilities 'reserved' for Council which cannot be delegated.

9.13 The University's high-level committee structure is available from [here](#). It is reviewed annually in order to ensure that the most appropriate structure is in place to meet changing demands.



9.14 Further detailed information on the University's governance arrangements, including terms of reference, can be found [here](#).

## Section 10: Legislative requirements

### Bribery Act 2010

10.1 The Bribery Act 2010 came law on 1 July 2011. Under the Act, a bribe is a 'financial or other advantage' offered, promised or given to induce a person to perform a relevant function or activity improperly, or to reward them for doing so. The Act makes it a criminal offence to:

- offer, promise or give a bribe
- request, agree to receive or accept a bribe
- bribe a foreign public official to obtain or retain business or a business advantage
- (by an organisation) fail to prevent bribery by those acting on its behalf ('associated persons') to obtain or retain business or a business advantage for the organisation.

10.2 Although the Act is focussed on commercial organisations and the University's status is that of an exempt charity, the Act will apply to higher education institutions. The Act will apply to the University and its employees, its subsidiary organisations and third-party organisations contracted to undertake services on its behalf - anyone acting on behalf of the University.

### Consumer Rights Act 2015

10.3 This Act has been amended and now explicitly includes HEIs as service providers and students as consumers. The University as a service provider and, the student, whether as an applicant or as an enrolled student, both have duties and rights under this legislation. All information provided by the University to students, whether it is the structure of a course offered, the provision of ancillary services or the hours of taught provision specified, constitutes a legal contract. All employees of the University whether management, academic or professional services staff are responsible for what they provide to students in writing, by email or verbally and must supply what they say they will provide. Students who find that any of those services offered have not been supplied will be able to make a formal complaint and be entitled to either the supply of that which was offered or compensation.

### Counter-Terrorism and Security Act 2015

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

10.5 The University has agreed a Prevent Action Plan which provides a risk-aligned and updatable point of reference, guidance and direction for Bradford in relation to its statutory and legal

duties. A University Prevent Steering Group has been established to retain oversight of the Plan and is chaired by the Deputy Vice-Chancellor, Operations.

10.6 The University continues to implement the Prevent Duty actively, and reports regularly to Council, Executive Board and Senate, to ensure regular, senior engagement and oversight of this work.

### **Data Protection Act 2018**

10.7 The University holds and processes information about its staff, students and other data subjects for academic, administrative and commercial purposes and also to fulfil statutory obligations to the government and other statutory bodies. As such the University must comply with the Data Protection Principles set out in the Act.

### **Equality Act 2010**

10.8 The Equality Act was introduced in 2010, bringing together and extending existing equality legislation such as the Race Relations Act 1976 and the Disability Discrimination Act 1995. It requires the University to meet the Public Sector Equality Duty (PSED) which states HEIs need to have due regard to advancing equality and eliminating bias.

Certain groups with 'Protected Characteristics' are covered under the Act:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

10.9 The PSED is supported by specific duties which require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty.

### **Modern Slavery Act 2015**

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

10.11 By driving up transparency the expectation is that modern slavery will be tackled with greater urgency. In particular, a Modern Slavery Statement should be published annually outlining the steps that have taken place during the year to ensure that this is the case. Council as the University's governing body is responsible for approving and signing the statement:

## The Higher Education (Freedom of Speech) Act

10.12 The Higher Education (Freedom of Speech) Act became law in May 2023 and can be found [here](#).

## Public Interest Disclosure / Whistleblowing

10.13 The University has appropriate channels through which staff, students and members of the Council can make allegations about perceived irregularities in the running of the institution or the activities of colleagues within the institution. Provided that the allegation is made lawfully, without malice and in the public interest, the position within the institution of the individual making the allegation should not be jeopardised.

10.14 The University has a duty to conduct its affairs in a responsible manner, to specified standards, in accordance with the requirements of various agencies, including internal and external audit, funding bodies, standards in public life set out by the Nolan Committee and the law, such as the Public Interest Disclosure Act 1998. This Act was introduced following much public debate, and it is in the interests of ensuring that issues are raised and properly addressed, at the same time as ensuring that the 'whistleblower' or discloser is not disadvantaged. The University, therefore, has a legal responsibility to respond appropriately when matters are brought to light regarding any impropriety or malpractice and to protect the individual(s) who raise such a concern.

10.15 The Code of Practice on Public Interest Disclosure (Whistleblowing) sets out the context in which public interest disclosure is applicable and the procedure to follow. Please contact the University Secretary for further information:

[Whistleblowing \(Public Interest Disclosure\) Code of Practice - Policies and Statements - University of Bradford](#)

## Section 11: Useful Contacts

11.1 The Interim Chair of Council, John Hinchcliffe: [j.clarke8@bradford.ac.uk](mailto:j.clarke8@bradford.ac.uk) Tel no: 01274 234278.

11.2 The Vice-Chancellor, Professor Shirley Congdon: [m.kenyon@bradford.ac.uk](mailto:m.kenyon@bradford.ac.uk) Tel no: 01274 233012.

11.3 The University Secretary: [universitysecretary@bradford.ac.uk](mailto:universitysecretary@bradford.ac.uk) Tel no: 01274 232603, is the principal contact for all members of the Council. The University Secretary acts as an independent source of advice and guidance for all governance, legal and constitutional matters for the Council and its committees.

11.4 The Governance Office provides professional administrative support for Council and its committees and day to day matters are managed by Jacqui Holgate, Assistant Head (Governance); [j.holgate@bradford.ac.uk](mailto:j.holgate@bradford.ac.uk) Tel no: 01274 236548.





## Appendix A

### Commonly used HE sector acronyms

Acronyms	Description	Explanation
BIS	Department for Business, Innovation and Skills	Government department
CC	The Charity Commission for England and Wales	National body for the registration and regulation of charities
CMA	Competition and Market Authority	Non-ministerial government department responsible for strengthening business competition and preventing and reducing anti-competitive activities. Its aim is to make markets, including HE, work well for consumers, businesses and the economy.
CPD	Continuing Professional Development	Ongoing professional learning relevant to staff
CUC	Committee of University Chairs	National body for University Governing Body Chairs
DDA	Disability Discrimination Act	Government law
DfE	Department for Education	Government department
DLHE	Destination of Leavers from Higher Education	Survey conducted by HESA of UK/EU graduates to measure employment and further study
DP	Data Protection	Universities are classed as public authorities and are required to comply with DP legislation
ECU	Equality Sector Unit	HE sector body promoting equality and diversity
FE	Further Education	Post sixteen education
FoI	Freedom of Information	Universities are classed as public authorities and are required to comply with FoI legislation
FTE	Full-time equivalent	Reference to student mode of study
GDPR	General Data Protection Regulation	A legal framework that sets guidelines for the collection and processing of personal information of individuals within the EU. Implemented from 25 May 2018, it replaces the Data Protection Directive
HEFCE	Higher Education Funding Council for England	Sector funding body which was created by the Further and Higher Education Act 1992. It was disbanded at the end of March 2018 and its duties were

		divided between the OfS and Research England, the new council within Research and Innovation (UKRI)
HEI	Higher Education Institution	An institution (university or college) of higher education which grants academic degrees
HEPI	Higher Education Policy Institute	Independent HE-focussed think tank
HESA	Higher Education Statistics Agency	Official source of national statistics on Higher Education
HESES	Higher Education Students Early Statistics	Annual data return submitted by HEIs to the OfS. This data is used to gain an early indication of the number of higher education students studying in the 2018/19 academic year and to inform the allocation of teaching funding for the following year.
HSE	Health and Safety Executive	Government body to which the University is accountable
IIP	Investors in People	Framework for delivering business improvement through people
IPR	Intellectual Property Rights	Intellectual property rights include patents, copyright, industrial design rights, trademarks
KIS	Key Information Set	Comparable sets of information about full and part time undergraduate courses and are designed to meet the information needs of prospective students
KPI	Key Performance Indicators	A measurable value that demonstrates how effectively key objectives are being achieved
KT	Knowledge Transfer	The exchange and application of University knowledge and intellectual property to other bodies/sectors
LEO	Longitudinal Education Outcome	Brings together information from the Department for Education with employment, benefits and earnings information from the Department for Work and Pensions and Her Majesty's Revenue and Customs
L&T	Learning and Teaching	Learning and Teaching
LFHE	Leadership Foundation for Higher Education	Sector support and advice on leadership, governance and management of UK universities
MAA	Memorandum of Assurance and Accountability	Superseded by the OfS Terms and Conditions of Funding for HEIs, March 2018

MOOCs	Massive Open Online Courses	Free online non-credit bearing courses using open courseware
NSS	National Student Survey	National satisfaction survey of students in HE; the NSS provides information about student satisfaction of undergraduate students who are studying in the final year of their courses, where the course is longer than one year of full-time equivalent study.
NUS	National Union of Students	Representative student body
OFFA	Office for Fair Access	Independent public body promoting fair access to HE
OfS	Office for Students	A new public body, established in law by the Higher Education and Research Act 2017
OAR	OfS Assurance Review	Five-yearly assurance visit to test the reliability of the assurances provided by Council as the University's governing body and the evidence that underpins that assurance
OIA	Office of the Independent Adjudicator for HE	Sector Ombudsman for student complaints. Its role is to review individual and group complaints by students against higher education providers, after internal processes have been exhausted, and to promote good practice in handling complaints and appeals
QAA	Quality Assurance Agency for Higher Education	Sector advisory body on quality improvement
QR	Quality-related funding	Funds allocated to HEIs as an outcome of the REF
RCUK	Research Councils UK	Strategic partnership of UK research councils
REF	Research Excellence Framework	Successor to the Research Assessment Exercise for the assessment of the quality and research in HEIs
SITs	Student Information Technology Services	Students record management system
SIVS	Strategically important and vulnerable subjects	Subject area potential under threat including modern languages and quantitative social sciences
SLC	Student loans company	Non-departmental public body
SORP	Statement of Recommended (Accounting) Practice	Regulations applied to accounting standards and requirements in FE and HE



STEM	Science, Technology, Engineering and Mathematics	Government strategic priority subject areas
TEF	Teaching Excellence Framework	A scheme for recognising excellent teaching, in addition to existing national quality requirements for providers. It provides information to help prospective students choose where to study.
TRAC	Transparent approach to costing	Vehicle for the assessment of the full economic costs of educational provision
UCAS	Universities and Colleges Admissions Service	Central body for University applications
UCEA	Universities and Colleges Employers Association	Representative body for University employers
UCU	University and Colleges Union	Staff trade union
UKBA	United Kingdom Border Agency	Government immigration control body now known as UKVI
UKRI	UK Research and Innovation	A new public body, established in law by the Higher Education and Research Act 2017. It incorporates the seven Research Councils, Innovate UK, and the research and knowledge exchange functions of the HEFCE
UKVI	UK Visa & Immigration	Government immigration control body
Unison	Staff trade union	Staff trade union
UNISTATS	University Statistics	Official website for comparing HE course data
USS	Universities Superannuation Scheme	Contributory pension scheme
UUK	Universities UK	Vice-Chancellors and Principals representative body
VC	Vice-Chancellor	The head of HEIs (may also be referred to as Chief Executive; President; Principal)
VFM	Value for Money	Meeting the need for efficiency, economy, effectiveness and prudence in the administration and expenditure of financial resources.
WP	Widening participation	Opening access to HE

## Appendix B Induction and Onboarding

In order to develop an understanding of the complex environment in which the University operates, new lay members are expected participate in the induction and onboarding arrangements provided by the University and other sector bodies.

All new lay members will receive:

- a formal letter of appointment from the University Secretary which confirms their term of office (start and end date) and provides information on the induction process.
- a welcome email from the Assistant Head (Governance) which provides the following documents/weblinks:
  - Handbook for Council Members
  - Standing Orders for University Committees
  - University Strategy
  - University Charter and Statutes
  - University Financial Statements
  - Committee structure
  - Committee Year Planner
  - Council website
  - The CUC Higher Education Code of Governance
  - Details of the Advance HE's governor development programme
  - Advance HE: guidance to support the induction of new governors
  - Profiles of Council and Executive Team
  - Council meeting dates
  - Information with regards to University email and IT registration, and loan of University iPad
  - Register of Interests Form (Microsoft Form to complete)
  - Fit and Proper Persons Declaration (Microsoft Form to complete)
  - Equality and Diversity Monitoring Form (Microsoft Form to complete)
  - Council Code of Conduct (for signature)
  - Wonke Daily: a daily email briefing service about UK HE – this provides an overview of what is going on in the HE sector, ie, key reports and publications, parliamentary activity etc (to note: you will need your University email address to sign-up for this)

New lay members are also expected to complete mandatory training for governors using the University's online training (TBC). Safeguarding / GDPR / unconscious bias / anything else....Completion of the modules by governors will be monitored and reported to the Chair of Council via the Governance and Nominations Committee.

New lay members are also invited to attend Advance HE's 'induction to HE governance for new governors' – this online event provides an opportunity for new governors to come together to understand their roles and responsibilities as members of the governing body.

Another important aspect of induction and onboarding is taking up the opportunity to attend University events. Invitations to relevant events will be circulated by the Assistant Head (Governance).

### Council members' induction checklist

Meetings	Overview
Chair of Council (new lay members)	To discuss in broad terms what is expected of Council members and any individual roles s/he may be expected to play; the governor v executive management relationship.
Vice-Chancellor (new lay members)	To discuss the University Strategy; supporting strategies and enabling plans; the growth and sustainability plan, current priorities; context of Higher Education including the challenges facing UK HE.
University Secretary	To discuss induction session (to cover the governance structure and the role of the member); training opportunities for Council members (internal and external); issues in HE governance; University planning; financial information; charity trustee responsibilities; University management and structure; audit and risk.
Strategy Leads  Pro-Vice-Chancellor, LTSE Pro-Vice-Chancellor, R&I Pro-Vice-Chancellor, EDI  Director of People  Director of Infrastructure Chief Finance Officer	To provide an overview of the University's sub-strategies and enabling plans: <ul style="list-style-type: none"> <li>• Learning Teaching and Student Experience sub-strategy</li> <li>• Research and Innovation sub-strategy</li> <li>• Equality Diversity and Inclusion sub-strategy</li> <li>• Business and Community Engagement sub-strategy:</li> <li>• People plan: Director of People</li> <li>• Brand, Communications, and Marketing plan:</li> <li>• Estates and Infrastructure plan: Director of Infrastructure</li> <li>• Finance and Performance plans</li> </ul>
Members of Executive Board (new lay members)	Deans Academic Registrar
Assistant Head, Governance	Arrangements, structure, and format for Council meetings; register of interest; fit and proper declaration; car parking; ID card, SharePoint.
IT support	Email registration; paperless meetings; receipt and set up of iPad.
Tour of campus (new lay members)	Led by Estates and Facilities

## Appendix C: Landmarks in Higher Education legislation and policy

It is important that the Council is kept abreast of policy initiatives and developments within the University and the wider external environment. However, knowledge of some key legislation, reports and policies provides additional context:

### Augar Review

The [Augar Review of post-18 education and funding](#) - commissioned by the Government - was published on 30 May 2019 and received widespread media coverage nationally.

The report recommended a number of reforms to technical and vocational education, apprenticeships and the further education (FE) system.

For universities, the report recommended that:

- Universities need to address the issue of low value degrees and increase the number of courses better aligned with the economy's needs.
- The tuition fee cap should be reduced to £7,500 per year, with universities making efficiency savings, a reintroduction of maintenance grants and more targeted funding for disadvantaged students.
- The student funding system should continue to be based on loans, but needs to be clearer, with changes to repayment periods and repayment thresholds.

### Higher Education and Research Act 2017

The Act was passed into law and received royal assent on 27 April 2017; this piece of legislation is the first major regulatory reform to the UK higher education sector in 25 years. The new Act separates research and teaching and creates two new bodies to regulate and fund HE providers:

- the Office for Students (OfS), replacement for the HEFCE
- UK Research and Innovation (UKRI)

The Act is designed to ensure the carrying forward of policy plans to marketise the higher education sector by opening it up to more providers and responding to the consumer rights of students, and sets out the new regulatory environment for universities.

<http://services.parliament.uk/bills/2016-17/highereducationandresearch.html>

The University continues to be engaged in sector debate about the matters noted above and relevant reports will be made to Council at future meetings.

### The Higher Education and Research Bill

The Higher Education and Research Bill (HER Bill) was the first higher education-dedicated legislation to be laid before Parliament since the Higher Education Act 2004.

[http://www.publications.parliament.uk/pa/bills/cbill/2016-2017/0004/cbill\\_2016-20170004\\_en\\_1.htm](http://www.publications.parliament.uk/pa/bills/cbill/2016-2017/0004/cbill_2016-20170004_en_1.htm)

The Bill's guiding principles and objectives, explained in the government's Higher Education White Paper, were published on 16 May 2016.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/523546/bis-16-265-success-as-a-knowledge-economy-web.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/523546/bis-16-265-success-as-a-knowledge-economy-web.pdf)

#### Postponed HE Bill

The government announced it would not seek to pass the HE Bill based on the HE White Paper through parliament until 2015. In addition to the setting of tuition fees at the £9,000 cap, the student number controls proposal specified in the HE White Paper was developed. Both of these proposals took effect from 2012/13 academic year, marking a significant change to the funding and regulatory.

#### Higher Education White Paper: Students at the Heart of the System 2011

The Higher Education White Paper, published by the Government on 28 June 2011, followed the Browne report and the Government's statements about its policies on higher education in the light of that report. These were all underpinned by a philosophy of relying increasingly on competition between institutions, increased choice for students and greater diversity of institutions, which would determine the level of fees and lead to greater social equity and mobility.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/31384/11-944-higher-education-students-at-heart-of-system.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31384/11-944-higher-education-students-at-heart-of-system.pdf)

#### Independent Review of Higher Education Funding and Student Finance: The Browne Review 2010

The Browne Review or Independent Review of Higher Education Funding and Student Finance was a review to consider the future direction of higher education funding in England. It was launched on 9 November 2009 and published its findings on 12 October 2010. It was chaired by Lord Browne of Madingley, the former chief executive of BP. It recommended wide-ranging changes to the system of university funding, including removing the cap on the level of fees that universities can charge, and increasing the income level at which graduates must begin to pay back their loans to £21,000.

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/31999/10-1208-securing-sustainable-higher-education-browne-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31999/10-1208-securing-sustainable-higher-education-browne-report.pdf)

#### Higher Education Act 2004

The Higher Education Act 2004 is an Act of the Parliament of the United Kingdom that introduced several changes to the higher education system in the United Kingdom, the most important and controversial being a major change to the funding of universities, and the operation of tuition fees, which affects England and Wales. University funding is a devolved matter for Northern Ireland and Scotland. After complex and controversial debates, the Higher Education Bill received Royal Assent on 1 July 2004.

<http://www.legislation.gov.uk/ukpga/2004/8/contents>

#### The Lambert Review of Business-University Collaboration 2003

The Lambert Review of Business-University Collaboration was a report by Richard Lambert published by Her Majesty's Treasury in the United Kingdom in 2003, which made a series of recommendations aimed at smoothing out the path between Britain's strong science base and the business community. The Lambert Review concluded that the British dual support system acts as a disincentive to business-university collaboration and that the biggest single challenge for knowledge transfer is in boosting the demand for research from non-academic communities, rather in increasing the supply of ideas and services from universities.

[http://www.eua.be/eua/jsp/en/upload/lambert\\_review\\_final\\_450.1151581102387.pdf](http://www.eua.be/eua/jsp/en/upload/lambert_review_final_450.1151581102387.pdf)

### The National Committee of Enquiry into Higher Education or 'The Dearing' Report 1997

The Dearing Report, formally known as the reports of the National Committee of Inquiry into Higher Education is a series of major reports into the future of Higher Education in the United Kingdom, published in 1997. The report was commissioned by the UK government and was the largest review of higher education in the UK since the Robbins Committee in the early 1960s. The principal author was Sir Ronald Dearing, the Chancellor of the University of Nottingham. It made 93 recommendations concerning the funding, expansion, and maintenance of academic standards.

The most significant change in funding recommended by the report is a shift from undergraduate tuition being funded entirely by grants from the government to a mixed system in which tuition fees, supported by low interest government loans, are raised.

The report recommended expansion of sub-degree courses, and degree level courses at university, proposing that there was sufficient demand from employers for applicants with higher qualifications for natural growth of higher education.

To the maintenance of standards the report recommended that teaching staff receive some amount of training in teaching during their probationary period. It further proposed a system in which credit earned at one institution could be transferred to another.

<http://www.leeds.ac.uk/educol/ncihe/>

### Section 22 of the Education Act 1994

Section 22 of the 1994 Education Act places a legal requirement on the governing body to ensure that the Students' Union at the establishment 'operates in a fair and democratic manner and is accountable for its finances'. It states that the governing body shall, in particular, take such steps as are reasonably practicable to secure the requirements set out below:

#### a) Approval of Governing Documents:

The union should have a written constitution which should be subject to the approval of the governing body and to review at intervals of not more than five years:

[https://s3-eu-west-](https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/29857/2ed28e5f98069a5c9da1b0d9f9773901/UBU_Constitution_Approved_2016.pdf)

[1.amazonaws.com/nusdigital/document/documents/29857/2ed28e5f98069a5c9da1b0d9f9773901/UBU\\_Constitution\\_Approved\\_2016.pdf](https://s3-eu-west-1.amazonaws.com/nusdigital/document/documents/29857/2ed28e5f98069a5c9da1b0d9f9773901/UBU_Constitution_Approved_2016.pdf)

#### b) Right not to be a member:

Students should have the right to choose not to be a member of the union, and students who exercise that right should not be unfairly disadvantaged as a result.

#### c) Fair and Democratic:

Appointment to major union offices should be by election in a secret ballot, in which all members are entitled to vote (this does not apply in the case of open or distance learning establishments). The governing body should satisfy themselves that the elections are fairly and properly conducted. A person should not hold sabbatical union office, or paid elected union office, for more than two years in total at the establishment.

#### d) Financial Accountability:

The governing body needs to ensure that the financial affairs of the union are properly conducted. The governing body should approve the union's budget and monitor its expenditure. The union is required to present audited financial statements to the governing body each year. The

procedure for allocating resources to groups or clubs should be fair and should be set down in writing and freely accessible to all students.

e) Affiliations:

If the union decides to affiliate to an external organisation, it should publish notice of its decision. Where the union is affiliated to any external organisations, a report should be published, at least annually, containing a list of the external organisations to which the union is currently affiliated, and details of subscriptions or similar fees paid to such organisations. There should be procedures for the review of affiliations to external organisations under which the current list of affiliations is submitted for approval by members at least annually.

f) Complaints:

There should be a complaints procedure available to all students or groups of students who are dissatisfied in their dealings with the union which should include provision for an independent person appointed by the governing body to investigate and report on complaints. Complaints should be dealt with promptly and fairly and where a complaint is upheld there should be an effective remedy.

g) Code of Practice:

The governing body is required to prepare a code of practice setting out how the provisions of the Education Act 1994 are to be implemented:

<http://www.bradford.ac.uk/governance/media/governance/policies/Students-Union-Code-of-Practice.pdf>

h) Informing students:

The governing body must make arrangements to ensure that the 'Code of Practice' (g) is brought to the attention of students once a year. The governing body is also required to ensure that students are made aware each year of their right to opt out of union membership, and to ensure that they are notified of any provisions which the institution may have made to offer such students services which are normally provided by the union.

This information is usually detailed in the institution's Student Handbook.

<http://www.legislation.gov.uk/ukpga/1994/30/contents>

### Further and Higher Education Act 1992

The Further and Higher Education Act 1992 made changes in the funding and administration of further education and higher education within England and Wales with consequential effects on associated matters in Scotland which had previously been governed by the same legislation as England and Wales. The most visible result was to allow thirty-five polytechnics to become universities. In addition the Act created bodies to fund higher education in England—HEFCE—and further education—FEFC. Universities in Scotland and Wales which had previously been funded by one UK-wide Universities Funding Council were the subject of other Acts that created higher education funding councils in each country. The act abolished binary line, created national unitary funding councils, removed colleges of further education from local government control, and created quality assessment arrangements.

<http://www.legislation.gov.uk/ukpga/1992/13>