

Annex F: Management and Governance Self-Assessment: Providers designated for student support by the Secretary of State

Provider's name: The University of Buckingham

Provider's UKPRN: 10007787

Your management and governance arrangements

The University was established in 1976 and was incorporated by *Royal Charter* (RC000730) as the University of Buckingham on February 11th, 1983. During 2016/17, the University undertook a comprehensive review of its governance that resulted in revisions to the Charter and Statutes. These revisions were approved by a Special Resolution of Council in June 16th, 2017 and were subsequently ratified by the Privy Council on July 19th, 2017.

The University is not-for profit and is a registered charity. It is a Recognised Body under Statutory Instrument No.2992 (The Education (Recognised Bodies) (England)) Order 2013 and is authorised by its *Royal Charter* to award taught and research degrees in perpetuity.

As of the last audited accounts posted with the Charities Commission (September 12th, 2017 for the year ending December 31st, 2016), the University returned turnover of £37.28M and held total assets of £46.18M against total liabilities of £20.87M.

The *Charter and Statutes* set out the primary governance structures of the University. These currently comprise two statutory bodies: the Council and the Senate. Whereas the Council is the governing body, the Senate is the supreme academic authority, responsible for academic standards and the quality and enhancement of students' learning opportunities.

The Council is the senior body acting with legal and financial accountability for the University of Buckingham. Membership of the Council is stipulated in the *Statutes* and includes: the Chancellor, up to ten co-opted lay members (from whom the Chair and Vice-Chair are appointed), the VC and Student Union President *ex-officio*, three representative members of academic staff (elected by the Senate from the Senate's membership) and one representative member of professional services staff. Members of the University Executive (including the PVCs and the Director of Finance) attend by invitation.

The powers of the Council are stipulated in the *Statutes* and include: the appointment of officers of the University, the establishment, on the recommendation of the Senate, of academic posts and the appointment of persons to said academic posts, the authorisation of salaries and conditions of tenure of University staff, the establishment, on the recommendation of the Senate, of the organs of academic administration, the governance and management of the University's finances and contractual arrangements and the establishment of such committees as are necessary to enable the Council to conduct its business efficiently and effectively. The Council's *Standing Orders* prescribe the means by which Council business is scheduled, recorded and actioned.

The work of the Council is supported by a number of sub-committees, each of which is established with clear Terms of Reference: the Finance, Estates and Resources Committee, the Risk, Audit and Compliance Committee and the Nominations, Performance and Remuneration Committee.

The Senate is the University of Buckingham's supreme academic authority. Membership of the Senate is stipulated in the *Statutes* and includes: the VC (Chair), the Deans of Schools, the University Librarian and Student Union President *ex-officio* as well as up to thirty-five representative members of the academic staff complement. Professional services staff (including the Heads of Academic Services, IT Services, and Student Welfare) attend by invitation.

The powers of the Senate are also stipulated in the *Statutes* and include: the regulation and control of all academic awards as well as the programming and teaching that facilitates students' admission to said academic awards, the management of the formalities associated with making academic awards

and the regulation of University discipline. The Senate is also responsible for overseeing the development of the University's academic portfolio (including all associated research, learning and teaching and assessment activities), for the admission of students and for all areas pertaining to academic delivery and support. The Senate's *Standing Orders* prescribe the means by which Senate business is scheduled, recorded and actioned.

The work of the Senate is supported by a number of sub-committees, each of which is established with clear Terms of Reference and each of which operates either with delegated authority and/or in a deliberative context: the University Research Committee, the University Learning & Teaching Committee, the University Collaborations Committee and the School Boards of Study. At School level, Boards of Study are supported by Learning and Teaching, Ethics and Research Committees.

The Diversity and Inclusion, Grievance and Honorary Awards Committees operate as joint committees of both the Council and the Senate.

The University's Executive Committee retains delegated authority from both the Council and the Senate, is chaired by the VC and comprises the PVC (Academic and Student Experience), the PVC (Health Sciences), the Deans of Schools, the Director of Finance and the Director of Recruitment and Admissions; the Head of Academic Services attends by invitation. The Executive is responsible for the day-to-day management of the University's financial, academic, administrative, estates and personnel functions as well as for risk management. The Executive Committee ensures that an appropriate level of consideration is given to strategic decisions, that there is accountability for said decisions and that there is effective leadership of, and communication with, University stakeholders. The majority of members of the Executive Committee are also members of the Senate, thereby ensuring a direct link between the University's corporate and academic management and the activities of the Schools of Study.

The work of the University's Committees is supported by a number of specialist deliberative working parties that report, and make recommendations for approval, to the Council and/or the Senate and/or their delegated sub-committees on either a regular or ad-hoc basis as appropriate. Working party memberships are diverse and incorporate academic and/or administrative staff from across the University.

Postgraduate taught and research degrees are provided across the full range of subjects offered by the University. With the following exceptions, the majority of programmes are studied full-time at the University's main campus in Buckingham: firstly, Phase 2 of the University's *MBChB* – delivered via a newly purpose-built building at Milton Keynes University Hospital as well as in Local Education Providers in St Andrews, Warwick and at GP Surgeries; secondly, initial teacher training – delivered at Schools and at the University's Whittlebury Hall campus; and, finally, a number of specialist research and postgraduate taught courses in Humanities – delivered at the University's base in Gower Street, London.

The University is small in comparison with many publicly-funded universities. At the time of preparations for the University's last QAA Institutional Review in 2017, student numbers stood at 2603. In 2017 and 2018, student numbers have continued to grow steadily and they currently stand at 3000. The student body comprises 105 nationalities with the largest numbers from the UK, followed by Nigeria, China, Indonesia, the United States, Canada, Pakistan, Germany, Iraq and Japan. The University's strategy contemplates medium-term plans for growth to 5,000 students and an eventual student body of 10,000 by circa 2026.

At the time of the last QAA Institutional Review in 2017, the University employed a total of 501 permanent and hourly-paid academic staff (169 FTE), 184 management, library and professional services staff (165 FTE) and 68 support services staff (56 FTE).

The University of Buckingham's academic provision is grouped into six distinct Schools of Study:

- The School of Business;
- The School of Education;
- The School of Humanities (comprising the Departments of Economics and International Studies, English, History of Art and Heritage Studies and Modern Foreign Languages as

well as the University's London-based Master's Degree-level provision);

- The School of Law;
- The School of Medicine;
- The School of Science & Postgraduate Medicine (comprising the Departments of Applied Computing, Psychology and Postgraduate Medicine).

Adjunct to the Schools of Study is the University's Foundation and Academic Skills Department which oversees the provision of pre-undergraduate provision for a number of the University's programmes and administers in-session academic skills provision for all students.

The University is authorised to undertake collaborative partnerships with both awarding and non-awarding institutions through its *Royal Charter* and has a number of partnerships which are geographically spread and culturally diverse. Strategically, the University aims to expand its current portfolio both in the UK and abroad although it will only consider partnerships that meet the University's strict criteria and which it has the resources to manage effectively.

The Collaborations Department undertakes thorough due diligence checks in order to ensure that the level of risk has been adequately assessed prior to making any agreement to enter into a collaborative partnership. The procedure assesses audited accounts, governance, contractual relationships, potential conflicts of interest, insurance and litigation; the outcomes of the initial due diligence are then reviewed annually. Risk assessment is carried out on location, partner type and financial strength among other criteria. Other checks such as the World Bank's '*ease of doing business*' and the UK Government's *Foreign Travel Advice* are also included where applicable.

The business case considers the rationale, financial model and strategic alignment of the proposed venture. The business case forms part of the initial assessment and consideration but is not part of the due diligence financial risk assessment itself.

The University's approach to the risk assessment of collaborations is multi-layered and safeguards, as far as is reasonably practicable, the University and its collaborative students from the risks associated with the delivery of education externally. In addition to the due diligence procedures described above, site visits assess the learning and teaching environment and ongoing programme monitoring (through reporting and external examiner engagement) reflect on learning outcomes. These processes enable the University to identify areas of risk with a view to mitigating any potential escalation.

The University has always maintained legally-binding agreements with its collaborative partners. The current contract was designed for the University by a firm of solicitors specialising in higher education and is used as the basis for all contracts. In 2016, a new *Contract* template was produced for partners in the UK. The Collaborations Department removed 'rolling' contracts in 2012 and all partners now have contracts with fixed expiry dates. Wherever possible, the expiry date of the contract ties in with the University's due diligence and periodic review processes. All contracts are approved by the Chair of the Finance, Estates and Resources Committee.

The current list of collaborative partnerships is as follows:

- Churchill College, Mexico City
- Condé Nast College of Fashion & Design, London
- International Business School, Budapest
- Jersey International Business School
- Medipathways College, London
- Sarajevo School of Science and Technology

The majority of these arrangements comprise validated taught postgraduate and undergraduate provision, with a limited number of validated research programmes available at IBS and SSST. There is no franchise provision and, thus far, no serial arrangements have been undertaken; this will continue to remain the case as these types of arrangements do not form part of the University's operational approach to collaborative partnerships.

Self-assessment of your management and governance arrangements

The University of Buckingham's well-established track record of managing quality and standards and long-standing and successful engagement with the external regulatory framework provides compelling evidence of the efficacy of its traditional governance arrangements.

Even so, in March 2016, the University's Council, in consultation with the Senate, agreed that a comprehensive review of its governance should be undertaken. Two strategic objectives were set: firstly, to update the University's governance to ensure its full alignment with the *CUC Higher Education Code of Governance*, the latest charities legislation and the external regulatory framework; and, secondly, to facilitate more effective governance to support the future development of the University and the achievement of its strategic goals. A supplementary aim was to ensure, through the clarification of structural responsibilities, that the University would be well placed to respond to the new obligations arising from the *Higher Education and Research Act 2017* and the resulting regulatory framework to be overseen by the Office for Students.

In keeping with these objectives, a dedicated Governance Review Working Party, chaired by the Registrar and with academic representatives from each of the Schools (all themselves Senate members), was established with the following Terms of Reference:

- To revise the *Charter and Statutes* of the University to reflect current statutory, regulatory and charitable obligations and to ensure consistency with the CUC Higher Education Code of Governance;
- To revise the membership, powers and Standing Orders of the University's statutory bodies; and
- To streamline central committee structures and revise their membership and Terms of Reference to reflect the guidance in the HE Code of Governance and to facilitate increased efficiency in decision-making.

The Governance Review was conducted with reference, *inter alia*, to the following external reference points:

- CUC Higher Education Code of Governance (December 2014)
- Charities Act 2011
- HEFCE Guidance on the Applicability of the Charities Act 2011 to HEIs
- Charity Commission Guidance
- The Essential Trustee: what you need to know and what you need to do (Charity Commission, July 2015)
- LFHE guidance for Governing Bodies and Governors' Briefing Notes
- CUC Handbook for members of Audit Committees in Higher Education Institutions
- HEFCE guidance on the Revised Quality Assessment Framework

Draft revisions were approved by Senate and Council during 2016 and submitted to the Privy Council Office and Charity Commission for informal comment in January 2017. Following their feedback, no further amendments were required, and the revised Charter and Statutes were approved by a Special Resolution of Council in June 16th, 2017; they were subsequently ratified by the Privy Council on July 19th, 2017.

The leading change to the University's Charter and Statutes was the removal of one statutory body - the former Academic Advisory Council. This body existed from the establishment of the University College at Buckingham (the University's precursor institution) in order to provide external oversight of its activities and was retained as part of the Royal Charter in 1983. Since 2003, however, external oversight of the University's activities has been provided by its membership of a range of public bodies, including the Quality Assurance Agency for Higher Education, the Higher Education Statistics Agency and the Office for the Independent Adjudicator as well as by its participation in both the National Student Survey and the Destination of Leavers from Higher Education Survey. Latterly, the University's decision to become designated for student support funding has mandated that it also fall under the auspices of DBIS/DfE and HEFCE's Specific Designation process. As a result of the University's successful engagement with these public accountability mechanisms, the members of the AAC themselves came to advise the University, through their membership on Council, that its function was no longer required.

Statute 13 (Membership of Council) was amended, in line with Element 7 in the HE Code of Governance, such that the membership includes a majority of external lay members, some staff members (including three Senate representatives and one representative of the non-academic staff) and student representation.

Statute 14 (Powers of Council) was amended, in line with all seven Elements of the HE Code of Governance, Charity Commission guidance on the function and the role of trustees and the LFHE's guidance on Governing Bodies and Governors' Notes. Given the wide-ranging obligations on trustees, and the particular obligations now placed on the governing body of HEPs, Council's powers were re-ordered under new headings to reflect more explicitly their responsibilities. In keeping with this, Council's responsibilities in the areas of Diversity and Inclusion have now been articulated more explicitly and its powers of delegation to sub-committees shall be made explicit in a new Scheme of Delegation. The terms of reference of Council sub-committees have been revised to chime with the revised powers of Council and in line with the guidance in the Higher Education Code of Governance.

Amendments to Council and Senate's powers were also intended to provide greater clarity in respect of the respective powers of the statutory bodies and where they dovetail in certain areas. This will be especially important with the increased role being played by the governing body in reporting on academic governance - in line with Element 4 of the HE Code.

Statute 15 (Membership of Senate) was amended to provide increased oversight of academic governance. *Ex-officio* membership was reduced, and the elected membership is now in the majority by a ratio of circa 2:1. The Student Union President remains *ex-officio*.

Statute 16 (Powers of Senate) were re-ordered under new headings to reflect more explicitly the body's responsibilities as the supreme academic authority of the University. This includes new reporting requirements to the governing body in order to enable Council to receive assurances that the University's academic governance is effective. Several new, more explicit powers were inserted to provide increased oversight of the quality and standards of education, research and scholarship.

The wording of some Statutes has been revised to avoid ambiguity as to whether the power or responsibility lies with Senate or Council, whether Senate has the power to approve and report to Council or whether Council holds the power subject to consultation with Senate.

The University anticipates that some further administrative amendments will be made to the *Charter and Statutes* in 2018/2019 in order to accommodate planned changes to the University's senior management structures. Any application to the Privy Council will be cc'd to the Office for Students for information.

Ultimately, the Council retains, and will continue to retain, absolute accountability for the stewardship of the Charity's assets; its members focus on strategic decision making and ensuring adherence to its charitable objectives whilst delegating day-to-day operational responsibilities to the Executive and senior management team.

The refreshed governance of the University reflects the recent changes to corporate and academic governance requirements in UKHE higher education and will ensure the University is poised to respond to the opportunities and challenges posed by political uncertainties and the future regulatory framework overseen by the Office for Students. Perhaps more importantly, the revised governance structures will further strengthen the University's internal framework for the management and oversight of quality and standards in order to ensure that University of Buckingham's students can be confident in the academic standard of their degrees and the quality of the support they will be given to achieve outstanding outcomes both within and beyond them.

Public interest governance principles

Standard public interest governance principles: applicable to all providers

Academic freedom: Academic staff at an English higher education provider have freedom within the law:

- to question and test received wisdom; and
- to put forward new ideas and controversial or unpopular opinions;

without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider.

The University was founded on the principles of Classical Liberalism, and has taught the ideals of free-thinking, liberal political thought and the independence of academia since its inception.

The University's *Core Values Statement* makes these principles explicit, stating that:

- *The University shares with other chartered universities the core values of excellence, academic freedom and equality.*
- *It is committed to the pursuit of truth and freedom of speech within the law.*
- *It believes in open and fearless debate, and cherishes controversial views, as the best ways of progressing understanding.*
- *It provides institutional protection for equality through integrity and objectivity in governance.*

Statutes 14.9 (b) and 14.9 (c) act in tandem to protect academic staff from spurious disciplinary action, stating that:

(b) any member of the academic staff of the University may be removed from office by the Council for what the Council after due consideration shall deem to be good cause...

(c) "Good cause" when used in reference to removal from office, membership or place means:

- Conviction of any offence which the Council considers to be such as to render the person concerned unfit for the execution of the duties of his or her office;*
- Conduct which the Council determines to be such as to bring the University into disrepute; or*
- Conduct which the Council considers to be such as to render the person concerned unable to perform the duties of his or her office or to comply with the conditions of tenure of his or her office;*

Accountability: The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider.

Articles 10 and 12 of the Royal Charter confer on the Council and Senate respectively combined responsibility for the running of the University, stating that:

10. There shall be a Council of the University (in this Our Charter - called "the Council") which, except as provided in Article 12 of this Our Charter, shall be the governing body of the University and shall promote the objects and interests of the University in accordance with its charitable obligations. It shall have the custody and use of the Common Seal and shall be responsible for the management and administration of the revenue and property of the University and, subject to the powers of the Senate

	<p><i>as provided in this Our Charter and Statutes, shall have general control over the conduct of the affairs of the University and shall have all such other powers and duties as may be conferred upon it by the Statutes.</i></p> <p><i>12. There shall be a Senate of the University (in this Our Charter - called "the Senate") which shall be the supreme academic authority of the University and shall, subject to the powers of the Council as provided in this, Our Charter and Statutes, be responsible for the academic work of the University, in teaching, research and examining, and for the regulation and superintendence of the education and discipline of the students of the University.</i></p> <p><i>Article 14 of the Royal Charter states that: The University shall abide by all relevant discrimination legislation and discrimination will not affect admittance to the University, the holding of office therein or the bestowing of any advantage or privilege therein.</i></p>
<p>Student engagement: The governing body ensures that all students have opportunities to engage with the governance of the provider, and that this allows for a range of perspectives to have influence.</p>	<p>Jointly developed by staff and students, the University's <i>Student Charter</i> makes clear the mutual expectations and responsibilities of the University and its students. Specifically, the <i>Student Charter</i> requires the University:</p> <ul style="list-style-type: none"> • <i>Ensure that students have a forum in which to speak to the University's management team</i> • <i>Regularly collect, and respond to, feedback from students concerning the quality of learning, teaching, and assessment</i> • <i>Facilitate student representation on University committees, including training for student representatives in their role</i> <p>In keeping with these principles, the University's students have multiple opportunities to engage in the assurance and enhancement of the learning opportunities made available to them, whether as representatives or on their own behalf. These opportunities include participation in the University's governing committees (with the Student Union President a member of both the Council and the Senate <i>ex-officio</i>), internal and external surveys, periodic review and external engagements.</p> <p>The Student Union is provided with a substantial annual budget by the University.</p>
<p>Academic governance: The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).</p>	<p><i>Article 4 of the Royal Charter states that: The University shall be a teaching, research and examining body and, subject to the provisions of this Our Charter and Statutes and sets out those powers in sub-articles 4a-v.</i></p> <p><i>Article 10 (as quoted above) establishes the Council as the governing body of the University.</i></p>

	<p><i>Article 12</i> (as quoted above) establishes the Senate as the supreme academic authority of the University.</p> <p><i>Article 15</i> states that: <i>Subject to the provisions of this Our Charter, the Statutes may prescribe or regulate as the case may be:</i></p> <ul style="list-style-type: none"> <i>(a) The status, appointment and continuance in office of the Officers of the University;</i> <i>(b) The constitution, powers, duties and functions of the Convocation, the Council and the Senate of the University;</i> <i>(c) All such other matters as the Council may deem fit and meet with respect to or for the governing of the University, its Members and constituent parts or otherwise for the promotion of the objects of this Our Charter.</i> <p><i>Statute 14</i> empowers the Council to: appoint and remove the officers and members of the University (14.1/14.9), to undertake the functions of governance and audit (14.2), to be responsible for the statutory, financial, legal and regulatory stewardship of the University (14.3), to oversee the academic and administrative management of the University (14.5), to oversee the management of staff and student welfare (14.6) and to oversee the activities of the Student Union (14.8).</p> <p><i>Statute 16</i> empowers the Senate to: be accountable for the academic strategy and policy of the University (16.1), to make recommendations regarding the appointment of academic staff (16.2), to regulate the use of the University's DAPs and to confer Degrees (16.3) and to regulate all matters of academic and student experience (16.4/16.5). <i>Statute 17</i> empowers the Senate to confer Honorary Degrees.</p>
<p>Risk management: The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider's operations, and its ability to continue to comply with all of its conditions of registration.</p>	<p><i>Statute 11</i> states that:</p> <ul style="list-style-type: none"> <i>(a) The Council shall appoint and remove an Auditor or Auditors, eligible to be statutory auditors under the current companies legislation applicable in England. No person shall be appointed Auditor who is or any one of whose partners is a member of the Convocation, the Council or the staff of the University.</i> <i>(b) The Auditor or Auditors shall hold office for one year and shall be eligible for re-appointment annually and shall receive such remuneration as may be determined by the Council.</i> <i>(c) The Auditor or Auditors shall have a right of access at all reasonable times to the books, records, accounts and vouchers of the University and shall be entitled to require from the Officers of the University such information and explanations as may be necessary for the performance of their duties.</i>

	<p>(d) <i>If the office of Auditor or Auditors shall become vacant by death or resignation or any other cause before the expiration of their period of office the Council shall forthwith appoint an Auditor or Auditors in their place for the remainder of such period.</i></p> <p>(e) <i>An Auditor shall resign in writing addressed to the Council.</i></p> <p>(f) <i>The Auditor or Auditors shall make a report to the Council at least once in each year.</i></p> <p>The Risk, Audit and Compliance Committee acts under delegated powers from Council and is responsible to Council for the oversight of financial audit and for reviewing and assuring the effectiveness of the University's internal control systems and risk management (including the <i>Risk Register</i>). It also provides institutional oversight of the University's statutory and regulatory compliance and is responsible for ensuring the University complies with the external regulatory framework that will be overseen by the Office for Students from 2018. Externally appointed Internal Auditors report to the Risk Audit and Compliance Committee.</p> <p>The Finance, Estates and Resources Committee's Terms of Reference require it to take account of recommendations from the Risk, Audit and Compliance Committee (11) and the Executive Committee reviews the <i>Risk Register</i> on a monthly basis.</p>
<p>Value for money: The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for students and (where a provider has access to the student support system or to grant funding) for taxpayers.</p>	<p>The Finance, Estates and Resources Committee, chaired by the Treasurer, is the committee of the Council responsible for formulating policies for the effective management and control of the financial affairs of the University. It exercises, on behalf of the Council, the powers specified in <i>Statute 14.3</i> and is generally responsible to the Council for the effective control of the assets and revenues of the University.</p> <p>The Nominations, Performance and Remuneration Committee's Terms of Reference require it to: monitor, in consultation with the Vice-Chancellor, the performance of Officers of the University, members of the Executive Committee and any other staff as deemed appropriate by Council against Key Performance Indicators (KPIs) (2), receive recommendations on the salaries and terms and conditions of employment of the Officers of the University, members of the Executive Committee and any other staff as deemed appropriate by Council (3), determine annually the principles on which merit awards shall be made for all members of staff in the salary review for that year (5) and monitor and ensure effective use of an appraisal system for all staff (6).</p> <p>The Executive Committee's Terms of Reference empower it to: authorise significant alterations to priority expenditure</p>

	<p>within approved budgets (1.4), authorise spending beyond the approved budgets within the limits agreed from time to time by Council (1.4), approve contracts within the limits from time to time approved by Council (1.10), to consider and make recommendations to Council and Senate in respect of the annual budget (2.1), the annual salary review (2.2) and the annual review of fees and charges (2.3) and to monitor and review the University's income and expenditure targets (3.1).</p> <p>The University's <i>Audited Accounts</i> are made available to all stakeholders via the website and are subject to detailed scrutiny by the Student Union President, as well as by members of academic and professional services staff, at Council.</p>
<p>Freedom of speech: The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider.</p>	<p>The University's <i>Core Values Statement</i> makes these principles explicit, stating that:</p> <ul style="list-style-type: none"> • <i>The University shares with other chartered universities the core values of excellence, academic freedom and equality.</i> • <i>It is committed to the pursuit of truth and freedom of speech within the law.</i> • <i>It believes in open and fearless debate, and cherishes controversial views, as the best ways of progressing understanding.</i> <p>The University's <i>Student Charter</i> also specifies that the University is committed to: <i>the preservation of a free-thinking community in which diversity is valued and supported.</i></p> <p>The University was ranked first for upholding free speech in a Spiked Magazine poll.</p>
<p>Governing body: The size, composition, diversity, skills mix, and terms of office of the governing body is appropriate for the nature, scale and complexity of the provider.</p>	<p><i>Statute 13</i> sets out the membership of Council as follows:</p> <p><i>The Council shall consist of no more than 20 members. They shall comprise:</i></p> <p>(a) <i>Ex-officio Members: The Chancellor, the Vice-Chancellor, the Deputy Vice-Chancellor, the Chair of the Council, the Treasurer and the President of the Students' Union;</i></p> <p>(b) <i>Appointed Members: No fewer than seven, and no more than ten, independent members of the Council who are not employees of the University, as may be nominated and appointed by the Council in accordance with its procedures; they shall be invited to serve for three years and are eligible for reappointment;</i></p> <p>(c) <i>Elected Members:</i></p> <p>(i) <i>Three members of the Senate elected by that body from among its elected members; the term of office is three years co-</i></p>

	<p><i>terminously with membership of Senate, with eligibility for re-election for, normally, no more than two further terms;</i></p> <p><i>(ii) One member of the non-academic staff to be elected from among their own number; the term of office is three years, with eligibility for re-election for, normally, no more than two further terms.</i></p> <p>A matrix of Council members' skills is maintained by the University Secretariat.</p>
<p>Fit and proper: Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.</p>	<p>Members of the governing body complete a Declaration of Interests form on joining the Council. Members of the senior management team are also required to complete the Declaration of Interests form.</p>
<p>Additional public interest governance principle: providers authorised with degree awarding powers</p>	
<p>Records: Where degree awarding powers are solely contained in the provider's governing documents, and no order either under section 76 of the Further and Higher Education Act 1992, or under the Higher Education and Research Act 2017 exists, the provisions setting out those powers must be retained and may not be altered without the consent of the Office for Students.</p>	<p>The University holds a copy of the original <i>Royal Charter and Statutes</i> from 1983; and the formal 2017 amendment document from the Privy Council. These documents are both stored in a secure location. Electronic versions are made available for public use.</p> <p>The University's DAPs are established by <i>Articles 3 and 4 (a-d)</i> of the <i>Royal Charter</i>, as follows:</p> <p><i>3. The objects of the University shall be to advance learning and knowledge by teaching and research, and to enable students to obtain the advantages of University education.</i></p> <p><i>4. The University shall be a teaching, research and examining body and, subject to the provisions of this Our Charter and Statutes, shall have the following powers:</i></p> <p><i>(a) To prescribe the requirements for Matriculation and the conditions under which persons shall be admitted to the University or to any particular course of study therein;</i></p> <p><i>(b) To grant and confer under conditions laid down in its Statutes or Regulations Degrees, Diplomas, Certificates and other academic distinctions to and on persons who shall have pursued a course of study approved by the University and passed the examinations or other tests prescribed by the University provided that there shall be at least one external examiner approved and appointed by the Senate, for the Degree of Bachelor and also for the examinations prescribed for any higher Degree;</i></p> <p><i>(c) To confer Honorary Degrees and other distinctions on approved persons, provided that all</i></p>

	<p><i>Honorary Degrees and other distinctions so conferred shall be conferred and held subject to any provisions which are or may be made in reference thereto by the Statutes</i></p> <p><i>(d) On what the University shall deem to be good cause to deprive persons of any Degrees or other distinctions conferred on them by the University and to revoke any Diplomas or Certificates granted to them by the University.</i></p> <p>While it is unlikely that the University would ever desire to amend these particular Articles, the Council is cognisant that <i>Higher Education and Research Act 2017</i> mandates them to seek permission of the Office for Students should there be a desire to do so in the future.</p>
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Additional public interest governance principles: providers in receipt of financial support

<p>Independent members of the governing body: There must be at least one external member of the governing body who is independent of the provider, and whose term of office is normally limited to a maximum of three terms of three years or two terms of four years. For providers with large governing bodies, or more complex legal forms, additional independent members may be appropriate.</p>	<p><i>Statute 13 (b)</i> establishes the independence and longevity of the lay members of Council as follows: sets out the membership of Council as follows:</p> <p><i>Appointed Members: No fewer than seven, and no more than ten, independent members of the Council who are not employees of the University, as may be nominated and appointed by the Council in accordance with its procedures; they shall be invited to serve for three years and are eligible for reappointment;</i></p>
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<p>Regularity, propriety and value for money: The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken.</p>	<p><i>Article 4 (p-v)</i> mandates that the Council exercise sufficient controls to ensure that the University's objects can be carried out:</p> <p><i>(p) To demand and receive fees and other payments;</i></p> <p><i>(q) To take such steps as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the University, and to raise money in such other manner as the University may deem fit;</i></p> <p><i>(r) To maintain, manage, deal with, dispose of and invest all the property, money, assets and rights of the University and to enter into engagements and to accept obligations and liabilities in all respects without restriction whatsoever and in the same manner as an individual may manage his or her own affairs;</i></p> <p><i>(s) To act as trustees or managers for any property, legacy, endowment, bequest or gift for purposes in furtherance of the work and welfare of the University, and to invest any funds representing the same, if not immediately required on such security as the University may deem fit;</i></p>
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	<p><i>(t) To provide for reward or otherwise such goods and services for Members of the University and their families, guests and servants as may be deemed expedient and consistent with the objects of the University as a place of education and learning;</i></p> <p><i>(u) To enter into any agreement for the incorporation in the University of any other institution and for taking over its rights, property and liabilities and for any other purpose not repugnant to this Our Charter;</i></p> <p><i>(v) To do all such other acts and things whether incidental to the powers aforesaid or not as may be requisite in order to further the objects of the University as a place of education and of learning and of research.</i></p>
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