

Guide for Council Members

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Revised October 2019

1. INTRODUCTION

1.1 This Guide has been prepared to enable members of the Council:

- to obtain a better understanding of the University and the way in which it is structured;
- to have a greater appreciation of the University's governance framework, and the key role which is played by the Council;
- to appreciate more readily the individual responsibilities and obligations which are a consequence of appointment as a member of the Council.

1.2 This Guide is intended to give a concise overview of the role and functions of the Council. It is based on the *Higher Education Code of Governance* issued by the Committee of University Chairs (CUC), which also builds on work carried out in the Lambert Review, on perceived good practice in corporate governance and on the *Memorandum of Assurance and Accountability* (HEFCW). Further information can be found in the following publications, which are available from the Secretary to the Council:

Higher Education Code of Governance (CUC, 2018)

<https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Code-of-Governance-Updated-2018.pdf>

Memorandum of Assurance and Accountability (HEFCW, 2015)

https://www.hefcw.ac.uk/documents/publications/circulars/circulars_2015/W15%2031HE%20Memorandum%20of%20Assurance%20and%20Accountability.pdf

1.3 Any member of Council who wishes to know more about a particular school, department or unit in the University is welcome to pay a visit. A programme of visits to departments will be organised by the Governance and Compliance Office, however bespoke visits can also be arranged. (Tel. 01248 382776).

1.4 Other University publications which may be useful to a member of Council are:

The University's Prospectus which is available on the University's web pages
Annual Review, available from the Quality Assurance and Validation Unit web pages
Newsletter (published approximately 4-5 times each year)
(These are available from the Corporate Communications and Marketing Department [Tel. 01248-382004])

Annual Accounts, available from the Finance Office web pages
(Available from the Finance Office [Tel. 01248-382052])

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Strategic Plan

(Available from the Planning and Student Data Office [Tel. 01248-382043])

Further information is also available on the University's website - <http://www.bangor.ac.uk>

- 1.5** All members of Bangor University Council receive an induction, and regular relevant legal and regulatory updates. This Guide is a part of this continuous updating process, and will be reviewed regularly.

2. BACKGROUND AND HISTORY

- 2.1** The 'University College of North Wales', as it was then called, was founded in October 1884, and opened in a former coaching inn - the Penrhyn Arms - with 58 students and 12 staff. In 1893 it became a constituent institution of the federal University of Wales, and in 1911 the Main University Building overlooking the city of Bangor was opened.
- 2.2** Staff and student numbers grew steadily, if not spectacularly. After 50 years, it had 630 students and 100 staff, but substantial growth occurred in the 1950s and 1960s when a number of new buildings were constructed, and new areas of study - including oceanography, psychology, linguistics and sociology - were introduced. By the time that the University celebrated its centenary in 1984, over 2,600 students were registered.
- 2.3** During the 1980s, as funding restrictions were experienced, some rationalisation of subjects and departments took place - physics, drama and classics, for example, ceased to be taught. Yet there has also been expansion. In 1976, St. Mary's College - a training college for women teachers - was incorporated into the University, while Coleg Normal was integrated within the University in 1995. Previously independent colleges of nursing and midwifery, and radiography, joined the University in the early 1990s as a new Faculty of Health Studies, and as the 21st century dawned, the University of Wales, Bangor (its legal name was changed in 1997) was enrolling nearly 10,000 students.
- 2.4** For an institution over 120 years old, Bangor has had remarkably few Vice-Chancellors (the title 'Principal' was used until 1995/96). The founding Principal, Sir Harry Reichel, a Fellow of All Souls who excelled in several subjects, served from 1884 until 1927, and was succeeded by a Bangor Classics graduate Sir Emrys Evans, who remained in post until 1958. Sir Charles Evans, a distinguished mountaineer and neurosurgeon, served as the third Principal until 1984. The late Professor Eric Sunderland, an anthropologist, took up office 18 days before participating in the University's centenary celebrations. He retired in 1995, and was succeeded by Professor Roy Evans, a civil engineer who had served as Deputy Principal at Cardiff. In August 2004, Professor Evans was succeeded by Professor Merfyn Jones, who retired in 2010, and was succeeded by Professor John Hughes who took office as Vice-Chancellor in October 2010. Professor Hughes retired in 2018, and was succeeded by Interim Vice-Chancellor Professor Graham Upton, and subsequently by the current Vice-Chancellor Professor Iwan Davies in 2019.
- 2.5** Following the University's application for Degree Awarding Powers, the Privy Council approved amendments to the University's Charter and Statutes, thereby granting Bangor Degree Awarding Powers and independent university status with effect from 1 September 2007. This meant that from this date the legal title of the University

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changed to 'Bangor University'.

- 2.6** The University has always been a charity, but the Charities Act 2006 changed the way exempt charities were regulated. As a result the University registered with the Charity Commission in April 2011 and all members of the Council are trustees of the charity.

A book on the history of the University - Bangor University 1884-2009 - written by the former Registrar, Dr David Roberts, was published in November 2009 to mark the University's 125th Anniversary.

3. THE UNIVERSITY TODAY

3.1 Students and Staff

- [a] In 2018/19, the University had approximately 9900 full-time students and a further 1400 part-time students enrolled on Higher Education courses. Around 24% of these are postgraduate students. Approximately 38% of students are from Wales, 17% are from outside the EU and the remainder are from the rest of the UK and Europe. In addition, the University teaches over 2200 students studying on Welsh for Adults courses, delivered in locations across North Wales.
- [b] The University employs approximately 2200 staff, of which around 500 are full-time academic staff.
- [c] The annual turnover is approximately £144M. Funding Council grants account for around 9% of the University's income in 2016/17. Student Fee income is approximately £82m. Income from Research contracts and grants is approximately £18.2m. The University's own commercial operations (residences and catering) will normally account for about 8% of income.

3.2 Academic Structure & Programme

- [a] The academic departments (Schools) of the University are grouped into 3 colleges, which are resource centres, and which also encompass some interdisciplinary units or institutes:

College of Arts, Humanities and Business

Bangor Business School,
School of History, Philosophy and Social Sciences
School of Languages, Literature and Linguistics
School of Law
School of Music and Media
School of Welsh and Celtic Studies

College of Human Sciences

School of Education and Human Development
School of Health Sciences
School of Medical Sciences
School of Psychology
School of Sport, Health and Exercise Sciences

College of Environmental Sciences and Engineering

School of Computer Science and Electronic Engineering
School of Natural Sciences
School of Ocean Sciences

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The BioComposites Centre

- [b] The University offers over 450 undergraduate degree programmes, over 120 taught postgraduate courses, and research degrees (MPhil and PhD).
- [c] Institutional reviews, involving an evaluation of processes for assuring academic quality and standards have been conducted regularly by the QAA, with the most recent being held in May 2012. The University was awarded the highest judgement possible of 'Confidence' for the management of academic quality and standards.
- [d] The 2014 Research Excellence Framework recognised that more than three-quarters of Bangor University's research is either world-leading or internationally excellent. Based on the University submission of 14 Units of Assessment, 77% of the research was rated in the top two tiers of reach quality, ahead of the average for all UK universities.
- [e] The University has a firm commitment to Welsh-medium higher education. Over 850 students study more than 40 credits through the medium of Welsh across 19 of the University's 23 Schools. Over 600 students study their entire course through the medium of Welsh. Around 745 Fte students study through the medium of Welsh.
- [f] The University places considerable emphasis on student support, retention and on the participation of disabled students (10% of our full-time undergraduate students are in receipt of the Disabled Students' Allowance).
- [g] There is also a firm commitment to widening access: 95% of our young, full-time undergraduate entrants are from state schools or Colleges (the UK average is 90%) 14.1% are from low participation neighbourhoods (the UK average is 11.6%).
- [h] For an institution located in a largely rural area, the University has enthusiastically embraced 'third mission' and economic development activities. A recognised Research & Enterprise Office acts as a focal point for research support and business services.
- [i] The University also makes a very significant contribution to social and cultural life in the region and the newly opened Pontio Building is and will continue to make a major contribution to arts and culture in the region. The University has a major collection of works of art (the total value of which exceeds £2M), two museums, a music concert series and a programme of Public Lectures, and has its own resident musical ensemble - Ensemble Cymru.

3.2 A Collaborative University

The University places significant emphasis on its role in the region and also recognises a wider opportunity to strengthen its position through strategic collaborations with other educational and public sector bodies. These Strategic Collaborations are responsive to regional needs and opportunities and will normally reach across various aspects of the Universities Mission. Some of the key collaborations are briefly discussed below:

- [a] The University has had a long standing relationship with Grwp Llandrillo Menai and its constituent colleges. Hitherto that relationship has been built on collaborations around franchised and validation teaching programmes. This has been supplemented with activities in the skills and innovation areas and also internationalisation. The organisations have again signed a formal Memorandum of Understanding and committed to further enhancing their collaboration, exploring expansion into collaborations in research and services.
- [b] For a number of years the University has worked closely with the regional health Board. In 2014 the University committed to developing that relationship further and in early 2016 a Memorandum of Understanding was signed which sets a direction for the collaboration and which highlights collaborative aspirations in building the workforce for health and medical providers in the region and also in building research capacity and opportunity in the research community in both organisations. In addition the collaboration will develop further routes to impact for the research at both the University and the Health Board and will strengthen both organisations in the region.
- [c] The University has entered into a Strategic Collaboration with Cardiff University to make it possible for students to a Medicine Programme in north Wales for the first time in the University's history. The first cohort of students was recruited for a 2019 intake and it is expected that the cohorts will build to nearly 100 medical students being taught in Bangor under these arrangements. Critically, this development offers a springboard for a wider opportunity, for the university in this across other academic disciplines.
- [d] A strategic collaboration with Imperial College, London, has made it possible for the University to established the first research groups in Wales dedicated to Nuclear Energy research. The Nuclear Futures Institute enables the University to break into significant areas of research relevant to key regional developments and adds significantly to the well established reputation of the University in the Low Carbon energy agenda.

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- [d] The University has a Memorandum of Understanding with Glyndwr University to develop collaborative opportunities around the Health and Allied professions in north Wales, the two institutions will look to act collaboratively and/or in concert in the regional interest to develop, secure and enhance the workforce for the region. This phase of the relationship is at an early stage and the MoU provides a firm basis for building early stage dialogues in connection with health disciplines and student support.

3.3 The University Estate

The University has a fragmented estate. It has around 150 buildings on 20 separate sites in Bangor; it has several sites on Anglesey, significant estate in Wrexham and research and field stations elsewhere. It has a higher than average proportion of buildings (30%) built before 1940, with many that were not originally built as University buildings. The Main University Building, dating from 1911, is a grade 1 listed building.

A new Estates Strategy is currently being developed, for approval by Council, which aims to support the delivery of the University's priorities in a new Strategic Plan also under development. The main objectives for the 2012 Estates Strategy were:

- Deliver a high quality student experience
- Invest to provide a consistently good, fit for purpose estate
- Support research, enterprise and sustainability
- Conserve and enhance the University's heritage.

The University provides around 2445 en-suite bedrooms for students.

4. MISSION, STRATEGY & VALUES

4.1 Mission

The mission of the University is:

A strong, confident institution recognised regionally, nationally and internationally as a centre of excellence for its varied portfolio of teaching and research, and for the unique, multicultural, inclusive experience it provides for its staff and students.

4.2 Strategy

The Strategic Plan 2015-2020 was agreed by the Senate and Council in December 2014. The plan focuses on four key priorities:

- An Excellent Education and Student Experience
- Enhancing Research Success
- An International University for the Region
- Welsh Language, Culture and Civic Engagement

4.3 Vision

The University's vision is to be a leading University with an international reputation for teaching and research, while fostering the intellectual and personal development of our students and staff, providing a supporting multicultural environment, promoting widening access and inclusiveness, and ensuring that our activities result in environmental benefit and social progress within a resilient economy. Through our highly valued emphasis on the Student Voice and by working in partnership with the Students' Union in the operation and delivery of the University's activities, we will continue our emphasis on student satisfaction and on engaging students as partners.

4.4 Values

In developing a forward-looking strategy for the University, the values which have evolved from its rich history over the past 130 years should be remembered. The University was founded as a direct result of a campaign from the communities of North Wales for higher education provision in the region. Established with significant local support, both financially and otherwise, the University continues to take pride in its role as a member of the community and bilingual heritage. The values that underpin the University's strategy are:

- Safe, welcoming and inclusive environment
- Pride and self-confidence
- Individuality of our offer to our students
- Embrace and value the diversity of our staff and students
- The breadth of our teaching and research activities provides the best platform from which to build with confidence
- Part of a broader regional community
- Contribute positively to the economy, society and environment, language and culture of the region
- Significant emphasis give to students as partners
- Contributing to the sustainability of the University, the region, and the world

5. GOVERNANCE OF THE UNIVERSITY

5.1 The University is incorporated by a Royal Charter, first granted in 1885 and subsequently rewritten on several occasions, most recently in 1977. Legally, the University is a 'chartered corporation'. It is an independent corporate institution which has charitable status and is registered with the Charity Commission. In 1997 a revised version of that Charter was approved by the Privy Council giving legal recognition to the name 'University of Wales, Bangor'. From 1st September 2007 the University became known as 'Bangor University', following approval of the changes to the Charter by the Privy Council.

5.2 The Charter provides a broad framework for the legal structure of the University and its system of corporate governance, and much of the detail needed to make the Charter operational is contained in the associated Statutes. These, like the Charter, only have effect when approved by the Privy Council, but the process of their amendment and ratification is less cumbersome. Underpinning the Charter and Statutes are a series of Ordinances and Regulations which are purely internal measures approved by the Council and the Senate respectively.

The Charter, like those of most Universities incorporated under Charter, refers to two bodies each with clearly defined compositions and functions, viz.:

- The Court
- The Council

5.3. Court

The Court is a large body including representatives of local authorities in North Wales, local Members of Parliament and representatives of the professions as well as members of the Council and representatives of the staff, students and graduates of the University. It is thus a means whereby representatives of the wider community of North Wales can be associated with the work of the University. Furthermore, it provides a public forum where members of the Court can raise any matters of concern about the University.

The Court generally meets once a year to consider the Annual Report and Accounts of the University and to elect some lay members of the Council. The Court is chaired by the Pro-Chancellor, who is currently Professor Gareth Roberts.

5.4 Council

The Council is the governing body of the University, responsible for the finance, property, investments and general business of the University and for setting the general strategic direction of the institution. Further information on the role of the Council is given in section 6. The Council has also established the following committees to assist in discharging its responsibilities as a governing body:

- Finance and Resources Committee
- Health and Safety Committee
- Audit and Risk Committee

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- Bilingualism Committee
- Nominations and Governance Committee
- Remuneration Committee
- Honorary Fellowships & Degrees Committee
- Ethics Committee
- Development Board

The Council, like that of all chartered Universities, is constituted so that a majority of members are lay persons who are not staff or students of the University. Its members include lay and academic officers of the University, members appointed by the Court, representatives of the Senate, members appointed by the staff of the University, student representatives, as well as a number of co-opted members. The Chair of Council is Mrs Marian Wyn Jones.

5.5 Senate

The Charter also makes provision for a Senate which has responsibilities relating to the academic work of the University. Specifically, it deals with matters of academic policy, regulation, and the academic progress of students.

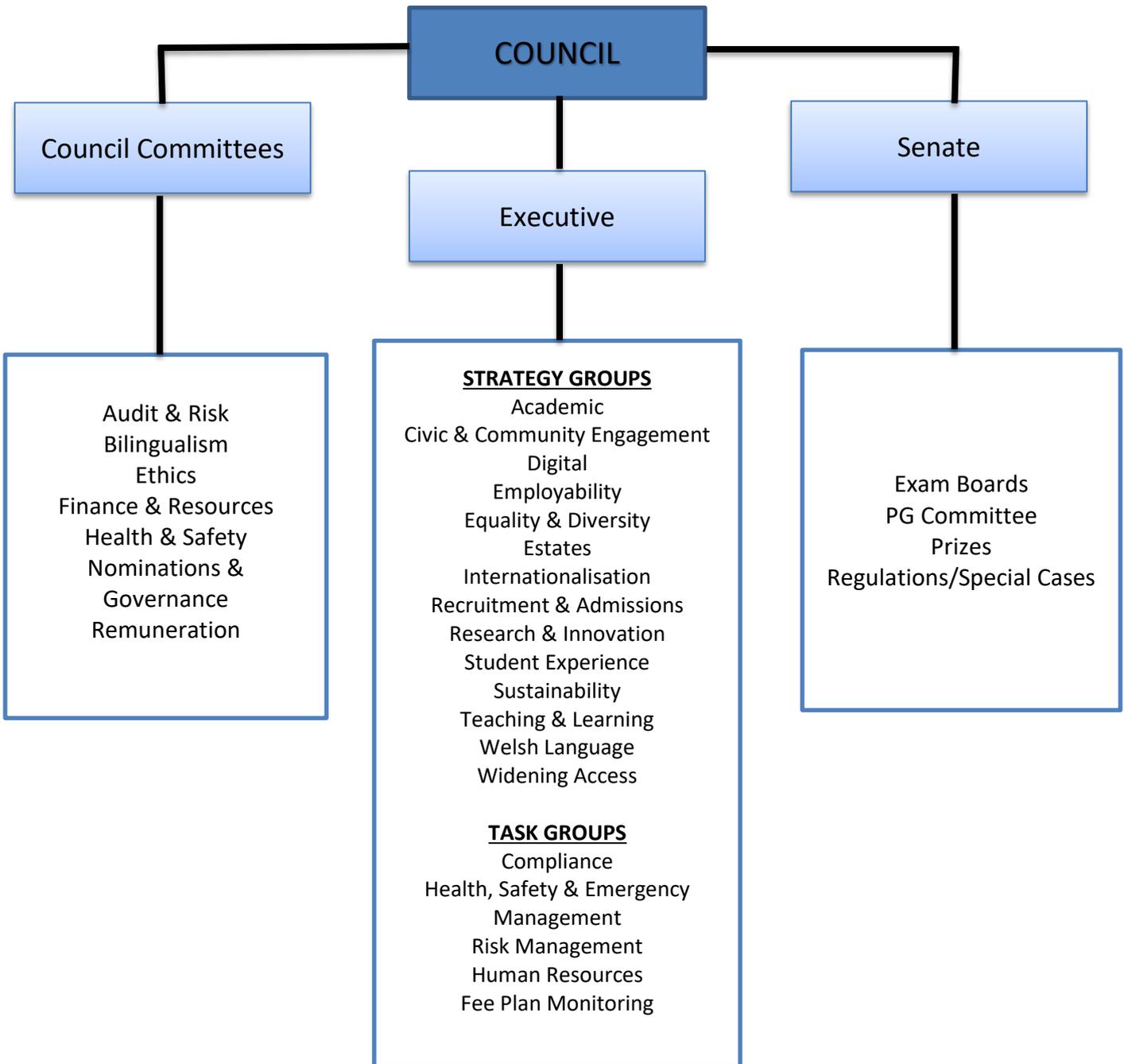
The Senate is chaired by the Vice-Chancellor and its membership is drawn entirely from within the University, containing academic staff and student representatives.

5.6 Management

With regard to the executive management of the University, the main decision-making body is the Executive -which is the University's senior management group comprising of the Vice-Chancellor, the Deputy Vice-Chancellor, the Pro-Vice-Chancellors, the Deans of College, the Director of Corporate Service, the Director of Finance and the Director of Human Resources.

In addition, there are a small number of Task Groups focussing on key managerial areas, and reporting to the Executive.

DECISION-MAKING STRUCTURE



6. THE RESPONSIBILITIES OF THE COUNCIL AND ITS MEMBERS

The following is a statement of the primary responsibilities of the Council:

6.1 Financial Responsibilities

The Council is responsible for the financial health of the institution – ensuring the University's solvency, approving the financial strategy, approving budgets, ensuring that HEFCW funds are used for the purpose specified in the Financial Memorandum, receiving and approving annual accounts.

All higher education institutions have charitable status under the Charities Act 1993. Members of the governing body must ensure that the property and income of the institution are applied only in support of purposes which are charitable in law.

Detailed work in this area is carried out by the Finance and Resources Committee on behalf of the Council, reporting regularly to the Council. However, the Council itself must approve the annual budget, the overall financial strategy, and the annual statement of accounts. It should also ensure the solvency of the University and safeguard its assets.

6.2 Audit & Risk

The Council is entrusted with public, and sometimes private, funds, and has a particular duty to observe the highest standards of corporate governance and to ensure that there are clear systems of financial control and accountability, procedures for assessing and managing risks, and processes for dealing with grievances and conflicts of interest.

Normally the Council will rely on audit processes and the work of the Audit & Risk Committee – which it appoints – to give assurance on the adequacy and effectiveness of the internal control system, to ensure probity and value for money.

The HEFCW Audit Code of Practice specifies the responsibilities and requirements of the audit process, and the Audit and Risk Committee follows the Code carefully. In particular, it appoints, and receives reports at every meeting, from both Internal and External Auditors. The Committee approves a strategic plan for the internal audit service, and it also considers the annual accounts after they have been cleared by external auditors. The Council should consider an Annual Report from the Audit & Risk Committee (normally at its December meeting).

With regard to risk management, the University has established a Risk Management Task Group for this purpose, which reports to the Executive. This Task Group also provides an Annual Report to the Audit & Risk Committee.

6.3 Estates

The Council is ultimately responsible for the University's land and buildings. It should approve the Estates Strategy, including provision for a planned programme of maintenance.

Here again, detailed work is carried out by the Finance and Resources Committee, where particular attention is paid to proposals for the development or disposal of buildings, premises or land owned by the University. Detailed aspects of the Estates Strategy will be considered by the Finance and Resources Committee, but the Council should approve the Estates Strategy itself.

6.4 Human Resources

The Council is responsible for the institution's employment policies – including ensuring that pay and conditions are properly determined, and determining the terms and conditions of the Vice-Chancellor and certain other posts. It also has a duty to ensure compliance with relevant legislation.

Detailed work on this matter is now carried out by a Human Resources Task Group. This formally reports to the Executive, and it is the Executive's responsibility to bring relevant matters to the attention of the Council. The Council should formally approve the Human Resources Strategy, and specific employment policies.

All appointments and contracts of employment are made on the authority of the Council, but in practice these duties are delegated to senior managers, and to professional HR officers led by the Director of Human Resources.

The Council delegates its responsibility for setting the pay, terms and conditions of senior staff to the Remuneration Committee. This particularly applies to officers whose appointments are governed by Ordinances e.g. the Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors and Heads of Colleges, Schools and Central Services.

Salary negotiations are undertaken at a UK level on behalf of all Universities by the Universities & Colleges Employers Association (UCEA).

6.5 Students' Union

The Education Act 1994 requires the Council to take such steps as are reasonably practicable to ensure that the Students' Union operates in a fair and democratic way, and is accountable for its finances.

This aspect is overseen by the Students' Union Task Group (chaired by the Pro-Vice-Chancellor Education and Student Experience) which formally reports to the Executive,

which in turn brings any relevant matters to the attention of the Council. The University and the Students' Union have publicised a 'Relationship Agreement' which defines the constitutional strategic and operational relationship between the University and the Students' Union.

6.6 Health & Safety

Under the Health and Safety at Work Act 1974, the Council carries ultimate responsibility for the health and safety of staff, students and visitors to the University's premises. The Council's responsibilities include ensuring that the institution has a written policy on health and safety, and arrangements for its implementation.

The Council has a Health & Safety Committee which provides it with regular reports, but the Council itself must approve the University's Health & Safety Policy.

On the management side, a Safety Executive (Task) Group exists to oversee the implementation of the Health & Safety Policy.

6.7 Strategic Planning

The Council is responsible for approving the mission and strategic vision of the University. It has a duty to enable the institution to achieve its primary objectives; teaching, research, and contributing to the health, the economic, social and cultural life of the community. The Council is the only body able to approve the Strategic Plan and should monitor the University's performance.

Much of the detailed strategic planning work will be led by the Executive.

6.8 Bilingualism

Bangor University has adopted the principle that in the conduct of public business in Wales, it will treat the English and Welsh languages on the basis of equality. To this end, and in accordance with the Welsh Language Act (1993), the institution has adopted a comprehensive Welsh Language Policy.

The Council has a Bilingualism Committee which has responsibility for approving and monitoring the University's Welsh Language Policy.

6.9 Executive Management

The Council appoints a Vice-Chancellor and approves arrangements for the executive management of the University.

The Council has formally approved in October 2004 revised arrangements for the management of the University, and it has agreed an Ordinance governing the composition and terms of reference of the Executive. The Council receives a report from the Executive at every meeting.

7. CONDUCT OF COUNCIL BUSINESS

7.1 Introduction

As the governing body of the University, the Council is entrusted with public funds, and therefore has a particular duty to fulfil the highest standards of corporate governance at all times. Universities were included among the public bodies examined by the 'Committee on Standards in Public Life' (the Nolan Committee) and consequently Council members must observe the Seven Principles of Public Life drawn up by the Committee:

- *Selflessness*

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material 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 organisation that might influence them in their performance of their official duties.

- *Objectivity*

In carrying out 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.

7.2 Membership

Membership of the Council is defined in Statute XI, which has been approved by the Privy Council. The Council has a Nominations and Governance Committee which has responsibility for identifying and recommending new members, and for ensuring that the Council contains an appropriate balance of skills and experience required of a governing body.

7.3 Declarations of Interest

Any member of Council who may have a personal, family, financial or beneficial interest in any matter under consideration must disclose their interest prior to consideration of the matter.

The University Secretary shall maintain a Register of Members' Interests - which is open to inspection by the public, by auditors and by HEFCW.

7.4 Meetings

The Council meets on 5 occasions each year, but may be convened at other times should the Chair so decide. Certain items may be declared to be 'Reserved' i.e. business which for reasons of confidentiality is not open to discussion by the whole Council. The Minutes of the Council meetings are publicly available.

The Council has 'standing orders' which are effectively rules for the conduct of its meetings: further details of these may be obtained from the University Secretary. (*See also Ordinance XIII.*)

7.5 Corporate Decision-Making

The Council should exercise its responsibilities in a corporate manner: that is, decisions should be taken collectively by the members acting as a body. Members should not act individually or as representatives of a constituency, or in informal groupings to take decisions on Council business on an *ad hoc* basis outside the proper constitutional framework.

It is central to the proper conduct of public business that Council members should act, and be perceived to act, impartially, and should not be influenced by social or business relationships.

Members nominated by particular constituencies should not act as if delegated by the groups they represent. No member of Council is bound when speaking or voting by mandates given by others.

7.6 Freedom of Information

The Council has decided, in accordance with the University's Publication Scheme

required under the Freedom of Information Act 2000 that minutes of Council meetings shall be made publicly available on the University's web site. The Annual Accounts of the University, and an Annual Report, are also published.

7.7 Review of the Effectiveness of the Council

It is recommended that the Council periodically reviews its own effectiveness as a governing body at least once every 5 years. Any reports produced in relation to such reviews may be seen by HEFCW and by auditors.

7.8 Officers of the Council

Chair

The Chair is responsible for leading the Council, and as Chair of its meetings they should promote its well-being and efficient operation. A critical element in effective governance is the establishment of a constructive working relationship between the Chair and the Vice-Chancellor. Recent reports from the National Audit Office have emphasised that the two roles should be seen as formally distinct by both sides. It will often be a mutually supportive relationship - but it must also incorporate the checks and balances imposed by their differing roles.

Deputy Chairs

The Council may appoint up to two Deputy Chairs who may act in the absence of the Chair.

Vice-Chancellor

The Vice-Chancellor is the head of the institution and responsible for executive management of the University on a day-to-day basis. In other words, he/she should be responsible for implementing Council decisions, for consulting staff and students as appropriate and presenting proposals to the Council, and for acting formally as the University's 'Accountable Officer' in ensuring that the terms of HEFCW's Memorandum of Assurance and Accountability are met, and that public funds are used for the purposes for which they have been allocated.

Secretary to the Council

The Secretary to the Council has a key role in ensuring that procedures are followed. They should give independent advice to the Council, and are expected to work closely with the Chair and the Vice-Chancellor in ensuring the efficient management of the Council's business. They must alert the Council if they are in danger of exceeding their powers, or acting in contravention of the Charter, Statutes or Ordinances.

University Secretary

It is essential that the University Secretary exercises a measure of independence: he/she will have a separate job description in respect of the 'Secretary' role, which

requires a reporting line to HEFCW if circumstances warrant extreme action. He/she will often have other responsibilities as a senior manager.

According to the CUC Governance Code of Practice, it is incumbent upon the Council to safeguard the University Secretary's ability to carry out his/her responsibilities. The Chair, the University Secretary and the Vice-Chancellor meet regularly and work closely together within the legal framework provided by the Charter and Statutes.

7.9 Induction & Development

It is essential that, when taking up their appointment, members of Council are well-informed about their role and responsibilities. On appointment, a new member will be invited for an informal briefing by the Vice-Chancellor and the University Secretary, and will also receive:

- a copy of this *Guide*
- the University's current *Annual Report* and published *Accounts*
- the University's current Strategic Plan.

A programme of regular relevant legal and regulatory briefings on key topics is organised for members of the Council. The CUC has also established a 'governor development programme', run by AdvanceHE. Subject to the availability of funding, Council members are encouraged to participate in this programme. (Further information is available from the Secretary to the Council.)

7.10 Remuneration

Members of Councils in UK Universities receive no remuneration for their services, but incidental travel and subsistence expenses may be paid. (Forms for claiming expenses are available from the Governance and Compliance Office.)

7.11 Personal Liability

Members of the Council are covered under the University's insurance policy for governors, directors and officers. (Details are available from the University's Insurance Officer.)

8. HIGHER EDUCATION IN WALES

8.1 Government

The Welsh Government (WG) has set out a long-term strategy for HE in Wales, and in an annual letter to the Funding Council the Minister for Education & Skills defines the Government's policies, conditions of grants, requirements and targets. A grant to the Funding Council is made after the announcement of the Assembly's public expenditure plans.

8.2 Funding Council

The Higher Education Funding Council for Wales (HEFCW) is a Welsh Assembly sponsored public body formed by the Further & Higher Education Act 1992. The main role of HEFCW is to administer funds made available by the Welsh Government to support higher education. The Education Act 1994 provided for HEFCW to fund teacher training. HEFCW also has a role in advising the Assembly on the funding needs of Welsh HE. The role of HEFCW may change under the recently published HE Bill (2014).

The Chief Executive of HEFCW is the accounting officer who is answerable for the use of HEFCW funds. He may be summoned to appear (as may Vice-Chancellors) before the Assembly Audit Committee or the Westminster Public Accounts Committee. HEFCW, in turn, has established an audit service to ensure that institutions make proper arrangements for financial management and accounting. The HEFCW Audit Service visits institutions on a regular basis.

8.3 Higher Education (Wales) Act 2015

The Higher Education (Wales) Act 2015 makes provision for a higher education (HE) regulatory system for Wales designed to ensure robust and proportionate regulation of institutions in Wales whose courses are supported by Welsh Government-backed HE grants and loans; safeguard the contribution made to the public good arising from the Welsh Government's financial subsidy of HE; maintain a strong focus on fair access to HE; and preserve and protect the institutional autonomy and academic freedom of Welsh universities.

The key features of the Act are:

- It allows an institution in Wales which provides HE and which is a charity to apply to HEFCW for approval of a fee and access plan, requires HEFCW to monitor institutions' compliance with their fee and access plans, and confers functions upon HEFCW to exercise where they are satisfied that a regulated institution has failed to comply with a general requirement in its plan, including refusal of, or withdrawal of, approval of a fee and access plan.
- It confers functions upon HEFCW relating to the assessment of the quality of education provided in Wales by or on behalf of a regulated institution and in

relation to the steps that HEFCW may take if we are satisfied that the quality of education is inadequate or likely to become inadequate.

- It requires HEFCW to prepare and publish a Financial Management Code which will apply to regulated institutions. The Act requires HEFCW to monitor, or make arrangements for the monitoring of institutions' compliance with the requirements of the Code. The Act also confers functions upon HEFCW which we may exercise where we are satisfied that a regulated institution has failed, or is likely to fail, to comply with a requirement of the Code.

8.4 Tuition Fees

Tuition fees were introduced in 1998/9 when a flat-rate fee of £1,000 was introduced for full-time Home & EU students. The Higher Education Act 2004 gave responsibility for the tuition fee regime in Welsh Higher Education Institutions to the National Assembly for Wales. A new regime of tuition fees came into being in September 2012, when the Home/EU UG fee rose to £9,000 and Universities were required to produce an annual Fee Plan to show how 30% of fee income is spent to enhance *equality of opportunity* and *the promotion of higher education*. Under the Higher Education (Wales) Act 2015 Universities are required to produce Fee and Access Plans. Students from Wales receive a Tuition Fee Grant wherever they study in the UK, funded from the Welsh Government.

8.5 Quality Assurance Agency

The Quality Assurance Agency is responsible for, amongst other matters, carrying out a process of 'institutional review' in England and Wales. Its purpose is to provide assurance of institutions' ability effectively to manage the quality and standards of the academic programmes and qualifications they offer. The quality of initial teaching training provision is assessed by Estyn (Her Majesty's Inspectorate for Education & Training in Wales).

8.6 The Charity Commission

Universities have always been charities, and council members have always been trustees. Trustees have always had to comply with charity law, but some charities were 'exempt' from both the requirement to register and other regulatory requirements. The Charities Act 2006 (now the Charities Act 2011) changed the way exempt charities are regulated in order to make them more accountable. Exempt charities now have their own principal regulator, or they have to be registered with the Commission. Welsh Higher Education Institutions have no principal regulator and are therefore required to register with the Commission. Bangor University became a Registered Charity in April 2011 and its registration number is 1141565.

8.7 The University of Wales

As 'The University of Wales, Bangor', the University was a member of the federal University of Wales which was established in 1893, and which was the degree-

awarding body for most, but not all, HE institutions in Wales. From 2007, the federal structure ceased to exist, and the University of Wales sat alongside other HE institutions in Wales in a 'flat, non-hierarchical structure'. The University's name changed to 'Bangor University' from 2007, and from 2009, the University began to award Bangor degrees. In 2011, it was announced that the University of Wales was to be amalgamated with UW Trinity St. David.

8.8 Universities Wales

Universities Wales (formerly HEW) was established in 1996 to represent the HE sector in Wales. It is the national council in Wales of 'Universities UK' (which consists of the heads of all UK HE institutions), and its membership encompasses the heads of all Welsh HE institutions. In 2000 it opened an office in Cardiff with full-time staff.

8.9 Trades Unions

National negotiations on staff pay and related matters are conducted between the Universities & Colleges Employers Association (UCEA) and Trades Unions represented on a Joint Negotiating Committee. Universities are free to choose whether to adopt any national agreement negotiated. At Bangor the recognised Trades Unions are:

- The University & College Union (UCU) (formerly AUT)
- UNITE, which represents technical, crafts and manual staff
- Unison, which represents clerical and manual staff.

Staff may be members of other unions.

8.10 The Office of the Independent Adjudicator

Most pre-1992 Universities have always had a 'Visitor', usually the Crown. The Crown had various legal manifestations, and in respect of Bangor University it was the 'Queen in Council'. The role of the Visitor was essentially related to the resolution of complaints and disputes. However, from 2004 a new body, the Office of the Independent Adjudicator, was established and granted authority in respect of student complaints.

9. SENIOR OFFICERS OF THE UNIVERSITY

*Vice-Chancellor	:	Professor Iwan Davies
*Deputy Vice-Chancellor	:	Professor Oliver Turnbull
*Pro-Vice-Chancellors	:	Professor Jerry Hunter (Welsh Language, Culture and Civic Engagement)
	:	Professor Carol Tully (Education and Student Experience)
		Professor David Thomas (Research)
*Deans of College:		Professor Andrew Edwards

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(Arts, Humanities and Business)
Professor Nicky Callow
(Human Sciences)
Professor Paul Spencer (Environmental Sciences
and Engineering)

*University Secretary and Director of Corporate Services	:	Dr Kevin Mundy
*Director of Finance	:	Mr Mike Davies
*Director of Human Resources	:	Mrs Tracy Hibbert
*Director of Property And Campus Services	:	Mr Lars Weigand
Director of Student Experience	:	Ms Maria Lorenzini
Director of International Development	:	Mrs Angharad Thomas
Director of Development And Alumni Relations	:	Ms Sheila O’Neal
Director of Canolfan Bedwyr	:	Dr Llion Jones
Head of Planning and Student Data	:	Mr Mike Wilson
Director of Communications and Public Affairs	:	Mr Alan Parry
Director of Sustainability	:	Dr Einir Young
Head of Governance and Compliance	:	Mrs Gwenan Hine
Head of Quality Assurance & Validation	:	Dr Myfanwy Davies
Director of Marketing and Recruitment	:	Ms Carys Roberts
Director of IT Services	:	Mr Sim Barbaresi
Head of Admissions	:	Ms Gaynor Mew
Director of Commercial Services	:	Mr Richard Bennett
Head of Widening Access Collections and Digital Development Manager	:	Mrs Delyth Murphy Mrs Tracy Middleton

* Members of the University Executive

DECLARATIONS OF INTEREST

1. The Statutes of the University contain the following provisions regarding Declarations of Interest:

XV (A). Declarations of Interest

1. Any member of the Court, Council, Senate or any Committee thereof having a personal, financial or beneficial interest in any matter under consideration in any transaction shall disclose his interest prior to consideration of this matter.
2. The Council shall prescribe by Ordinance the procedures to be adopted by Bangor University regarding all declarations of interest made in accordance with this Statute.

2. The Council has also approved the following Ordinance (XXIII) to give effect to this Statute:

Ordinance on Declarations of Interest

1. This Ordinance is made pursuant to Statute XV(A) which requires any member of the Court, Council, Senate or any Committee thereof having a personal, financial or beneficial interest in any matter under consideration to disclose that interest.
2. Any member of the Court, Council, Senate or any Committee thereof who has disclosed an interest in any matter under consideration shall withdraw from any meeting at which the matter which has engendered the declaration of interest is being discussed for the duration of the discussion on the matter.
3. Any member of the Court, Council, Senate or any Committee thereof who is a member of staff of the University shall not be considered to have an interest for the purposes of this Ordinance by virtue of his/her status as an employee of the University.
4. Any member of the Court, Council, Senate or any Committee thereof who is a registered student of the University shall not be considered to have an interest for the purposes of this Ordinance by virtue of his/her status as a student of the University.

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5. No decision properly taken by the Court, Council, Senate or any Committee thereof shall be invalidated by the failure of a member to declare an interest in the meeting at which the decision was taken.
 6. The University Secretary shall maintain a Register of Interests of members of the Council and of Heads of Colleges and Schools, Central Service Departments and others in appropriate positions of authority, which shall be open to inspection at all reasonable times.
 7. This Register shall contain information on appointments, company directorships, public offices and any relevant family interests, but shall not record any information concerning share holdings or other investments which might be held by members of the Council, Senior Officers or their families.
 8. All new members of the Council shall supply the University Secretary with a statement of information to be included in the Register within three months of the start of their period of office on the Council. Senior Officers shall supply the information needed within three months of commencing work as a Senior Officer of the University.
 9. The University Secretary shall ask those listed under (6) above to review their entries in the Register once in every academic year.
3. When the Register of Members' Interests was introduced at the start of the 1997/98 session the following notes were also issued to members:

Declaration of Members' Interests

Notes of Guidance

A. Register of Interests

1. The Register is intended to assist members of Council to take proper account of any possible, or perceived, conflict of interest which might arise from their membership of the Council on one hand and their membership of, or connection with, other organisations outside the University on the other.
2. In all cases members are advised to list in their register entry any personal, financial or beneficiary interests which might (or could if publicly known) be perceived as interfering with the responsibility of a

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member of Council to act solely in the best interests of the University. It is therefore advisable to consider registering relevant known interests of spouses, partners or children. Members are also advised to disclose any properties (other than the members' own dwelling house) in which they have an interest (whether freehold or leasehold) that is adjacent to any property owned by or in the use of the University.

3. The information held in the Register will be referred annually to members for amendment, but members are advised to inform the Secretary as quickly as possible of any substantive changes needed to their entry in the Register whenever these occur.
4. The Council has agreed that the Register will be open to inspection by members of the University and the public at all reasonable times.

B. Declarations of Interest

1. If a member has any clear and substantial personal, financial or beneficial interest, whether direct or indirect, in any matter under consideration at a meeting of the Council or a Committee thereof, and is present at the meeting, that interest should be disclosed prior to consideration of the matter whether or not the interest is recorded in the Register of Members' Interests.
2. Any declarations of interest made at a meeting will be recorded in the minutes of that meeting.
3. A member who declares an interest in a matter will normally be required to withdraw from the meeting while the matter which has engendered the declaration of interest is considered. However, in cases where an interest arises from membership of a public body and where no personal financial interest is involved, full participation in discussion and decision may be allowed by the Chair. In all cases the decision of the Chair on the matter shall be final.
4. In all circumstances, members should ask themselves whether members of the public, knowing the facts of the situation, could reasonably conclude that the interest involved might influence either the approach taken by the Council in reaching a decision or the proper exercise of the member's independent judgement as a member of Council. If so the member should withdraw.

C. Other Guidance

1. Members of Council are reminded of the need to act with care in relation to hospitality or gifts which could be perceived as inducements by persons or bodies seeking to supply goods or services to the University.
2. Care should also be taken not to solicit or recommend any person for employment by the University or admission to it other than through the proper procedures. Furthermore, a member should disclose whether a candidate for employment or an applicant for admission is related to them when providing the University with testimonials of ability, experience or character.
3. Members are advised not to agree to participate in the work of any Committees, Working Parties or other bodies of the University where there is a clear possibility that conflicts of interest may arise on a regular basis.

D. Scope of Guidance

This guidance applies to any Committee, Sub-Committee, Working Group, Board of Trustees or Board of Directors belonging to the University or appointed in whole or in part by it, to the members of such bodies and to officers employed by the University, whether or not such persons are members of the Council.

Amended September 2011

BANGOR UNIVERSITY

LIST OF ACRONYMS

ARC	Academic Resource Centre
ATAS	Academic Technology Approval Scheme
AU	Aberystwyth University
BA	British Academy
BEA	Bangor Employability Award
BBS	Bangor Business School
BBSRC	Biotechnology and Biological Sciences Research Council
B.Med.Sci	Bachelor in Medical Science
B.Clin.Sci	Bachelor in Clinical Science
CADARN	Collaborating & Developing across Regional Networks
CAL	Computer Aided Learning
CALU	Centre for Alternative Land Use
CATS	Credit Accumulation and Transfer Scheme
CAST	Centre for Advanced Software Technology
CEH	Centre for Ecology & Hydrology (NERC Centre)
CELT	Centre for the Enhancement of Learning and Teaching
CES	Careers and Employability Service
CHEW	Chairs of Higher Education Wales
CHUM	Centre for Hill & Upland Management

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CNS	College of Natural Sciences
CoHaBs	College of Health & Behavioural Sciences
CoPAS	College of Physical & Applied Sciences
CUC	Committee of University Chairs
CUF	Campus Unions Forum
DAPs	Degree Awarding Powers
DfES	Department for Education and Skills
DSA	Disabled Student Allowance
DTI	Department of Trade and Industry
ECCTIS	Education Counselling and Credit Transfer Information Service
ECU	Equality Challenge Unit
ELCOS	English Language Courses for Overseas Students
EPSRC	Engineering and Physical Sciences Research Council
ERASMUS	European Community Action Scheme for the Mobility of European Students
ERDF	European Regional Development Fund
ERDP	Early Researcher Development Programme
ERRAG	Executive Recruitment, Retention and Admissions Group
ESF	European Social Fund
ESRC	Economic and Social Research Council
FE	Further Education
FoI	Freedom of Information Act

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FTE	Full Time Equivalent
GNVQ	General National Vocational Qualification
HE	Higher Education
HEFCE	Higher Education Funding Council for England
HEFCW	Higher Education Funding Council for Wales
HEI	Higher Education Institution
HERA	Higher Education Role Analysis
HESA	Higher Education Statistics Agency
HESES	Higher Education Students Early Statistics
HEW	Higher Education Wales
HMI	Her Majesty's Inspectorate (or Inspector)
HNC/D	Higher National Certificate/Diploma
IBMM	Institute of Bioelectronic & Molecular Microsystems
ICON	Industrial & Commercial Optoelectronics
IEC	International Education Centre
IEF	Institute of European Finance
IES	Institute of Environmental Science
IFANC	Institute of Food, Active Living & Nutrition Cymru
IMSCaR	Institute of Medical & Social Care Research
IIP	Investors in People
INSET	In-Service Training of Teachers

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IT	Information Technology
ITET	Initial Teacher Education Training
IS	Information Services
JANET	Joint Academic Network (Computing)
JISC	Joint Information Systems Committee (of the Higher Education Funding Councils)
KESS	Knowledge Economy Skills Scholarships
KTP	Knowledge Transfer Partnership
LEA	Local Education Authority
MDC	Management Development Centre
MRC	Medical Research Council
NAO	National Audit Office
NOSS	Network of Staff Support
NUS	National Union of Students
NERC	Natural Environment Research Council
NIACE	National Institute of Adult and Continuing Education
NDPB	Non-departmental public body (otherwise known as 'quangos')
NCVQ	National Council for Vocational Qualifications
NSS	National Student Survey
NVQ	National Vocational Qualification
OST	Office of Science and Technology
OU	Open University

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PFI	Private Finance Initiative
PGCERT	Postgraduate Certificate
PGR	Postgraduate Research
PGT	Postgraduate Taught
PGSF	Postgraduate Students' Forum
PLSPs	Personal Learning Support Plans
PTES	Postgraduate Taught Experience Survey
PVC	Pro-Vice-Chancellor
PYCI	The Language Scheme Advisory Panel
QA	Quality Assurance
QAA	Quality Assurance Agency
QAVTG	Quality Assurance and Validation Task Group
R&D	Research and Development
RAE	Research Assessment Exercise
REF	Research Excellence Framework
REO	Research and Enterprise Office
RSA	Royal Society of Arts
SBS	School of Biological Sciences
SCONUL	Society of College, National and University Libraries
SCOP	Standing Conference of Principals
SENRGY	School of Environment, Natural Resources & Geography
SHEFC	Scottish Higher Education Funding Council

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SHARE	Strategic Health Research & Education
SHS	School of Healthcare Sciences
SLL	School of Lifelong Learning
SOED	Scottish Office Education Department
SORP	Statement of Recommended (Accounting) Practice
SME	Small and Medium Sized Enterprises
SSHES	School of Sport, Health & Exercise Sciences
SSLS	Staff-Student Liaison Committee
SOS	School of Ocean Sciences
tHE	The Teaching in Higher Education Certificate Scheme
T&L	Teaching and Learning
UCAS	Universities and Colleges Admissions Service
UCEA	Universities and Colleges Employers Association
UCET	Universities Council for the Education of Teachers
UCES	Unit of Coastal & Estuarine Studies
UCU	University & College Union
UKCOSA	United Kingdom Council for Overseas Student Affairs
USS	Universities Superannuation Scheme
UUK	Universities UK
UW	University of Wales
WA	Widening Access

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WEFO Wales European Funding Office

WG Welsh Government

WP Widening Participation