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**Appendix 1**
The Council – Charter and Ordinances (which include the Powers of Council and Senate) can be found on the Governance Zone:

[https://www.reading.ac.uk/about/governance/governance-zone.aspx](https://www.reading.ac.uk/about/governance/governance-zone.aspx)

Council Standing Orders

**Appendix 2**
Terms of Reference for the Sub-Committees of the Council and of the University Executive Board are available in the Committee List which can be found via the following link:

[https://www.reading.ac.uk/about/governance/governance-zone.aspx](https://www.reading.ac.uk/about/governance/governance-zone.aspx)

**Appendix 3**
Members of the Council: Biographical details

**Appendix 4**
Committee reporting structure

**Appendix 5**
Values and Behaviours

**Appendix 6**
Scheme of Delegation

**Appendix 7**
Financial Regulations are available via the following link:


**Appendix 8**
Public Interest Disclosure (‘Whistleblowing’) Policy and Procedures are available via the following link: [http://www.reading.ac.uk/internal/internalaudit/Public_Interest_Disclosure_(Whistleblowing).aspx](http://www.reading.ac.uk/internal/internalaudit/Public_Interest_Disclosure_(Whistleblowing).aspx)

**Appendix 9**
Fraud Policy and Fraud Response Plan are available via the Governance Zone:

[https://www.reading.ac.uk/about/governance/governance-zone.aspx](https://www.reading.ac.uk/about/governance/governance-zone.aspx)

**Appendix 10**

**Appendix 11**
CUC (Committee of University Chairs) Higher Education Code of Governance

**Appendix 12**
Previous Officers of the University

**Appendix 13**
The University At A Glance

**Appendix 14**
Some statistics
VISITOR AND OFFICERS OF THE UNIVERSITY

CHANCELLOR
The Rt. Hon. the Lord Waldegrave of North Hill

ACTING VICE-CHANCELLOR
Professor R. Van de Noort, BA (Utrecht); Drs (Amsterdam);
PhD (Exeter); FSA

PRESIDENT OF THE COUNCIL
Dr Paul Preston BSc, PhD (Cardif), FRSM, FIoD

VICE-PRESIDENTS OF THE COUNCIL
Mr R. Evans, BSc (London), FCIPD
Ms K Owen, BA

DEPUTY VICE-CHANCELLOR
Professor G. Brooks, BPharm, PhD (London);
MRPharmS, FAHA

PRO-VICE-CHANCELLORS
Professor M. Fellowes, BSc(Hons), ARCS,
PhD, DIC, PgCert, FRSB

Mr V. Raimo, BA (Reading);
MA (Leicester); FCIM

Professor P. Yaqoob, MA DPhil RNutr FAIN
FHEA

Professor D. Zaum

CHIEF STRATEGY OFFICER AND UNIVERSITY SECRETARY
Dr R.J. Messer, BA (Oxford);
PhD (Birmingham)

CHIEF FINANCIAL OFFICER
Ms S. Foley, BA (Keele), CIPFA

AUDITORS
Deloitte

VISITOR
Her Majesty the Queen
HISTORY OF THE UNIVERSITY

In 1892 Christ Church, Oxford, commissioned Mr (later the Rt Hon Sir) Halford Mackinder to develop a College in Reading. Mackinder, famous for making the first ascent of Mount Kenya, was responsible for establishing the study of Geography as a new discipline in universities, and had a distinguished career as Director of the London School of Economics, a Member of Parliament and a Commonwealth statesman. He became the first Principal of the Extension College of the University of Oxford which was established as a result of the Christ Church initiative. Two existing institutions in Reading, a School of Art founded in 1860 and a School of Science dating from 1870, were incorporated into the Extension College. In 1902 the College, then in Valpy Street, qualified for inclusion in the list of institutions receiving a Treasury grant and in 1904, through the generosity of Mr Alfred Palmer, it moved to a larger site in London Road. Large sums were raised to provide laboratories, classrooms, studios, the Great Hall and other buildings, and the Rt Hon George William Palmer presented an endowment fund of £50,000. In 1926 University College, Reading was incorporated as the University of Reading, able to award its own degrees. Dr W M Childs, who had succeeded Mr Mackinder as Principal of the College in 1903, thus became the first Vice-Chancellor of the University, which was the only University to be granted a Royal Charter between the two World Wars. The armorial shield of the University incorporates in its upper half three shells, representing the shield of Reading Abbey; the engraved cross below represents the arms of Christ Church, Oxford, with a Lancastrian rose (which forms part of the arms of the Royal County of Berkshire) superimposed. The shell was in former times the symbol of a pilgrim. Another name for a pilgrim was ‘palmer’; thus the generosity of the Palmer family is neatly commemorated in the University arms.

In 1947 Whiteknights, a 300-acre park which is the remnant of the medieval manorial estate of Earley or Erleigh Whiteknights, was bought for the University. Landscaped in the 18th century, it was ornamented considerably between 1798 and 1819 under the ownership of the Marquis of Blandford (who became Duke of Marlborough). Later, the original manor house having gone, the estate was divided into six leaseholds containing Victorian family houses which were lived in until some 40 years ago. Today the site accommodates most of the University’s academic departments including those at Earley Gate, the eastern extremity of Whiteknights. In April 1989 Bulmershe College of Higher Education merged with the University and the University acquired the 42 acres of land and buildings. The Bulmershe
College site, latterly known as Bulmershe Court, about one and a half miles from Whiteknights became the University’s third campus but was vacated by the University in 2012.

In 1989 a large portion of the nine-acre site at London Road was sold to what became Witan International College, an international Japanese foundation; the University always retained ownership of part of the site and of buildings there, including the University’s War Memorial, and the Great Hall which is used for degree congregations and other ceremonial occasions, as well as for concerts and opera performances. In 2004 it re-acquired the entire site and the Institute of Education relocated into fully refurbished facilities there in 2012.

In 2008 the University merged with Henley Management College (based at Greenlands, the former estate of the stationer W.H. Smith in Henley-on-Thames) to create a world-class Business School with the status of a Faculty of the University.

In 2011, the University announced the first phase of the development of a Reading presence in the Malaysian city of Johor Bahru. The Foundation in Business programme, which qualifies students to study in either Malaysia or the UK, started in September 2013 and the first undergraduate degree programme followed in 2014.

In February 2016, the brand new, purpose built University of Reading Malaysia campus at EduCity, Iskandar, was officially inaugurated. The design for the campus made the finals of the World Architecture Festival Awards in 2013. It is located in Johor Bahru, a city experiencing vast amounts of growth and investment in Malaysia. Together with the world-renowned Henley Business School, the state of the art campus now offers a range of foundation, undergraduate, postgraduate and doctoral programmes across the disciplines of Business, Science and the Built Environment.
As well as the parkland at Whiteknights, the University has farms for agricultural and horticultural teaching and research at Sonning and Shinfield, and a site at London Road. We also operate the Henley Business School at Greenlands in Henley-on-Thames, the home of the former Henley Management College.

The University also has international presence including a new campus in Johor Bahru Malaysia.

From the late 1950s the University has been engaged in a continuous development of the estate. Early notable landmarks were the Faculty of Letters building, opened by Her Majesty The Queen in 1957, and the Library, opened by the Chancellor Lord Bridges in 1964; hence Queen’s Drive and Chancellor’s Way.

Many more buildings were added during the closing decades of the twentieth century and the pace has continued in recent years.

In 2014, The University Council approved an estate strategy covering the period to 2026. This estate strategy sets out a number of themes, with strategic responses and targets. These range from Scale, through Functional Suitability and Condition, to Carbon Management, Sport and Leisure and maintaining our award-winning Green Campus amongst others.

An implementation plan is currently in development. This encompasses some major refurbishment schemes around the Library and URS buildings, together with new developments including Health and Life Sciences and potential expansion of the Henley Business School.

The Campus hosts a modern state of the art Energy Centre with Combined Heat and Power high efficiency gas fired boilers and associated hot water distribution system.

Clearly the management and development of the estate continues as we endeavour to enhance the experience of all who are fortunate enough to share this magnificent setting.

‘Clearly the management and development of the estate continues as we endeavour to enhance the experience of all.’
THE GOVERNANCE OF THE UNIVERSITY

Charter
The Charter of the University dated from 17 March 1926 when the University received its Royal Charter. It has been updated with the approval of the Privy Council with effect from 1 August 2015. It embodies the arrangements under which the University is governed.

Council
The Council (Chair: the President) has provision for 29 members, comprising 13 internal members, 2 of whom are students, and 16 external members.

The Council, which meets four times each academic year, is the Executive Governing Body of the University with responsibility for the government of the University, managing the University’s resources (including finance, land, property, investments, contracts, and other business affairs), approving changes to the Charter, appointing Officers of the University, and reviewing and promoting teaching and research in the University.

The Council has delegated powers to a number of sub-committees, including the Strategy and Finance Committee, the Appointments and Governance Committee, the Student Experience Committee, an Audit Committee and a Remuneration Committee. These are formally constituted as committees of the Council with written terms of reference and specified membership, including in each case a majority of lay members.
The lay members of Council play a role similar to that of non-executive directors and bring to the University diverse professional skills, and broad experience of the community at large. They also form a useful sounding board for the Vice-Chancellor and other senior Officers of the University and give valuable advice and help in the development and strategic direction of the University. By becoming a member of the Council whether in an ex officio, lay or academic capacity, the individual concerned agrees to play as full a part as possible in its affairs, including membership of its sub-committees, and to accept the corporate responsibility for the Council’s decisions which membership involves.

Under the University’s Financial Regulations a member of Council having a material, personal, financial or other beneficial interest in any transaction between the University and a third party shall disclose his or her interest in writing in advance in any discussion or decision regarding that transaction. The disclosure shall be made to the University Secretary.

The University Secretary maintains a Register of the Interests of members of the Council, Senior Staff and lay members of all University committees.

The Strategy and Finance Committee (Chair: the President) normally meets four times a year and in many respects functions as an executive of the Council. Its membership provides for a lay majority in recognition of its pivotal role in acting for and advising the Council.

The Senate (Chair: the Vice-Chancellor) has about 80 members, including the Deans; Heads of School; elected representatives of Schools, of the professoriate, and of non-professorial staff; and students. It meets at least four times a year and is the principal academic administrative body of the University. University Boards responsible for developments and innovation in research, teaching and learning report to the Senate.

A review of the effectiveness of the Senate was undertaken during 2016/17. A number of recommendations have been made to change the format and membership of Senate; some were implemented in 2017/18 and the rest will be implemented during 2018/19.
University Executive Board

The University Executive Board (Chairman: the Vice-Chancellor) consists of the Vice-Chancellor, the Deputy Vice-Chancellor, the Pro-Vice-Chancellors, the Chief Financial Officer and the Chief Strategy Officer and University Secretary. It meets weekly throughout most of the year and deals with all aspects of academic management, including finance. It also advises the Strategy and Finance Committee on the allocation of resources.

The University Executive Board reports to the Senate and to the Strategy and Finance Committee.

University and School Boards

Within the University and in accordance with a published strategy, teaching and learning is developed, regulated and co-ordinated by the University Board for Teaching and Learning, chaired by the relevant Pro-Vice-Chancellor, and by School Boards for Teaching and Learning chaired by the appropriate School Director of Teaching and Learning. In parallel with this and similarly in accordance with a published strategy, research is developed and co-ordinated by a University Board for Research and Innovation, chaired by the relevant Pro-Vice-Chancellor. The University Boards for Teaching and Learning and for Research and Innovation report to the Senate.

There are a number of other committees and boards, on certain of which members of the Council are invited to serve, normally for periods of three years at a time.
THE POWERS AND DUTIES OF THE OFFICERS OF THE UNIVERSITY

Visitor

The Charter retains the Queen as Visitor of the University.

Chancellor

The Chancellor is the Chief Officer of the University. He presides at the yearly meeting of the University Court and formally confers degrees but has no other statutory duties. However, he plays an important part in representing the interests of the University in general.

Vice-Chancellor

The Vice-Chancellor has a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University. He acts both as its academic leader and in many respects as its Chief Executive; and is its principal disciplinary officer. He is Chairman of the Senate and the University Executive Board and is an ex officio member of all major committees in the University, many of which he chairs. He represents the University on Universities UK, the body representing all higher education institutions and is the principal channel of communication with the Office for Students, other universities, outside bodies and the general public.

President and Vice-Presidents of the Council

The President of the Council is Chairman of the Council and of the Strategy and Finance Committee. He is concerned, both formally and informally, with all the major financial and policy-making decisions of the University and works closely with the Vice-Chancellor on broad issues of strategy and development.

The Vice-Presidents of the Council act as the President’s deputies and serve on many of the major University committees.

Deputy Vice-Chancellor

The Deputy Vice-Chancellor is appointed by the Council from amongst the Pro-Vice-Chancellors. He or she deputises for the Vice-Chancellor when necessary and relieves him of a number of day-to-day responsibilities, and is consulted by him on a wide variety of issues.
Pro-Vice-Chancellors

The Pro-Vice-Chancellors are each appointed by the Council. They deputise for the Vice-Chancellor when necessary and relieve him of a number of day-to-day responsibilities, and are consulted by him on a wide variety of issues.

Chief Strategy Officer and University Secretary

The Chief Strategy Officer and University Secretary is responsible for conduct of Council business and as such has direct access to the President.

He acts as Secretary to the Senate, Strategy and Finance Committee, Appointments Committee, Audit Committee, Remuneration Committee and all the Joint Standing Committees of the Council and the Senate, and has oversight of a number of statutory and compliance functions.

He is also responsible for Governance, HR, IT, Legal Services, University Library, Museums and Collections, Planning and Strategy and Quality Support and Development.

Chief Financial Officer

The Chief Financial Officer is responsible for oversight of all financial matters in the University, and leads the Finance Service, Campus Commerce, Procurement and the Thames Valley Science Park.
FINANCE

Performance

The financial year runs from 1 August to 31 July. The University’s consolidated income in 2016/17 was £289m against operating expenditure of £301m, giving net expenditure of £12m. After profits on disposals and investment revaluations, the University achieved a surplus of £0.7m.

Income

English universities receive much of their income through tuition fees from students. In the case of UK & EU students studying a first degree, the current fee is £9,250, and this comes to the University directly from the Student Loans Company who later recover it from the student over a number of years.

Some funds are received by way of grant from the Office for Students. OfS is informed annually of the government funding available to it by the Department for Education. OfS then allocates funding to each University for the academic year, starting 1 August. There is a main teaching grant, a main research grant and a number of smaller grants.

The University receives income from research contracts carried out for Research Councils, charities, governments and industry.

The University receives income from a number of other sources:
- Commercial income generated from executive education, catering, property rentals, conferences, consultancy, SportsPark, enterprise activities and dairy farming.
- Income from investments.
- Income from donations and endowments.

In 2016/17 the University’s income was made up as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>£K</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition fees</td>
<td>164,350</td>
<td>56.9</td>
</tr>
<tr>
<td>Funding body grants</td>
<td>28,964</td>
<td>10.0</td>
</tr>
<tr>
<td>Research contracts</td>
<td>35,589</td>
<td>12.3</td>
</tr>
<tr>
<td>Other income</td>
<td>51,590</td>
<td>17.9</td>
</tr>
<tr>
<td>Investment income</td>
<td>32,721</td>
<td>9.5</td>
</tr>
<tr>
<td>Donations and endowments</td>
<td>3,410</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>288,894</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

In 2016/17 the University's income was made up as follows:
Expenditure

Total expenditure in 2016/17 was as follows:

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>£’000</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic and related expenditure</td>
<td>152,340</td>
<td>50.6</td>
</tr>
<tr>
<td>Administration and central services</td>
<td>45,748</td>
<td>15.2</td>
</tr>
<tr>
<td>Premises</td>
<td>49,254</td>
<td>16.4</td>
</tr>
<tr>
<td>Catering and conferences</td>
<td>11,232</td>
<td>3.7</td>
</tr>
<tr>
<td>Research grants and contracts</td>
<td>25,624</td>
<td>8.5</td>
</tr>
<tr>
<td>Other expenses</td>
<td>16,735</td>
<td>5.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300,933</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Decisions on the internal allocation of University funds are made by the Council on the recommendation of the Strategy and Finance Committee.

The process of allocating funds begins at School level, with Heads of School submitting proposed income and expenditure against each of the budget headings for the following financial year. They are considered in detail by the University Executive Board which then forwards its recommendations to the Strategy and Finance Committee which in turn, and after further examination, submits them to the Council.

Subsidiaries

The University owns all the shares of the following:

- Henley Business School Ltd
- Thames Valley Science Park Ltd
- Henley Business School – South Africa
- Henley Business School – Germany
- RUMAL Reading Sdn Bhd – Malaysia

The University is the sole member of Henley Business Angels Ltd which is a company limited by guarantee.

The University is the sole member of Reading Real Estate Foundation. This is a company limited by guarantee and is a registered charity.

Taxable profits generated by UK non-charitable subsidiaries are donated to the University under deed of covenant to the extent that there are sufficient distributable reserves.

Endowment funds

The University has received gifts and bequests from various benefactors. These monies were given to fund either specific scholarships, prizes or are available for specified purposes. The funds are invested and the dividends and interest received are used by the University to sponsor scholarships, prizes and general University purposes in line with the terms of the original gift or bequest.
Other funds

The University is sole Trustee of a number of Trusts:

- The Research Endowment Trust, which held reserves of £113m at 31 July 2017. The Trust holds land, buildings and investments.

- The National Institute for Research in Dairying Trust, which held reserves of £101m at 31 July 2017. Its objectives are to promote and carry on research into agriculture and food.

- The Hugh Sinclair Trust was formed in 1995 to support research into human nutrition. The Trust’s reserves stood at £5.5m at 31 July 2017. It makes annual donations to the University to fund staff working in the area of human nutrition.

- The Beckett International Foundation had reserves of £4k and works to promote research and provide education in connection with the works of Samuel Beckett.

- The Greenlands Trust was set up following the merger with Henley Management College in 2008 to hold the associated land and buildings for the benefit of the Henley Business School. It also holds cash reserves from which it makes donations to Henley Business School to assist with funding for strategic initiatives. At 31 July 2017 it had reserves of £15.4m.

Timetable for financial statements

For the Annual Accounts the Audit Committee receives and considers draft accounts of the previous year during the Autumn Term; the audited version of the accounts is submitted to the Council in November.

The University Executive Board receives the provisional budget of the revenue account for the following financial year and reports on these to the Strategy and Finance Committee in March/April. The Council receives the provisional budget in June/July.

The Strategy and Finance Committee (or the University Executive Board in any month when there is no meeting of the Strategy and Finance Committee) receives regular management accounts which give the latest projected figures for budget heads.
Charitable purposes

The University is an exempt charity under the Charities Act 2011. Although not required to be registered with the Charity Commission, it is subject to Charity Commission regulatory powers which are monitored by the OfS.

All charities must have charitable purposes and apply them for the public benefit. All organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

The University’s core charitable purposes are the delivery of higher education teaching and research and it seeks to achieve excellent standards in these areas which it believes are to the benefit of the local, national and international communities. A key part of the University’s strategy in ensuring it delivers its core purposes for the public benefit lies in its policy of equal opportunities for all. The University aims to encourage people of all backgrounds to participate in and benefit from its teaching, research and other activities.

The University’s Council are required to have due regard to the Charity Commission’s guidance on public benefit, which is available on the Charity Commission’s website:

www.charity-commission.gov.uk
Historically the University has grouped its academic departments into Faculties of related disciplines. From 1 August 2016 the Faculty Structure was abolished. Instead, the University has fifteen Schools covering Arts, Humanities and Social Science; Life Sciences and Science. The full list of Schools is:

- School of Agriculture, Policy and Development
- School of Archaeology, Geography and Environmental Science
- School of Arts and Communication Design
- School of Biological Sciences
- School of the Built Environment
- School of Chemistry, Food and Pharmacy
- Institute of Education
- Henley Business School
- School of Humanities
- International Study and Language Institute
- School of Law
- School of Literature and Languages
- School of Mathematical, Physical and Computational Sciences
- School of Politics, Economics and International Relations
- School of Psychology and Clinical Language Sciences

All academic departments have been aggregated into Schools. Some Schools are monolithic (e.g. Agriculture, Policy and Development); others have retained constituent departments (e.g. the School of Humanities with constituent departments of Classics, of History and of Philosophy).

In 2016–17 the total number of active students was 20,265 of whom 16,115 were full-time. Of all students there were proportionately more women (55%) than men (45%). Of all our UK-based students, some 22% (3,760) were paying overseas fees.

Undergraduate students follow programmes lasting three (or in some cases four) years. There is a wide range of postgraduate programmes, including three-year research programmes leading to the degree of PhD, one-year Masters programmes, and courses leading to the award of a diploma or certificate.

There is a range of short courses for professional or mid-career training and development and the University is actively seeking to widen access to all its courses by encouraging the entry of those in mid-career or without the traditional qualifications of the school-leaver.
TEACHING, RESEARCH AND LEARNING SERVICES

University Library and Collections Services

The Library

The Library supports University research, teaching and learning by providing access to, and the skills to exploit, the world of information.

Library staff add value to the work of the University by helping and teaching users find and use information effectively through one-to-one and group teaching, guides and at information desks. The Library’s Study Advice and Mathematics Support Team advise on academic study skills and maths within any discipline. The IT Service Desk, in the Library offers technical help.

The Library website links members of the University – wherever they are – to many thousands of academic subscription e-journals, e-books and databases, 24/7.

At the heart of the Whiteknights campus, the University Library is an important and popular hub for students. Whilst the Library building is currently undergoing a further phase of refurbishment, study spaces are now housed in the URS building and open 24-hours during term-time. Printed resources remain in the Library building, open 09:00–22:00 during term.

Further information is on the Library’s website at: www.reading.ac.uk/library

University Museums and Special Collections Services

The University Museums and Special Collections Services (UMASCS) support the academic and cultural life of the University and the wider community. These include three Designated collections of national and international importance and outstanding departmental research and teaching collections.

The Museum of English Rural Life, the University’s largest museum, has been redeveloped, with nine new galleries and new learning facilities. Founded by the University in 1951, the Museum is the leading national resource for the study of the history of rural life and the English countryside. It delivers extensive public programmes for the general public and specialist audiences.
‘The Ure Museum is an international scholarly resource, which attracts groups from local schools and other universities, in addition to its use by University of Reading students.’

The Cole Museum formed by the first professor of Zoology at Reading, Francis Cole, reflects the diversity of animal life and is heavily used in undergraduate teaching. The Ure Museum, established in 1922, is a leading collection of Greek archaeology used extensively in departmental teaching and by local schools. Other significant departmental collections, used for research and teaching, include the Herbarium and the Typography collections.

The Special Collections Services are responsible for important collections of archives and rare books. These include the Samuel Beckett Archive, the largest collection relating to the author and dramatist Samuel Beckett (1906–1989), consisting of manuscripts, typescripts drafts, notebooks, annotated production text and books for his personal library. The Archive of British Publishing and Printing brings together the most extensive collection of British publishing activity of the 19th and 20th centuries, with strengths in literary and general and educational publishing. Books and printed materials include the Overstone Library; the Cole Library of Early Medicine and Zoology; the library of Sir Frank Stenton and Doris, Lady Stenton; the Children’s Collection and the Robert Gibbings Collection.

Further information is on the Special Collections website: [www.reading.ac.uk/special-collections](http://www.reading.ac.uk/special-collections)

UMASCS’ focus on support for the University’s teaching and learning and research strategy, involves working in collaboration with researchers across the University, particularly with those involved in the Heritage and Creativity theme. UMASCS serves increasing numbers of students, researchers and members of the public through access to collections via the Reading Room and a varied programme of exhibitions, academic and public events and activity.

In partnership with the Departments of Classics and Archaeology UMASCS deliver two joint undergraduate degrees as well delivering learning support and modules teaching across a number of disciplines. Growing numbers of opportunities for student placements, work experience and student and community volunteering are offered by UMASCS each year.
Information Technology

The IT department at the University of Reading provides central IT services to the whole University; supporting all aspects of the University business and providing a wide range of central services. The 130 staff work across three areas: Services & Support, Operations & Development and Business Engagement & Transformation.

Services and Support provide first and second line support to members of the University through the Service Desk and Specialist User Support team. This includes providing first call fixes, a student-focussed service desk location within the University Library, support to visiting staff and being an integral part of the Deliver-to-Desk PC and laptop service. This area also incorporates the IT Admin team that manage finances, ordering and asset management.

Operations and Development provides the main third line support and development at the University. The five teams provide a range of services including servers, storage, networking and telephony and Office 365 collaboration tools and the University file storage. The area also provides technical systems to the main corporate units and digital technologies in use at the University and CRM support, Technology Enhanced Learning working closely with business teams. Another area is delivering Audio Visual refurbishment to the University teaching spaces.

Business Engagement and Transformation provide a point of contact for all parts of the University for escalation and communication. A Change team provide support to all areas; from the development of services through to the provision of analysis and project management services enabling new changes to be introduced. IT Development support is provided through the Enterprise Architect and Licensing and Contracts functions and academic and research computing is supported by ACT.

IT and Information security is supported by a cross-function team that provides policy, strategy and technical services to ensure that University staff and data is kept safe and secure.
STUDENT RESIDENCE, WELFARE AND SERVICES

Halls of residence

From its beginning Reading has always been a residential University. Wantage Hall was opened in 1908 through the generosity of Lady Wantage and was considered the prototype for similar residential foundations across the country.

Today, The University of Reading still prides itself on being a residential University where the majority of undergraduates as well as many post graduates choose to live in Halls of residence.

The University has a diverse portfolio of Halls accommodation to suit most tastes and more importantly most budgets. From ultra-modern ensuite accommodation to traditional rooms with an abundance of historic character, Reading has something for everyone.

In January 2012 UPP (University Partnership Programme) and the University of Reading established a 125 year partnership which saw an unprecedented transfer of the entire university residential estate out of University ownership. The deal which involves an investment into the accommodation of almost a quarter of a billion pounds, is the largest private investment into a UK university residential estate to date, and represents the first large scale investment from AVIVA Commercial Finance into the HE sector.

The partnership provides £228 million investment for the University and will see UPP operating a total of 4,981 rooms for the University as well as managing the University accommodation office. The partnership involves the transfer and operation of a total of 2,610 rooms, in addition to its 816 rooms of existing accommodation at The University of Reading. A further 895 rooms were opened in 2012 which included new townhouse style residences which have proved hugely popular with returning students. UPP have also completed the development of Bridges Hall bringing a further 650 rooms to the Whiteknights Campus.

Even though the halls have been transferred to UPP care has been taken to ensure that each hall retains its uniquely established ‘University’ character and both UPP and the University are committed to ensuring that the student experience is second to none. Management of the Halls operation is now also in the hands of UPP with the majority of University staff transferring with their same job titles to UPP employees. The University is still the landlord with UPP operating as the provider of services. The University has a role in ensuring that the standards delivered by UPP remain consistently high and work with UPP daily to ensure that both student’s and the University as a whole receive their full entitlement under the contract.

Each hall of residence also has a dedicated and experienced warden team
who are retained by the University and has the responsibility for welfare and discipline of the students in residence.

The accommodation comprises of 3 main groups:

Northcourt Group – made up of Benyon Hall, Sherfield Hall, St Patrick’s Hall and Northcourt Houses. In this group there are a mixture of catered and self-catered halls with both en suite and wash basin style rooms.

There are some premium rooms available in Benyon which offer more space and double beds.

Redlands Group – St George’s, Wessex and Wantage Halls and Bridges make up the Redlands group and again offer a selection of accommodation choices. Bridges Hall provides a brand new mid price point which has proved a popular option for many students.

Park Group – Windsor, Greenow and McCombie, Mackinder, Stenton and Childs. This group contains the majority of premium ensuite rooms which are situated in Mackinder. Childs Hall and Stenton which opened in September 2012 comprise the new style townhouses.

**Other University accommodation**

The University owns a number of private houses and one multi bedded unit at Martindale, which are ideal (but not exclusively) for students. Martindale is within close proximity of the University and provide a good standard accommodation. However, these units and the private houses do not have the benefit of any pastoral support and are therefore often considered most suited to postgraduates, families or University staff.

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**University Dental Centre**

The University Dental Centre is situated in Northcourt Avenue.

**University Counselling Service**

The University Counselling Service is available to all registered students. There is a charge for staff counselling, although referrals may be made via HR or Occupational Health. For further information contact reception on 0118 378 4216.

**Students’ Union**

The Students’ Union represents, supports and advises the University’s student population. The organisation is governed by a Board of Trustees alongside five Student Officers who collectively act as student trustees and political representatives. The Student Officers represent students within the University, the local community and nationally.

Reading University Students’ Union (RUSU) is central to student life at the University, with shops, bars, membership services, and Little Learners Nursery.

The Union offers independent, confidential and professional advice in its Advice, Representation and Campaigns centre. This department is also responsible for RUSU’s elections, ranging from the election of Course Reps to full time Student Officers.

RUSU’s Student Activities Centre is where students go to find out more about societies, sports clubs, and volunteering opportunities. There are societies and sports clubs which are all operated by students, with the support of the RUSU staff team. There are also many volunteering opportunities, which are organised and promoted by the Union.
In recent years, the Union has developed its student media streams, allowing students to develop their journalism skills. Three thousand copies of Spark* are published fortnightly. Junction11 radio is broadcasted online www.junction11radio.co.uk and RU:ON TV can be found at www.ruon.tv.

The Students’ Union boasts a number of social spaces and services for its members: an award winning nightclub (3sixty), a continental style coffee shop serving breakfast and light lunches (Café Mondial) and a traditional student pub (Mojo’s Bar). RUSU has recently opened ‘The Study’, a state of the art study space with areas where students can study individually or engage in group work.

Reading University Students’ Union continues to be highly regarded and is considered a top 5 students’ union in the UK by the National Student Survey. RUSU contributes significantly to the National Union of Students and engages extensively with local and national government. In addition, RUSU has gained the Gold Excellence Standard in the Green Impact Awards and Investors in People Gold Award. RUSU remains a not-for-profit organisation, led by students for students.

Sport and recreation

The University Director of Sport and Recreation works closely with RUSU to develop sport at the University. The Sports Strategy is currently being reviewed and our vision for the future is for Active Campuses that encourage and support the University communities to have an active lifestyle for their physical and mental wellbeing.

Competitive sport still plays a very important part of student life and Reading features strongly in many of the British University & Colleges Sport leagues and tournaments. Reading is in the top tier of universities in rugby, hockey and rowing.

In 2018 we launched our sports Hall of Fame, which celebrates the sporting achievements of 16 alumni, many of whom won Olympic medals and the generous support from John Nike who funded a sports scholarship programme for students with Olympic aspirations. The Hall of Fame can be seen in the SportsPark Pavillion.

Reading Student Survey in 2018 showed that 49% of our students considered themselves physically active (30 minutes or more) on three days or more a week. Our Active Campus will encourage more people to undertake physical activity more often and we will look at innovative ways to encourage those who are currently inactive to become active.

Providing attractive, accessible and value for money facilities is a key part of achieving our Active Campus vision and contributes to Reading to be a great place to study and work. In 2017 the TennisPark was opened consisting of five floodlit outdoor courts and three indoor courts. The indoor courts are covered by a pressurised and heated dome providing all year round tennis facilities. In 2018 the SportsPark’s fitness studio was refurbished bringing it up to date with all the latest fitness trends and improving the equipment layout and circulation routes to cope with the growing demand for the facility.
Careers

Careers Consultancy
Careers work closely with Schools and Departments ensuring high quality career learning and placement provision is developed and embedded in the curriculum. As well as delivering to students, Careers Consultants deliver consultancy to academic leaders in Schools and Departments to support effective and coordinated employability development.

Furthermore, this team leads on the overall monitoring of employment outcomes, employment data collection, data communication and ensures the University is fully compliant with requirements around the government’s DLHE and Graduate Outcomes data collection processes.

Student Development Schemes
Careers run a series of student development schemes, including the popular RED Award (acknowledging on the transcript the achievement of 50 hours of volunteering, training and work experience), 'THRIVE' careers mentoring scheme, the Undergraduate Research Opportunities Programme (UROP) and the Reading Internship Scheme (RIS).

In 2017/18, 1,320 students signed up for the RED Award and 559 completed the certificate, up from 504 the year before and representing an all-time high completion rate of 44%. Our THRIVE mentoring scheme supported 413 mentees this year, up from 283 the previous year. This included our first ever cohort of 38 PGT mentees. In Summer 2018 we facilitated 94 students to complete a funded summer research placement within the University through the UROP scheme.

Placements
The Placement team support academic departments in the management of training and administration relating to credit-bearing placements. In 2017/18 strategic focus of their work was to increase overall take up and completion of yearlong placements ('Professional Placement Year'). To achieve this a series of interventions were launched, including a student-facing programme marketing campaign, enhanced skills & application training and company outreach and engagement. Full figures for 2018/19 are yet to be released, but we are expecting an increase of at least 22% of confirmed yearlong placements starting in 2018/19.

Career learning and guidance
Career training and one to one support are essential in helping students make career decisions and apply for graduate level employment. Reading students benefit from a blended approach of career training delivered both within the curriculum as well as a central programme of events open to all. Careers offer dedicated 1-1 Careers Appointments in which students receive support with all aspects of the career development and job search process. In 2017/18 we achieved a marked uptake in our central Careers offering, including a 38% uptake in one to one appointments and 30% more unique students engaged than the year before.
‘The University also provides students with the opportunity to participate in a range of extra-curricular placement and employability schemes.’

Information and Events

The Information and Events team provide high quality customer service and support to all our stakeholders. As well as providing our frontline service their work includes: organising the careers fairs and events programme; managing the online portal, My Jobs Online, advertising live vacancies for graduate jobs and student placements; managing the Careers website and online resources; and providing face to face, telephone and email information to students and employers. The team includes the Student Careers Ambassadors, who are pivotal to engage students, and who will often be seen staffing our pop up outreach gazebo around campus in term time.

Employer Engagement and Business Development

The Employer Engagement team are responsible for engaging with graduate recruiters, work experience providers, and training providers, ensuring that students have the greatest possible opportunities to meet recruiters and vice versa.

This year we were proud to introduce Campus Jobs, in partnership with HR, which provides new opportunities for students to work on campus. This ensures students have the opportunity to take up part-time work that fits around their educational schedule.

The Employer Engagement team manages the Reading Internship Scheme (RIS) which provides students with the opportunity to participate in paid project work with small to medium-sized enterprises, charities and voluntary organisations. RIS is financially supported by Santander, The Earley Charity, and the Access Fund, ensuring all RIS interns are paid a fair salary. In 2017/18, 59 internships have been accessed by students part of the scheme, students received pre-placement training and attended a showcase event. The scheme has ambitions to continue to grow.

In 2016/17, 334 employers came on campus (up from 280 the year before) to present employment opportunities and give students insights into the day to day work at their organisations and chosen professions. Students had the opportunity to engage with these employers through a mix of event types including career fairs, ‘Meet the Professionals’ panel discussions, company presentations and company-led skills sessions.
Council Standing Orders

1. **Notice of Meetings**
   1.1 At least 14 days’ notice shall be given of each regular meeting of the Council normally through the annually published calendar of meetings.
   1.2 A special meeting of the Council may be called by the President with the agreement of not less than four other members of the Council.
   1.3 A special meeting of the Council shall be called by the President if so requested in writing by not less than seven members of the Council but the request shall include a general statement of the business to be transacted at the meeting.
   1.4 At least 14 days’ notice of any special meeting of the Council shall be given in writing to all members with a general statement of the nature of the business to be transacted and any such meeting shall not be competent to transact any business other than the matter in the notice or arising directly therefrom.
   1.5 An Agenda for any regular or special meeting of the Council shall be sent to all members at least five days before the date of the relevant meeting.
   1.6 For the purpose of (1.1), (1.4) and (1.5) above notice shall be deemed to have been given or an Agenda sent on the day of dispatch by the University Secretary.

2. **Quorum**
   The quorum for meetings of the Council is one third of its membership of whom a majority must be lay.

   In the event of a meeting being non-quorate
   i) no business shall be transacted with the exception of any item judged by the Chair to be urgent and so agreed by all those present
   ii) unless there is a regular meeting of the Council within four weeks a special meeting of the Council shall be called to transact business deferred from the non-quorate meeting.

3. **Personalia**
   The President of the Council shall be Chair. In the event of the President not being present a Vice-President shall be Chair and in the event of neither the President nor either Vice-President being present the Council shall elect a Chair from among those persons present who are neither staff nor students of the University.

   The Chair shall have a deliberative vote and a casting vote in the case of equality.

   The Council shall appoint a secretary to the Council, currently the University Secretary.

   In the event of the University Secretary being unable to act the President shall appoint a substitute Secretary for such period as he or she may specify.

4. **Notice of Business**
   4.1 Members of the Council wishing to bring forward any item of business at an Ordinary Meeting shall give written notice of such business to the University Secretary at least 14 days before the date of the meeting.
   4.2 The Chair shall rule on whether any items of ‘Any Other Business’ be taken. It will be expected that normally at least two days’ notice will have been given to the Chair or to the University Secretary of any such matter.
5. **Categorisation of Business**
   Reserved Business shall be as defined by Ordinance.

6. **Resolutions**
   6.1 Formal Resolutions to give effect to business transacted by the Council shall be proposed by the Chair.
   6.2 Other Resolutions may be proposed by any member of the Council provided that the proposal is seconded. Notice of such Resolutions shall normally be given to the Secretary not less than ten days before the relevant meeting.
   6.3 Amendments to Resolutions
      (a) may be proposed without previous notice
      (b) shall be required to be seconded
      (c) shall not take the form of a direct negative of a Resolution
      (d) shall be put before the Resolution to which they refer
      (e) in the case of two or more amendments shall be put in an order to be determined by the Chair
   6.4 Resolutions shall be passed or otherwise by a show of hands unless three or more members require a secret ballot in which case ballot papers shall be issued.

7. **Conduct of Business**
   The Chair shall rule on any matter relating to the conduct of business at a meeting.

8. **Register of Interests**
   Any member having a personal interest in any matter (whether or not recorded in the Register of Interests) shall declare that interest and such declaration shall be recorded. The member shall withdraw from the meeting in question unless this requirement is waived by the Chair.

9. **Periods of Service**
   Beyond the initial period of service, the renewal of any appointment to the Council shall not be automatic, but be recommended by the Appointments Committee acting as Nominations Committee as part of its report on filling vacancies and be subject to satisfactory performance. Continuous service beyond three terms of three years is not desirable (although exceptions, such as retention of a particular skill or expertise, may be permitted). After this point members will normally retire and be replaced by new members. There is no bar to a particularly valued member returning to office if a vacancy occurs in future years.

10. **Minutes**
    Minutes shall be prepared by the University Secretary and shall be circulated to members with the Agenda for the meeting at which they are to be confirmed.

11. **Delegation**
    The Council may delegate powers under and may from time to time delegate powers to Officers for a specified period. In both cases delegation shall be made by Resolution.

12. **Suspension of Standing Orders**
    With the exception of (2) above (Quorum) a Standing Order may be suspended for any specific item of business if a motion to that effect has been passed by two-thirds of those present and voting.
APPENDIX 3
MEMBERS OF THE COUNCIL – BIOGRAPHICAL DETAILS
Biographical details of members of the Council and those in attendance at its meetings

Mr Tom BEARDMORE-GRAY graduated from Oxford University in 1983 with a degree in Modern History. After three years with the Metropolitan Police he joined Price Waterhouse and qualified as a Chartered Accountant. In 1991 Tom joined Pepsi Cola International and then moved to De Beers in 1994. Tom held a number of senior management positions at De Beers, including Senior Vice President of De Beers Canada and Head of Business Development for De Beers UK. He worked extensively in the Far East, southern Africa and Russia and became Chief Executive of Archangel Diamond Corporation in 2008. He was a director of Hindustan Diamond Corporation (India) and of diamond trading subsidiaries in Antwerp, Hong Kong and Shanghai. In 2010 Tom joined the Girls’ Day School Trust (GDST) as Finance Director. The GDST, which is one of the UK’s largest charities, owns and operates 26 independent girls’ schools and two academies across the UK. In 2018 Tom took up the role of Chief Executive of the Cothill Trust, a UK charity committed to providing high standard preparatory school education across a diverse range of day and boarding schools. The Trust currently comprises of six preparatory schools in England and the Chateau de Sauveterre near Toulouse in France. Tom is also a Trustee of the Institute of Business Ethics.

Mr Dan BENTLEY is the elected Welfare Officer for Reading University Students’ Union 2018/19. He graduated in English Language with a Year Abroad, after studying at one of the university’s partner institutions, Sophia University, Japan. Whilst at Reading, Dan took part in several roles and activities, such as being the Welfare Rep for Wessex JCR Committee and Events and the Events and Fundraising Coordinator for RAG.

Whilst in post, Dan hopes to change the conversation on consent and sexual harassment, making the campaign inclusive for all. In addition he will focus on male mental health, body confidence and student safety, including the introduction of a Safe Taxi scheme.

Professor John BOARD is Dean of the Henley Business School and Professor of Finance. His research and consulting activities have focussed on the operation of financial markets and their regulation and he has acted as advisor or consultant to many markets, agencies and regulatory authorities in the UK and abroad. Before taking the position of Dean, John was Director of the ICMA Centre. He has taught finance and related topics in some 20 countries. Before joining the University, John spent a number of years on the faculty of the LSE.
Professor Gavin BROOKS has been Pro-Vice-Chancellor with particular oversight of Teaching and Learning since January 2012 and was appointed as Deputy Vice-Chancellor in September 2018. He graduated with a first class honours degree in Pharmacy (1984) and obtained a PhD in the areas of organic chemistry and pharmacology (1988) from The School of Pharmacy, University of London. He registered as a Pharmacist with the Royal Pharmaceutical Society of Great Britain in 1985 and has remained an active member since that date. In 1988, he joined the Imperial Cancer Research Fund Laboratories in London as a post-doctoral research fellow before being recruited (1992) as a Group Leader to the 5*-rated Department of Cardiovascular Research, The Rayne Institute, St. Thomas’ Hospital, London, where he began focusing on the mechanisms that control physiological and pathophysiological cardiovascular cell growth. In 1997, he joined Prolifix Ltd. as head of their cardiovascular programme and in 1999 returned to academia as a Lecturer at the University of Reading, becoming Professor of Cardiovascular Research in 2002. In 2001, he was elected a Fellow of the American Heart Association and in January 2004, he became founding Head of the new Reading School of Pharmacy. In 2008, he was a founding member of the highly successful Institute for Cardiovascular and Metabolic Research (ICMR) that is based at the University and from August 2008 – July 2010 he served as Head of the School of Biological Sciences. He was elected Dean of Science in August 2010 and was awarded Principal Fellowship of the Higher Education Academy (PFHEA) in 2015. Amongst a number of external appointments, he is a Director of the Reading Real Estate Foundation (RREF), Chair of the RREF Board of Trustees, co-chair of the Higher Education Academy’s Deputy Vice-Chancellors/Pro-Vice-Chancellors Network, an independent Governor of Henley College and an academic member of the Office for Students (OfS) Project Board for the Teaching Excellence Framework (TEF).

Professor Laurie BUTLER completed his PhD in 1998 at the then Institute of Food Research at Reading. He is currently Head of School for Psychology & Clinical Language Sciences at the University of Reading. His primary research interests concern the role of nutrition on cognitive performance and mental wellbeing in children, adults and memory impaired populations. Laurie is a passionate advocate of the University’s developing health strategy and is currently a member of the R&D boards for both Berkshire Healthcare NHS Foundation Trust and Royal Berkshire NHS Foundation Trust. As well as playing a leading role in developing the Thames Valley Clinical Trials Unit, he has recently helped to establish the new Healthreach programme for widening participation in to health related careers.
Mr Kevin CORRIGAN has worked in investment management for over 25 years. He is the Chief Investment Officer at Sandaire, an investment office responsible for the wealth of families, colleges and foundations. Prior to that, Kevin was Head of Fixed Income at Lombard Odier, a Swiss private bank. He has also worked at Goldman Sachs and began his career at JP Morgan.

Kevin is a fellow of the Association of Chartered Certified Accountants, a board member of the COIF/CC;A Charity funds and a trustee of the Cumnor Foundation. He served as Honorary Treasurer of Samaritans until 2015 and continues to serve as a member of their Finance Committee.

Kevin graduated from Reading University in 1987 having studied English and Classics and serves on the university’s Audit and Investment Committees as well as Council.

Mr Jason DABYDOYAL is the President of Reading University Students’ Union (RUSU). He recently finished his Undergraduate degree in English Literature and Theatre (Joint) in the School of Literature and Languages at Reading.

He previously acted as a School Rep for Literature and Languages and Course Rep for English Literature Joint Honours students. During his years at the University of Reading he has been a Ski Representative for NUCO Travel, Customer Advisor at EE and English Teacher at Educastream.

Jason’s remit at RUSU includes a focus on Commercial Services, Democracy, Student Engagement and Sustainability. His role is to protect and enhance the student experience that the University of Reading currently offers.
Ms Penny EGAN. CBE, joined the Council in January 2016. She is currently the Executive Director of the US–UK Fulbright Commission taking on the role in February 2007.

She joined the Commission after stepping down as the Executive Director of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) where she was the first woman to have led the RSA in its 250-year history.

Prior to taking on the top job at the RSA in 1998, she was Programme Development Director and RSA Lecture Secretary. Her early career included the posts of Press and Publicity Officer at the Crafts Council, Press Officer to the Prime Minister at No 10 Downing Street and Press Officer at the Victoria and Albert Museum.

Penny is a trustee of the RSA Academies Board. She stepped down as Chair of the Geffrye: Museum of the Home in 2014 and finished her term as a lay member of Warwick University Council in summer 2015 but remains a member of the Art Collection Committee. She served as a member of the Design Council for 9 years; a trustee of the DEMOS think-tank and was a non-executive director on the board of Wardour Publishing. She was made a CBE for ‘services to international education’ in the 2013 New Year’s Honours. She is an Honorary Fellow of the Royal College of Art and the RSA.

Dr Peter ERSKINE serves as a Non-Executive Director of Telefónica SA and a Non-Executive Director of Telefónica Germany GmbH. Having been a Marketeer with organisations such as Colgate, Palmolive and Mars, he became CEO of O2 plc, the European Mobile Operator, when it demerged from BT in 2001, retiring as Executive Chairman and Chief Executive in January 2008, having led its integration into Telefónica post-acquisition in 2006. He latterly served as Chairman of Ladbrokes PLC, standing down after 9 years in Autumn 2015, having taken a lead role in the merger of Ladbrokes with Gala Coral.

Peter lives in Henley, has four children, and enjoys his role on the Strategy Advisory Board of Henley Business School, where he became Chairman of that Board in Autumn 2010.

Mr Robin EVANS graduated from the University of Reading in 1975 with a degree in Estate Management. He spent the early part of his career as a Land Agent for the National Trust and then became Chief Executive of the Landmark Trust for 8 years. In 1995 he was appointed Palaces Director at Historic Royal Palaces who manage the 5 unoccupied Royal Palaces in London including The Tower of London and Hampton Court. In 1999 he joined British Waterways (now the Canal & River Trust) as Commercial Director and from 2002 to 2013 was Chief Executive. Robin is a Fellow of the Royal Institution of Chartered Surveyors and a Companion of the Chartered Institute of Management. He is Chair of the Valuation Tribunal Service.
**Professor Mark FELLOWES.** As Pro-Vice-Chancellor for Academic Planning and Resources, Professor Mark Fellowes is responsible for staff deployment, the overall course programme, and helping shape the capital investment programme in teaching and research facilities. He is a member of the University Executive Board. Mark studied Zoology at Imperial College London (1995), and moved to Imperial’s Silwood Park campus to complete a PhD in Evolutionary Biology (1998), followed by a brief post-doctoral position at the NERC Centre for Population Biology. He joined the University of Reading as lecturer in Zoology (2000), before promotion to Associate Professor and then Chair in Ecology. He was Head of the School of Biological Sciences for seven years.

Mark’s research initially focused on how the evolution of immune systems are constrained by life-history trade-offs, and the ecological consequences of variation in defence traits. More recently, his research has two overlapping and integrated strands. First, Mark’s group work on human-wildlife interactions, asking how the choices people make have unforeseen consequences for species. Current projects include work on red kites, urban greening, cats and conservation, leopard ecology and urban butterfly population dynamics. Second, his group works on insect ecology. One major area of research focuses on how patterns of interactions between predators and prey can be altered by indirect effects. Current projects in this strand ask how the presence of mutualists affects plant-herbivore-enemy interactions in an urban context, how ubiquitous plant pathogens alter interactions at higher trophic levels and how stored project pests may be managed. The work of Mark’s research group has featured widely in national and international print and broadcast media, won a silver medal at the Chelsea Flower Show, and he has published two science books aimed at the general public.

**Samantha FOLEY** Samantha Foley has a BA Joint Honours Degree in English Literature and American Studies, and she is a Chartered Accountant. Samantha was previously the Director of the Government Finance Academy, where she was responsible for the creation and leadership of a new Academy providing high quality learning and development to circa 14,000 finance professionals. Prior to that, she was the Chief Financial Officer for the Department for Culture, Media and Sport (DCMS).

As Chief Financial Officer at Reading, Samantha has responsibility for managing the University’s finances, investments and commercial interests, as well as wider relationships with the Business Community. She is also a key member of the University Executive Board.
Clare FURNEAUX is a professor of Applied Linguistics at the University and a Teaching and Learning Dean with responsibility for ‘the student experience’ since 2015. Her first degree was in English and History from the University of Bristol; she has a post-graduate diploma and PGCE from Manchester, a Masters in Applied Linguistics from Reading and a Doctorate in Education from the University of London’s (now UCL) Institute of Education. Her background is in English Language Teaching and she taught for six years in Asia (Malaysia, Nepal, China and Japan) before joining Reading. She has experience of working with students of all levels and backgrounds, and has recently led projects on distance learning, the experiences of international students, and Post-graduate Taught students (PGT). Her research is into academic literacy at Post-graduate level.

Mrs Helen GORDON has worked as a Chief Executive for 19 years in the NHS and national professional bodies. Until recently, she was the Chief Executive of the Royal Society of Medicine (RSM), a leading national provider of continuing education for doctors and the wider healthcare team. Helen originally qualified as nurse at St Bartholomew’s Hospital London before moving through clinical, managerial and executive roles in hospitals in London. She was Chief Executive of Hillingdon Hospital and then Queen Mary’s Sidcup NHS Trust, before moving into national Chief Executive roles at the Royal College of Obstetricians and Gynaecologists and then the Royal Pharmaceutical Society before moving to the RSM. She graduated with a MBA from Henley Business School in 1997 and is chair of the Henley Alumni and Development Advisory Board. Helen is a Honorary Fellow of the Royal College of General Practitioners and received an Honorary Doctorate of Science from Reading University. She is taking a short career break to care for family.

Mrs Michelle HARGEAVES commenced working life as a civilian working for Thames Valley Police, during which time she was instrumental in the setting up of the Civilian Tape Summariser Unit at Reading.

Michelle joined the University of Reading in 2001 and currently works as a Senior Projects’ Administrator working within the Project Department in Estates.

Between 2014-2018 Michelle was a member of the Staff Forum representing staff on grades 1–5.

Michelle lives in Reading with her husband Danny and son Carter and enjoys theatre trips, concerts and reading true crime.
Dr Richard MESSER is Chief Strategy Officer and University Secretary. He read Philosophy and Theology at Oriel College, Oxford, before completing a PhD in Philosophy of Religion at Birmingham University. He joined the University of Reading in 1991 in the Urban and Regional Studies Faculty Office, followed by a five year period as the University’s Examinations Officer. He became Director of Planning Support in 1998, Director of Academic Services in 2008, and Director of Student and Academic Services in 2011. Dr Messer now leads Academic and Governance Services. He is a member of the Association of Heads of University Administration. He is married with two children.

Ms Kate OWEN was Vice President, Executive and Organisation Development for BP until 2006 during a time of major mergers and change. She spent 24 years in the oil industry and 10 years in the retail industry, local government and Industrial Training Boards after graduating from the University of Nottingham.

She spent 8 years as a Governor of Imperial College, London and is now a Trustee for Imperial College Union. She is a Non-Executive Director of the Royal Brompton and Harefield NHS Foundation Trust.

She spent 9 years on the Board of first, the Inland Revenue and then, after the merger, Her Majesty’s Revenue and Customs. She was on the Ministry of Defence Training Review of the Armed Forces and a member of the Whitehall Risk Review Steering Group.

She was a Non-Executive director of BIOSS, an organisation consulting company and a Fellow of the Windsor Leadership Trust. She also runs her own organisation consulting business.

Professor Julian PARK is a graduate of the University of Newcastle and Cranfield University. He is currently the Head of School of Agriculture, Policy and Development at the University or Reading and former Associate Dean of the Faculty of Life Sciences. He is a Principal Fellow of the Higher Education Academy and a National Teaching Fellow with particular education related interests in assessment, feedback and technology enhanced learning. He currently sits on the Royal Society of Biology Heads of Biosciences Group and their Education and Training Board.
Dr Paul PRESTON became president of the Council in 2016 having previously served as a member of Council since 2010. Dr Preston graduated with a PhD in Physiology from University College Cardiff prior to undertaking a post-doctoral fellowship with Hoffman-La Roche in Basle, Switzerland. He has extensive experience in the healthcare sector that includes pharmaceutical research, drug development in an international environment, sales and marketing of drugs and medical consumable products and hospital management. He completed a successful career lasting almost twenty years at BMI Healthcare, the country’s largest independent hospital group, where he became Managing Director. During this time he helped to source two university based research programmes, working with leading academics to form successful independent commercial companies. He went on to work with 3i, a leading venture capital firm, where he contributed sector knowledge in support of the investment teams. He has subsequently worked with a number of private equity companies in the buy-out and management of healthcare businesses. He is currently Chairman of a company providing specialist neurorehabilitation for individuals with acquired brain injury, Chairman of a London based nursing home group and is involved with a number of other health related projects. He is a Fellow of The Royal Society of Medicine and a Fellow of the Institute of Directors.

Mr Simon PRYCE is currently the Chief Executive of Ultra-Electronics plc, the FTSE 250 specialist software and electronics solution provider, which employs over 4000 people in North America, the UK and Australia, of which 1200 are qualified engineers. Prior to his appointment in June 2018, he was Group Chief Executive of BBA Aviation plc for 10 years. BBA Aviation is a FTSE 150 listed, US based group that employs some 14,000 people at over 200 locations around the world. Simon led the migration and growth of BBA Aviation from a financial conglomerate to the world’s leading aviation support and aftermarket services company which owns and operates global businesses such as Signature, Dallas Airmotive and Ontic.

Simon is currently a Non-Executive Director of Electrocomponents plc, the global, high-service industrial and electronic products distributor, is Chairman of its Remuneration Committee and is a member of the Audit and Nomination Committees. He was appointed to the Board in September 2016.

Simon is a Fellow of the Royal Aeronautical Society and a member of the Chartered Institute for Securities and Investment. Simon qualified as a Chartered Accountant in the UK before working at the global investment banking firms of Lazard and JP Morgan, in London and New York, and at the international automotive and engineering group GKN plc in the UK and Germany in a range of international corporate finance, finance and general management roles. Simon has also chaired or been on the Board of numerous trade bodies including the Society of Motor Manufacturers and Traders and the General Aviation Manufacturers Association and was an Associate Director of Alvis plc prior to its acquisition by BAe in 2004.

Simon is a member of the Council of the University of Reading, Chairman of its Investment Committee and a member of its Strategy and Finance Committee.

Simon lives in London with his two sons. He is a member of the MCC and a keen sportsman.
Mr Vincenzo RAIMO is a graduate of the University of Reading and also studied at the universities of Rome 'la Sapienza' and Leicester. Before joining the University of Reading as Pro Vice-Chancellor in August 2014, he was Director of the award-winning International Office at the University of Nottingham.

He is particularly prominent in the debate about transparency in international student recruitment and the use of agents. He is co-author of the guide Managing International Student Recruitment Agents: Approaches, Benefits and Challenges (PDF – 738 kb) available on the British Council web site, and an analysis of the use of agents by UK universities in Studies in Higher Education, Power and control: managing agents for international student recruitment in higher education. He regularly speaks at workshops, seminars and conferences on the internationalisation of higher education and occasionally blogs for the Guardian Higher Education Network, PIE News and elsewhere.

Enzo is a member of the UCAS Council and is Chair of the UCAS International Advisory Board.

Enzo is a Fellow of the Chartered Institute of Marketing.

Dr Bina RAWAL took up the position of Director of Medical Affairs – Research and Innovation at Merek, Sharpe & Dohme Ltd. (MSD) UK in August 2017, having been Head of Scientific Evaluation at Mundipharma Research Ltd. Prior to that, she was the Director of Research, Medical & Innovation at the Association of the British Pharmaceutical Industry (ABPI) where she had responsibility for driving the Life Sciences agenda on behalf of ABPI member companies in the UK. Bina came to ABPI from the Wellcome Trust where she was Head of Clinical Development. Prior to her time at the Wellcome Trust, she spent nine years at Roche, including serving as Therapeutic Area Expert in the UK. She also gained further experience in the pharmaceutical industry at GlaxoWellcome R&D where she was Senior Medical Strategy Head.

She completed her undergraduate and postgraduate medical training in London, specialising in clinical virology and holds Fellowships of the Royal College of Pathologists and Faculty of Pharmaceutical Medicine.
Mr Stephen P SHERMAN is a Fellow of the Institute of Chartered Accountants in England & Wales and an alumnus of the London Business School. He joined Peat Marwick Mitchell (now KPMG) in 1978 and over the course of his professional career with the firm gained a wide range of business consulting experience across a number of industries. He was seconded to National Westminster Bank for two years to work alongside banking teams appraising companies seeking financial assistance and, with KPMG, worked on a number of significant projects, most notably the development of London City Airport and a series of cost reduction and business efficiency reviews within major financial institutions and utilities companies.

Stephen was made an equity partner in 1990 and, in addition to his client work, he held a number of senior positions within the firm, including Head of Consulting for KPMG’s Media, Entertainment and Technology Business Unit and Head of Consulting for KPMG’s Financial Services Practice. Stephen also sat on the Management Consulting Executive where he was Head of Sales for the UK and was the Global Lead Partner responsible for co-ordinating all KPMG activities with the Royal Bank of Scotland Group.

Stephen retired from the KPMG Partnership in 2009 and now splits his time between London and Wiltshire. He is married with three grown-up children and has recently completed a Humanities degree with the Open University. He is interested in all aspects of the Arts, as well as being a keen sportsman.

Mr Keith SWANSON is Director of Quality Support and Development; he provides secretarial support to Council. After studying at the University of York and the University of Cambridge, he worked at the University of Bristol and the University of Manchester before joining the University of Reading in 1994. At Reading, he served in the Education and Community Studies Faculty Office and then as University Examinations Officer, and, in his current role, has responsibilities for policy and quality management and enhancement in respect of teaching and learning.
**Professor Robert VAN de NOORT** studied History at the University of Utrecht and Archaeology at the University of Amsterdam. Before joining the University of Reading in 2014, he worked at the British School in Rome (1988–89), the Rotterdam Archaeology Unit (1989–1991), the University of Hull (1992–2000) and the University of Exeter (2000–14), where latterly he was Dean of the College of Social Sciences and International Studies.

Robert is best known for his research into the archaeology of marine, intertidal and terrestrial wetlands, especially around the North Sea Basin. During his research active career, he has won major research grants totalling £2.6 million from external organisations. His most recent monographs are *North Sea Archaeologies: A maritime biography 10,000 BC–AD 1500* (OUP, 2011) and *Climate Change Archaeology: Building Resilience from Research in the World’s Coastal Wetlands* (OUP, 2014). Robert is a Fellow of the Society of Antiquaries of London and a Principal Fellow of the Higher Education Academy.

At the University of Reading, Robert is the acting Vice-Chancellor. In this role, Robert acts as the chief executive of the institution. The Council delegates authority to the acting Vice-Chancellor for the academic, corporate, financial, estate and human resource management of the institution. As acting Vice-Chancellor he is accountable to the Council for the performance and sustainability of the institution, as well as for protecting and advancing its reputation in the achievement of its mission. Robert retains direct responsibility for a number of strategic projects, including the refurbishment of the Library, the construction of the Health and Life Sciences building, and the projects to develop close partnerships with the British Museum and the European Centre for Medium-Range Weather Forecasts.

Outside the University of Reading, Robert chairs the South West Regional Flood and Coastal Committee (RFCC), the executive committee through which the Environment Agency performs its flood and coastal erosion function in the South West of England, thereto appointed by the Secretary of State for the Environment (Defra).

**Ms Sue WOODMAN**. Vice-President of the Council since August 2013 and a graduate in French of the University of Reading, is a solicitor and General Counsel at Better Capital. Prior to joining Better Capital, Sue was General Counsel at Equistone Partners Europe (formerly Barclays Private Equity) and at Alchemy Partners, having been a partner in private practice before then. She is a member of the Impact Investment Committee of the British Private Equity and Venture Capital Association and a Governor of La Retraite School in south west London.
Professor Parveen YAQOOB graduated with a BA in Physiological Sciences and subsequently a DPhil in Biochemistry from the University of Oxford. Following post-doctoral positions at both the University of Oxford and the University of Southampton, she was appointed to a Lectureship in Human Nutrition at the University of Reading in 1998 and awarded the title of Professor of Nutritional Physiology in 2010. Her research investigates the influence of nutrition on immunity, inflammation and vascular function, particularly with respect to cardiovascular disease and she contributes to a number of national and international research funding panels. Professor Yaqoob was elected Fellow of the Association for Nutrition in 2014, and served as Head of the School of Chemistry, Food & Pharmacy from 2015–2018. In 2018, she was appointed Pro-Vice-Chancellor Research and Innovation in a job-share arrangement with Professor Dominik Zaum.
APPENDIX 4
COMMITTEE REPORTING STRUCTURE
The University of Reading – Committee Structure (simplified)

COUNCIL

SENATE

HONORARY DEGREES COMMITTEE

STRATEGY AND FINANCE COMMITTEE

INVESTMENTS COMMITTEE

AUDIT COMMITTEE

UNIVERSITY EXECUTIVE BOARD

Finance and Planning; Staffing; Teaching and Learning Strategy Board; Procurement Board; Health, Safety and Wellbeing; Diversity and Inclusion; Risk Management; University of Reading, Malaysia;

STUDENT EXPERIENCE COMMITTEE

Catering and Hospitality; University of Reading Employees’ Pension Fund (UREPF) Board of Trustees; University of Reading Pension Scheme (URPS) Board of Trustees; Estates and Facilities; Project Committees; University Farms Board;

APPOINTMENTS AND GOVERNANCE COMMITTEE

University Board for Research and Innovation
University Board for Teaching and Learning
Global Engagement
Student Disciplinary Academic Misconduct; Academic Engagement and Fitness to Study; Fitness to Practice; Misconduct Appeals; Student Appeals; Standing Committee on Examination Results; Research Ethics; Personal Titles

CATERING AND HOTELITY

UREREPF BOARD OF TRUSTEES

URPS BOARD OF TRUSTEES

ESTATES AND FACILITIES

PROJECT COMMITTEES

UNIVERSITY FARMS BOARD
APPENDIX 5
VALUES FOR WORKING TOGETHER AND PROFESSIONAL BEHAVIOURS
Values for Working Together and Professional Behaviours
A message from the Vice-Chancellor

The new Human Resources Strategy, *Working Together: A Strategy for Success*, in tandem with the Promoting Excellence Project, set the tone for the University’s relationship with its staff. First and foremost, we are a community and our collective strength allows us to achieve more than each of us can do individually. Together, we want to maximise our achievements and enable everyone to operate to the best of their abilities.

It is important to provide clarity for colleagues about the link between the University and individual roles. To this end Values for Working Together has been developed. They form the bedrock of our work and I hope they capture what it is that makes working for the University of Reading so special. A series of Professional Behaviours have also been developed to help each of us understand better how best we can contribute to the continuing success of the University.

The information contained in this document is not intended to be prescriptive. Rather, I hope that you will find it helpful in planning and organising your work objectives and, where appropriate, those for staff for whom you are responsible.

In addition, you may find it helpful in a variety of circumstances such as recruiting and inducting new staff and making cases for reward.

Finally, may I express my gratitude to all those who have contributed to this work. In doing so, they have demonstrated their commitment to our Values and have shown how much can be achieved when colleagues across the University come together for the common good.

Sir David Bell, KCB
Vice-Chancellor
Introduction

Through the Staff Survey 2011 colleagues expressed a strong desire to better understand the vision for the University and the University priorities, and see how their individual role and objectives contributed to the achievement of the University’s strategic objectives.

The University’s overall objectives are articulated via the University Strategy. The Values for Working Together and the Professional Behaviours outlined in this document complement this, and together help to provide clarity about common objectives and purpose, and the ways in which we can most productively work together.

The Values for Working Together aim to provide a framework within which the University community can work together effectively toward the achievement of excellence. The University will provide a working environment and experience that reflects these values and expects all colleagues to conduct themselves in a way that is consistent with them.

The Professional Behaviours illustrate the types of activity that the University believes will promote excellence. They are intended to be applicable to all staff at the University and can be adapted to reflect the particular needs and circumstances of different roles. They are intended to act as a guide, rather than a prescriptive check list, of the behaviours the University will recognise, reward and endorse.

Please use these as the basis upon which you, with your manager and wider team can consider how best you can contribute to the wider University.

We aim for excellence and appreciate that this takes many forms and must, in any case, be achievable. As a leading University we want to be recognised as excellent in comparison to our peers, for example, 1994 Group institutions. As individuals we want to be considered as excellent by colleagues and those we engage with.

We hope that this document will help you think about what excellence means to you and how it can be achieved.
Values for Working Together

The University is a place of learning and endeavour, a community of staff and students. Some of us contribute to that community by engaging directly with teaching, learning and research; others support and enable those core activities.

Our collective commitment is to excellence, in all our activities, and this is underpinned by certain essential values that both employees and the University should encourage and develop.

• **Freedom** within the law to question, put forward new ideas and challenge one another intellectually to contribute to the advancement of knowledge.

• **Respect** for the rights, differences and dignity of all those who study, work and lead within our community.

• Members of our community **work together** to demonstrate ethical professional behaviours at all times.

• **Communication** is honest and open, ideas and opinions are sought and given due consideration, and resulting decisions are acted upon.

• The need for **responsible stewardship** of our environment, facilities and resources is understood and respected.

• We are all **accountable** for our actions and act with professionalism so that our positive contributions are recognised and valued.

• We strive to continuously improve our work and to be **aspirational** for our own and the University’s future.

These values are essential to the success and well-being of our University, and will inform and guide all our practice, policy and activity.
University of Reading Professional Behaviours

The University of Reading Professional Behaviours provide a guide about what the University expects from its staff, in accordance with the University Strategy and Values for Working Together. They are not to be used as a check list, but should provide helpful indications of the types of behaviour that the University values and encourages in the promotion of excellence.

**Achieving results**  page 6
Consistently meeting objectives and success criteria within agreed deadlines. Planning, prioritising, and organising workloads to ensure that deadlines are met within resource constraints.

**Demonstrating excellence**  page 8
Working at a consistently high standard and providing the best quality service to students, staff, and other members of our community. Building genuine and long-term relationships to enable success.

**Finding innovative solutions**  page 10
Working innovatively to analyse problems and develop workable solutions.

**Embracing and enabling change**  page 12
Creating and contributing to a climate that encourages innovation. Seeing change as an opportunity to challenge the way things are done and being receptive to new ideas.

**Developing self and others**  page 14
Showing a commitment to personal development. Supporting and encouraging others to develop their knowledge, skills and behaviours.

**Working together**  page 16
Working cooperatively with others to achieve objectives. Applying a wide range of interpersonal skills. Respecting and valuing the diversity of contribution amongst the University community.
Achieving results

Examples of doing this well include:

• Prioritising and organising your workload to consistently meet objectives and success criteria on time, to an agreed specification, and within budgets;
• Distinguishing between important and urgent tasks and prioritising effectively;
• Accepting and demonstrating personal responsibility for getting things done;
• Working cooperatively with others, across and outside of the University, to achieve objectives;
• Listening to different points of view and incorporating them where appropriate;
• Making effective use of available resources, especially people;
• Making decisions and taking responsibility for them; and
• Communicating clearly and respectfully with each other, students and customers.

Barriers to achieving results could include:

• Delaying action unnecessarily;
• Over-committing, running the risk of not delivering and failing to communicate delays;
• Not being able to say no, even when a job can’t reasonably be done;
• Always going for the highest quality solution regardless of cost implications;
• Focusing almost exclusively on own job or work area;
• Being insufficiently aware of the reasonable expectations of others and the overall goals of the University; and
• Failing to communicate in a timely manner with others.
You can develop your personal competence by:

- Talking regularly with your line manager about progress made against objectives;
- Engaging with the University Strategy and corporate priorities to inform your own deadlines and priorities;
- Taking appropriate opportunities to develop your personal skills and competencies, including by participating in training and development activities;
- Engaging in the performance review process; and
- Engaging in mentoring.

When leading and managing others consider:

- Articulating strategic direction and vision and how they can be achieved;
- Communicating team and University priorities and key University messages, creating momentum and enthusiasm about what needs to be done;
- Setting performance standards and establishing appropriate monitoring procedures, providing feedback to teams and individuals on their performance regularly.
- Identifying the ways in which resources (including people, information, networks and budgets) can be used flexibly and to best effect for the benefit of the whole University;
- Being mindful of, and communicating the financial and commercial constraints of the University.
- Identifying key risks that impact organisational performance;
- Taking time to recognise effort and achievement, celebrate successes and giving credit to the contribution others make; and
- Addressing underperformance issues and demonstrating a commitment to resolving them.

Accountable, working together, communication, responsible stewardship.

Consistently meeting objectives and success criteria within agreed deadlines. Planning, prioritising, and organising workloads to ensure that deadlines are met within resource constraints.
Demonstrating excellence

Examples of doing this well include:

- Promoting a positive staff and student experience, understanding the needs of different groups;
- Framing the work you do in the context of the bigger picture of your team and beyond;
- Evaluating the success of projects and good practice, sharing lessons that can be learned across your team, and beyond;
- Seeking feedback on your work and using it to improve your delivery of excellence;
- Building productive and long term relationships across the University and more broadly;
- Helping to shape the external agenda within your discipline or professional field, and Higher Education; and
- Defining ambitious and achievable goals, using benchmarks as appropriate.

Barriers to delivering excellence could include:

- Focusing on cost without regard to value;
- Failing to take responsibility for work;
- Being too internally focused and not keeping up to date with current practices and trends in your professional field of work;
- Failing to consult about alternative approaches and solutions;
- Failing to set sufficiently high standards and benchmarks; and
- Being unwilling to consider changes to practices and approaches.
Aspirational, working together, communication.

Working at a consistently high standard and providing the best quality service to students, staff, and other members of our community. Building genuine and long-term relationships to enable success.

You can develop your personal competence by:

• Taking more time to think about what others expect from you;
• Engaging in learning and networking related to your field of work;
• Working with your line manager to be clear about the benchmarks for excellence in your activities; and
• Actively seeking feedback on your work to identify areas for improvement.

When leading and managing others consider:

• Communicating vision clearly and enthusiastically to inspire and motivate others, whilst being mindful of the day-to-day pressures;
• Setting standards within your team and fostering a commitment to continuous improvement;
• Ensuring that your team know how their work relates to the University, making links between the individual and wider objectives clear and motivating colleagues towards the achievement of the University goals;
• Encouraging and trusting others to take responsibility; and
• Sharing good practice the team has identified with other areas of the University.
Finding innovative solutions

Examples of doing this well include:

• Actively seeking new ideas and approaches and sharing them with colleagues;
• Being open to, and applying, good practice and fresh ideas from inside and outside the University;
• Identifying and pursuing opportunities to work in partnership with external organisations;
• Working proactively and taking initiative; and
• Resolving problems quickly and seeking support when you can’t find the solution.

Barriers to finding innovative solutions could include:

• Doing things the way they always have been done uncritically;
• Putting obstacles in the way of innovation;
• Being overly rigid and rule driven;
• Generating ideas but not following any of them through; and
• Allowing the fear of failure to inhibit innovation.
Freedom, aspirational.
Working innovatively to analyse problems and develop workable solutions.

You can develop your personal competence by:
- Taking time to think about the way things are done and whether they can be improved;
- Sharing ideas with others to ensure that they are practicable;
- Working with a mentor to identify different ways of working across the University; and
- Engaging with good practice from elsewhere.

When leading and managing others consider:
- Supporting others to find their own solutions rather than imposing all the answers;
- Coaching and guiding others in developing and implementing innovative solutions;
- Encouraging and developing creativity by recruiting people with a range of talents;
- Celebrating and rewarding innovation; and
- Fostering a culture that encourages people to take acceptable risks in pursuing innovation.
Enabling and embracing change

Examples of doing this well include:

• Viewing and promoting change as an opportunity for improving and developing work;
• Leading by example in supporting the University to break with traditional methods by challenging the way things are done in a constructive way;
• Displaying an open mind to new ideas and proposals;
• Embracing new technologies, techniques and working methods; and
• Remaining positive but being realistic about the challenges of change.

Barriers to enabling and embracing change could include:

• Being unable to personally move beyond negative reaction to uncertainty;
• Complaining instead of doing something;
• Presenting only the problem with no consideration or discussion about potential solutions;
• Consistently blocking change and failing to engage with others’ ideas for change; and
• Failing to provide timetables and plans for change to engender certainty in others.
Responsible stewardship, freedom, aspirational, communication.

Creating and contributing to a climate that encourages innovation. Seeing change as an opportunity to challenge the way things are done and being receptive to new ideas.

You can develop your personal competence by:

- Taking appropriate opportunities to develop your personal skills and competencies, including by participating in training and development activities.
- Attending and contributing to wider University sessions on changes that are taking place; and
- Talking to others when you are finding change difficult to manage – including utilising the University’s Employee Assistance Programme, HARC advisors or Trade Union representatives.

When leading and managing others consider:

- Communicating what change is happening and why;
- Scanning the wider environment to seek opportunities to develop the organisation;
- Modifying local strategies to adapt to changes in the wider environment;
- Helping others to move from negative reaction to change; and
- Giving colleagues advice, support and feedback when they need it.
Examples of doing this well include:

- Engaging in formal and informal learning and development activities;
- Being willing to assess, apply and develop your skills, abilities and experience and to seek opportunities for feedback;
- Taking an active interest in what is happening more widely in the University, participating in team and wider meetings;
- Participating in discussions about setting objectives and striving towards team goals.
- Supporting and encouraging others to develop their knowledge, skills and behaviours; and
- Providing regular constructive feedback to others.

Barriers to developing self and others could include:

- Reacting defensively to constructive criticism;
- Blocking the progress of colleagues and failing to provide equal access to developmental opportunities for all;
- Being unduly intolerant of mistakes and apportioning blame;
- Failing to reflect on own performance and how this can be developed;
- Focusing on others’ weaknesses rather than their strengths; and
- Withholding information that could help colleagues.
Respect, aspirational, accountable.
Showing a commitment to personal development. Supporting and encouraging others to develop their knowledge, skills and behaviours.

You can develop your personal competence by:

• Undertaking coaching or mentoring;
• Actively participating in team and wider meetings across the University;
• Taking appropriate opportunities to develop your personal skills and competencies, including by participating in training and development activities; and
• Undertaking volunteering, including volunteering to become a Harassment Advisor, HARC advisor, or pensions member nominated trustee.

When leading and managing others consider:

• Identifying the changing needs of the University and incorporating these into own and others’ development plans;
• Ensuring a supportive environment where team members can accept responsibility for failure and success;
• Providing creative work and training opportunities to stretch and develop staff;
• Helping the team to identify their own strengths, weaknesses, and development needs;
• Giving praise for work well done and providing constructive feedback to colleagues at all levels;
• Coaching and mentoring others; and
• Encouraging others to contribute to University level activity.
Examples of doing this well include:

- Co-operating to support the achievements of team and University goals;
- Working across boundaries to develop relationships, sharing information and keeping others informed;
- Being clear about where your responsibility ends and that of others begins;
- Being aware of your own behaviour and how it impacts on others, challenging inappropriate behaviour;
- Demonstrating that you value diversity of contribution, reflecting the Values for Working Together;
- Listening to the views of others so that the best way forward can be found; and
- Using your understanding of the perspective of others to help reach agreement.

Barriers to working together could include:

- Interrupting when others are speaking;
- Withholding or ‘drip feeding’ information that others need;
- Discouraging debate or critical discourse;
- Acting competitively when it is inappropriate to do so;
- Undervaluing the contributions of colleagues in other areas of the University;
- Sending ill considered communications without considering the potential impact on the recipients;
- Giving priority to personal goals; and
- Presenting other people’s ideas as your own.
Communicating, working together, respect, responsible stewardship.

Working cooperatively with others to achieve objectives. Applying a wide range of interpersonal skills. Respecting and valuing the diversity of contribution amongst the University community.

You can develop your personal competence by:

• Undertake training on Equality and Diversity so that you understand the University’s Equality Policy and Objectives;
• Participate in University wide events and consultations;
• Make efforts to connect with others across the University to share information and ideas; and
• Becoming an environmental champion.

When leading and managing others consider:

• Encouraging an University-wide perspective, ensuring that communications promote a ‘team’ rather than ‘us and them’ culture;
• Providing clarity about responsibilities and accountabilities, ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working;
• Sharing information and keeping others informed; and
• Addressing conflicts early and challenging inappropriate behaviour.
Using the Values and Professional Behaviours

As the values and behaviours are a new development for the University you may want to think about the following questions, or where appropriate use these questions as the basis for a discussion with your team members.

**Values for Working Together**

- What do the values for working together mean for me/us?
- Are any of the values particularly challenging for me/us?
- How might we apply the values in our day-to-day work?
- How will we ensure that new team members understand and apply the values?
- What will we do if colleagues act inconsistently with the values?

**Professional Behaviours**

- Am I clear about what is expected of me to help achieve results?
- Do I work with others to achieve my objectives?
- Am I communicating what I am doing to others within the team and beyond? If not, why not?
- How focused am I on demonstrating excellence?
- Am I promoting a positive staff and/or student? What can I do to improve?
- How am I using feedback to develop my work?
- Am I applying good practice from elsewhere in the University and beyond to the work that I am doing?
- How can I improve the way I do things?
- Do I discuss change and how I feel about it?
- What learning and development am I engaged in?
- Do I know what is happening across the wider University? Am I attending University wide events?
- Am I aware of the University’s Equality and Diversity policy and objectives?
- Do I recognise in myself any of the ‘barriers’ and if so, what can I do about it?
- What further development should I be undertaking?
Values for Working Together and Professional Behaviours

For more information, please contact:

John Brady or Ruth Busby

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www.reading.ac.uk/hr
## Purpose

The purpose of this Schedule of Delegations is to set out clearly where key decisions are made on behalf of the University currently and to whom these decisions have been formally delegated. This document also seeks to provide guidance on the processes relating to these delegations, including limits on delegations and relevant approval routes.

## How to use this document

The column on the left hand side sets out key decisions that may be made within the University. These are separated into categories which can be accessed by clicking on the links in the index below.

The remaining columns explain how each decision is reached:

- The person or committee in the “final authority” column has responsibility for making sure the decision is made in accordance with the University’s procedures and within the limits of the University’s authority and powers. This responsibility may be delegated or the final authority may make the decision itself.

- The person or committee in the “delegated authority” column has practical responsibility for making the decision in accordance with the University’s procedures and within the limits of the authority and powers that have been delegated by the person or committee with final authority.

- The “approval route” column sets out how the decision making process is accessed. This can be by proposals being made to committees or individuals which are able to support or approve proposed actions, but cannot make a final decision. There will not always be an approval route.

- The final column provides more information about how the decision is made and any limits on the delegation. It will also, where available, link to the process to which the decision relates. Some of the links within the document may be broken as we migrate our webpages across to a new content management system. If you are unable to find what you are looking for, please contact governance@reading.ac.uk.

The University Secretary will ensure that the document is reviewed and updated on an annual basis. The Schedule will be submitted to the Appointments and Governance Committee for transmission to the Council. The Audit Committee will also be given the opportunity to comment.
### Constitution and Governance

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<th>Delegation Topic</th>
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<th>Delegated Authority (If Applicable)</th>
<th>Approval Route (If Applicable)</th>
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| Conferring Degrees                                                 | The Chancellor           | The Vice-Chancellor  
The Vice-Chancellor may also delegate authority to the Officers of the University |                                                                                               | Clause 4.2 Charter of Incorporation                                                                                                                                                                                                               |
| Appointment of the President and Vice President(s) of the Council  | The Council              |                                                                                                    | Consultation with the Senate                                                                  | Clause 4.1 Charter of Incorporation  
Ordinance A1                                                                                                                                                                                                                                       |
| Making Amendments to the Charter                                   | The Council              |                                                                                                    | Consultation with the Senate where the Ordinance or Regulation affects academic policy.       | Clause 5.2 Charter of Incorporation                                                                                                                                                                                                               |
| Making Amendments to Ordinances and Regulations                    | The Council              |                                                                                                    |                                                                                               |                                                                                                                                                                                                                                                    |
| Appointment of the External Auditors                              | The Council              | Audit Committee                                                                                   |                                                                                               | Clause 8 – Charter of Incorporation                                                                                                                                                                                                               |
| Appointment of Internal Auditors                                  | Audit Committee          |                                                                                                    |                                                                                               |                                                                                                                                                                                                                                                    |
| Appointment to the Council – Class 2 (lay members)                | The Council              |                                                                                                    |                                                                                               | Process conducted by the Appointments and Governance Committee  
Clause 1.3 – Ordinance A1                                                                                                                                                                                                                             |
| Appointment to the Council – Class 4 (member of the Senate)       | The Senate               |                                                                                                    |                                                                                               | Process and conditions prescribed by the Senate.  
Clause 1.4 – Ordinance A1                                                                                                                                                                                                                             |
| Appointment to the Council – Class 5 (member of staff employed in grades 6-9) | Staff at grades 6-9      |                                                                                                    | Election overseen by the University Secretary  
Clause 1.5 – Ordinance A1                                                                                              |                                                                                                                                                                                                                                                    |
| Appointment to the Council – Class 6 (member of staff in grades 1-5) | Staff at grades 1-5      |                                                                                                    | Election overseen by the University Secretary  
Clause 1.6 – Ordinance A1                                                                                              |                                                                                                                                                                                                                                                    |
| Appointment to the Council – Class 7 (member of the Students’ Union) | Reading University Students’ Union |                                                                                                    | Chosen by the Students’ Union  
Clause 1.7 – Ordinance A1                                                                                              |                                                                                                                                                                                                                                                    |
<p>| Removal of members of the Council                                 | The Council              |                                                                                                    |                                                                                               | Clause 2 – Ordinance A1                                                                                                                                                                                                               |
| Removal of the President and Vice President(s) of the Council from Office | The Council             | Presentation of a Resolution to the Council passed by a majority of those Council members present and voting at the meeting. |                                                                                               | Clause 3 – Ordinance A1                                                                                                                                                                                                               |
| Appointment to the Secretary to the Council                       | The Council              | The Vice-Chancellor recommends a candidate to the Council                                           |                                                                                               | Clause 4.1 – Ordinance A1                                                                                                                                                                                                               |
| Decision as to whether a matter raised at a meeting of the Council is a reserved area of business | The Chair of the Council meeting |                                                                                                    |                                                                                               | Clause 5.4 – Ordinance A1                                                                                                                                                                                                               |</p>
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<th>The Council</th>
<th>Clause 2 – Ordinance A3</th>
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<tr>
<td><strong>Prescription of the conditions in which the Senate will operate</strong></td>
<td>The Council on the recommendation of the Senate</td>
<td>Clause 3.2 – Ordinance A3</td>
</tr>
<tr>
<td><strong>Authority to direct and regulate the instruction and education within the University and the Examinations held by the University</strong></td>
<td>The Council</td>
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</tr>
<tr>
<td><strong>Promotion of research within the University</strong></td>
<td>The Senate</td>
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</tr>
<tr>
<td><strong>Appointment of Internal and External Examiners</strong></td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
</tr>
<tr>
<td><strong>Suspension and removal of Examiners</strong></td>
<td>The Senate</td>
<td>The Pro-Vice-Chancellor (Teaching and Learning) makes a recommendation to the Senate</td>
</tr>
<tr>
<td><strong>Regulation of admission of persons to courses of study</strong></td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
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<tr>
<td><strong>Approval of Regulations for the discipline of Students of the University</strong></td>
<td>The Senate and the Council</td>
<td>Clause 4.1 – Ordinance A3</td>
</tr>
<tr>
<td><strong>Approval of proposed recipients of an Honorary Degree</strong></td>
<td>The Council and the Senate</td>
<td>Recommended by the Honorary Degrees Committee</td>
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<tr>
<td><strong>Decision as to whether a matter raised at a meeting of the Senate is a reserved area of business</strong></td>
<td>The Chair of the Senate meeting</td>
<td>Clause 5.4 – Ordinance A3</td>
</tr>
<tr>
<td><strong>Decision to establish or disband Principal Committees</strong></td>
<td>The Council</td>
<td>Appointments and Governance Committee</td>
</tr>
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<td><strong>Approval of the Terms of Reference and membership of the Principal Committees</strong></td>
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<tr>
<td><strong>Appointment of the Chair of the Principal Committees</strong></td>
<td>The Council</td>
<td>The Appointments and Governance Committee</td>
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<td><strong>Determining the requirement for particular senior committees of the University</strong></td>
<td>The Council</td>
<td>The University Executive Board → The Appointments and Governance Committee</td>
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<tr>
<td><strong>Creation and abolition of Schools</strong></td>
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<td>Report from the Senate</td>
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<tr>
<td><strong>Appointment of the Chancellor</strong></td>
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<td>The Appointments and Governance Committee</td>
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<tr>
<td><strong>Removal of the Chancellor</strong></td>
<td>The Council</td>
<td>Clause 3.1 – Ordinance A6</td>
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<tr>
<td><strong>Custody and use of the Common Seal</strong></td>
<td>The Council</td>
<td>Clause 1 – Ordinance A8</td>
</tr>
</tbody>
</table>
### Approval of the Common Seal in a case of urgency
- **Final Authority:** The Council
- **Delegated Authority:** The President or a Vice-President of Council and the Vice Chancellor OR the Secretary to the Council or the Chief Financial Officer
- **Approval Route:** Clause 2.2 – Ordinance A8

### Attestation of the Common Seal
- **Final Authority:** Two members of the Council OR a member of the Council and the Secretary to the Council
- **Delegated Authority:** Clause 2.3 – Ordinance A8

### Responsibility for the recording of each use of the Common Seal
- **Final Authority:** The Secretary to the Council
- **Delegated Authority:** Clause 2.5 – Ordinance A8

### Executive authority – outside the line management structure – to suspend/close an activity/facility (e.g. a laboratory) on health and safety grounds
- **Final Authority:** The Chair of the Health and Safety Committee
- **Delegated Authority:** Health and Safety Services
- **Delegated Authority:** https://www.reading.ac.uk/web/FILES/health-and-safety/CoP_02_Management_and_organisation.pdf

### Staff

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<tr>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
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<tr>
<td><strong>Appointment of the Vice-Chancellor</strong></td>
<td>The Council</td>
<td>Selection Committee ➔ The Appointments and Governance Committee</td>
<td>The Appointments and Governance Committee appoint a Selection Committee to recommend a suitable candidate Clause 1.1 – Ordinance B1</td>
</tr>
<tr>
<td><strong>Removal of the Vice-Chancellor</strong></td>
<td>The Council</td>
<td>Three members of Council make a written complaint to the Present of Council</td>
<td>Clause 3.1 – Ordinance B1</td>
</tr>
<tr>
<td><strong>Appointment of the Pro-Vice-Chancellors</strong></td>
<td>Selection Committee</td>
<td></td>
<td>The Selection Committee is appointed by the Appointments and Governance Committee Clause 3 – Ordinance B2</td>
</tr>
<tr>
<td><strong>Appointment to Deputy Vice-Chancellor (from the Pro-Vice-Chancellors)</strong></td>
<td>The Council</td>
<td>Via The Appointments and Governance Committee</td>
<td>Clause 2 – Ordinance B2</td>
</tr>
<tr>
<td><strong>Responsibility for the management, allocation of duties and responsibilities of the Pro-Vice-Chancellors and the Deputy Vice-Chancellor</strong></td>
<td>The Vice-Chancellor</td>
<td></td>
<td>Clause 4.1 – Ordinance B2</td>
</tr>
<tr>
<td><strong>Remit of the Pro-Vice-Chancellors and the Deputy Vice-Chancellor</strong></td>
<td>The Council</td>
<td>The Vice-Chancellor</td>
<td>Clause 4.1 – Ordinance B2</td>
</tr>
<tr>
<td><strong>Removal of the Pro-Vice-Chancellors and the Deputy Vice-Chancellor</strong></td>
<td>In accordance with the University’s employment policies</td>
<td></td>
<td>Clause 5.2 – Ordinance B2</td>
</tr>
<tr>
<td><strong>Appointment of a Non-Academic Officer</strong></td>
<td>Selection Committee</td>
<td></td>
<td>A Selection Committee is appointed by the Appointments and Governance Committee (Clause 2 – Ordinance B3)</td>
</tr>
<tr>
<td><strong>Responsibility for the management, allocation of duties and responsibilities of Non-Academic Officers</strong></td>
<td>The Vice-Chancellor</td>
<td></td>
<td>Clause 3.1 – Ordinance B3</td>
</tr>
<tr>
<td><strong>Removal of the Non-Academic Officers</strong></td>
<td>In accordance with the University's employment policies</td>
<td></td>
<td>Clause 4.2 – Ordinance B3</td>
</tr>
<tr>
<td><strong>Numbers and Remits of the Deans</strong></td>
<td>The University Executive Board</td>
<td></td>
<td>Clause 1 – Ordinance B4</td>
</tr>
<tr>
<td><strong>Appointment of the Deans</strong></td>
<td>Selection Committee</td>
<td></td>
<td>A Selection Committee is appointed by the Vice-Chancellor Clause 3 – Ordinance B4</td>
</tr>
<tr>
<td><strong>Management, duties and responsibilities of the Deans</strong></td>
<td>The University Executive Board</td>
<td>A relevant member of the University Executive Board</td>
<td>Clause 4.2 – Ordinance B4</td>
</tr>
<tr>
<td><strong>Appointment to Head of School</strong></td>
<td>Selection Committee</td>
<td></td>
<td>A Selection Committee is appointed by the Vice-Chancellor Clause 1 – Ordinance B5</td>
</tr>
<tr>
<td><strong>Management of the Heads of School</strong></td>
<td>The University Executive Board</td>
<td>A relevant member of the University Executive Board</td>
<td>Clause 2.2 – Ordinance B5</td>
</tr>
<tr>
<td><strong>Duties and responsibilities of the Heads of School</strong></td>
<td>The University Executive Board</td>
<td>A relevant member of the University Executive Board</td>
<td>Clause 1 – Ordinance B5</td>
</tr>
<tr>
<td><strong>Leadership and management of the School</strong></td>
<td>The Head of School</td>
<td></td>
<td>Clause 2 – Ordinance B5</td>
</tr>
<tr>
<td><strong>Decision that a School shall be organised into Departments, Institutes or other Intra-School groupings</strong></td>
<td>The University Executive Board in consultation with Head of School</td>
<td></td>
<td>Clause II – Ordinance B5</td>
</tr>
<tr>
<td><strong>Authority to create and disband formal institutes, centres or any other grouping</strong></td>
<td>The University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Appointment to and removal from a School-based role</strong></td>
<td>The Head of School</td>
<td></td>
<td>Clause 6.1 – Ordinance B5</td>
</tr>
<tr>
<td><strong>Requirement for named roles and/or tasks within Schools to exist</strong></td>
<td>The University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Dismissal of academic staff (where there has been no issue of academic freedom raised)</strong></td>
<td>The Head of School and another appropriate manager plus support from HR</td>
<td></td>
<td>University policy on discipline and dismissal</td>
</tr>
<tr>
<td><strong>Dismissal of academic staff (where an issue of academic freedom has been raised and considered by the Vice-Chancellor)</strong></td>
<td>The Head of School and an independent person (from a list of such independent persons which shall be reviewed and agreed with the University and College Union each year) plus support from HR</td>
<td></td>
<td>University policy on discipline and dismissal</td>
</tr>
<tr>
<td>Action</td>
<td>Authority</td>
<td>Approval Route</td>
<td>Delegation Limits, Contexts and Process</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>Dismissal of non-academic staff in grades 1–5</td>
<td>The relevant Line manager or another appropriate manager (with sufficient seniority) and a HR representative</td>
<td>University policy on discipline and dismissal</td>
<td></td>
</tr>
<tr>
<td>Dismissal of Professional and Managerial staff in grades 6–9</td>
<td>The Head of Function (in services) or The Head of School (in the Schools) and another appropriate manager plus support from HR</td>
<td>University policy on discipline and dismissal</td>
<td></td>
</tr>
<tr>
<td>Authority to terminate an employment contract whilst a member of staff is on probation – academic staff</td>
<td>The Academic Probation Review Sub-Committee</td>
<td><a href="https://www.reading.ac.uk/internal/humanresources/policiesandprocedures/humres-inductionandprobation.aspx">https://www.reading.ac.uk/internal/humanresources/policiesandprocedures/humres-inductionandprobation.aspx</a></td>
<td></td>
</tr>
<tr>
<td>Authority to terminate an employment contract whilst a member of staff is on probation – non-academic staff</td>
<td>The relevant Line manager</td>
<td><a href="https://www.reading.ac.uk/internal/humanresources/policiesandprocedures/humres-inductionandprobation.aspx">https://www.reading.ac.uk/internal/humanresources/policiesandprocedures/humres-inductionandprobation.aspx</a></td>
<td></td>
</tr>
<tr>
<td>Imposition of a formal disciplinary warning – academic staff</td>
<td>The Head of School plus support from HR</td>
<td>University policy on discipline and dismissal</td>
<td></td>
</tr>
<tr>
<td>Imposition of a formal disciplinary warning – non-academic staff</td>
<td>The relevant Line Manager plus support from HR</td>
<td>University policy on discipline and dismissal</td>
<td></td>
</tr>
<tr>
<td>Endorsement and review of the following University Policies: Capability, Poor Performance, Redundancy and Restructure, Employee Grievances, Discipline and Dismissal (plus approval of substantial changes to them)</td>
<td>The Council</td>
<td>Clause 2 – Ordinance B6</td>
<td></td>
</tr>
<tr>
<td>Endorsement and review of the following University Policies: Recruitment, Induction and Probation, Equality and Diversity, Anti-Harassment and Bullying, Whistleblowing, Health and Safety, Data Protection and Freedom of information, Anti-Corruption and Briber, Prevent</td>
<td>The University Executive Board</td>
<td>Clause 3 – Ordinance B6</td>
<td></td>
</tr>
<tr>
<td>Conferring titles of Visiting Professor, Professor Emeritus or Professor Emerita, Honorary Fellow</td>
<td>The University Executive Board</td>
<td>Clause 1.1 – Ordinance B7</td>
<td></td>
</tr>
<tr>
<td>Conferring titles of Visiting Research Fellow, Visiting Fellow, Executive Fellow</td>
<td>The relevant Head of School</td>
<td>Clause 2.1 – Ordinance B7</td>
<td></td>
</tr>
<tr>
<td>Agreeing standard terms and conditions of employment</td>
<td>The Council</td>
<td>In line with the Trade Union recognition and procedural agreement between the University of Reading and Reading University and College Union and following discussion with the University Staff Forum, as appropriate</td>
<td></td>
</tr>
<tr>
<td>Signing of individual employment contract</td>
<td>The Director of Human Resources</td>
<td>Individuals within Human Resources nominated by the director of HR</td>
<td></td>
</tr>
<tr>
<td>Minor adjustments to terms and conditions of employment</td>
<td>The University Executive Board</td>
<td>In line with the Trade Union recognition and procedural agreement between the University of Reading and Reading University and College Union and following discussion with the University Staff Forum, as appropriate</td>
<td></td>
</tr>
<tr>
<td>Agreement to changes to an individual member of staff’s terms and conditions of employment</td>
<td>The relevant Head of School or The relevant Head of Function or equivalent</td>
<td>(For example a request to change working hours or a request for flexible working.)</td>
<td></td>
</tr>
<tr>
<td>Promotion Procedures</td>
<td>Personal titles committee</td>
<td>Merit based promotion committee</td>
<td>Re-grading committee</td>
</tr>
<tr>
<td>Personal Titles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit based promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re-grading</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval of accelerated salary progression for staff in grade 8 or below</td>
<td>Reward Committee</td>
<td><a href="https://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-academicpromotions.aspx">https://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-academicpromotions.aspx</a></td>
<td><a href="https://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-regradingroles.aspx">https://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-regradingroles.aspx</a></td>
</tr>
<tr>
<td>Approval of pay increase for Grade 9 and Professorial staff</td>
<td>The Remuneration Committee</td>
<td>The Professorial salaries advisory group for Professorial Staff OR The Senior Salaries Advisory Group</td>
<td><a href="http://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-professorialannualreview2016.aspx">http://www.reading.ac.uk/internal/humanresources/WorkingatReading/RewardandBenefits/humres-professorialannualreview2016.aspx</a></td>
</tr>
<tr>
<td>Reward and Recognition</td>
<td>Reward Committee OR Relevant budget holder</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Award and approval of lump sum payments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Award and approval of vouchers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval of individual staff Retention</td>
<td>The Vice-Chancellor</td>
<td>The relevant Head of School/Head of Service or Pro-Vice Chancellor</td>
<td>Retention Policy</td>
</tr>
<tr>
<td>Approval of overtime payments for staff in grades 1–5</td>
<td>The relevant Head of Function</td>
<td>In Estates and Facilities approval must be authorised by a supervisor and a manager</td>
<td></td>
</tr>
<tr>
<td>Approval of early retirement cases</td>
<td>The Pro-Vice-Chancellor for academic planning and resource</td>
<td>Subject to the rules of the relevant pension scheme</td>
<td></td>
</tr>
<tr>
<td>Approval to initiate recruitment to a vacant or new post or extensions to existing contracts in the Services</td>
<td>FINAL AUTHORITY</td>
<td>DELEGATED AUTHORITY (IF APPLICABLE)</td>
<td>APPROVAL ROUTE (IF APPLICABLE)</td>
</tr>
<tr>
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</tr>
<tr>
<td>Grades 1–5</td>
<td>The relevant Head of Function</td>
<td>Management/Research accounts sign off → Head of Section sign off → Head of Function sign off</td>
<td></td>
</tr>
<tr>
<td>Grade 6–8</td>
<td>The relevant Head of Service</td>
<td>Management/Research accounts sign off → Head of Function sign off → Head of Service sign off</td>
<td></td>
</tr>
<tr>
<td>Grade 9</td>
<td>The Pro-Vice Chancellor for academic planning and resource</td>
<td>Management/Research Accounts sign off → Head of Function sign off → Head of Service sign off → UEB discuss and approve → Pro-Vice-Chancellor for academic planning and resource sign off</td>
<td></td>
</tr>
<tr>
<td>Approval to initiate recruitment to vacant or new post (or extensions to existing contracts in the Schools)</td>
<td>Sessional Posts</td>
<td>Dean (and Pro-Vice-Chancellor for academic planning and resource if the post-holder is a current employee)</td>
<td>Management/Research Accounts sign off → Head of School sign off → Dean (and Pro-Vice-Chancellor for planning and resource if post-holder is a current employee) sign off</td>
</tr>
<tr>
<td>Non-academic Grade 1–8</td>
<td>Dean</td>
<td>Management/Research Accounts sign off → Head of School sign off → Dean sign off</td>
<td></td>
</tr>
<tr>
<td>Academic 6–9</td>
<td>Pro-Vice-Chancellor for academic planning and resource</td>
<td>Management/Research Accounts sign off → Head of School sign off → Pro-Vice-Chancellor for academic planning and resource sign off</td>
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</table>
Approval of outside work/consultancy by University staff

<table>
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<th>Delegated Authority (If Applicable)</th>
<th>Approval Route (If Applicable)</th>
<th>Delegation Limits, Contexts and Process</th>
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<tr>
<td>The relevant Head of School or relevant Line Manager</td>
<td></td>
<td></td>
<td><a href="http://www.reading.ac.uk/web/FILES/reas/ConsultancyPolicyWeb0708.pdf">http://www.reading.ac.uk/web/FILES/reas/ConsultancyPolicyWeb0708.pdf</a></td>
</tr>
</tbody>
</table>

**Students**

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<tr>
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<th>Approval Route (If Applicable)</th>
<th>Delegation Limits, Contexts and Process</th>
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<td>The Senate</td>
<td>The Recruitment and Admissions Steering Group → Planning Group → The University Board for Teaching and Learning</td>
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</tr>
<tr>
<td>Student Recruitment Targets</td>
<td>The University Executive Board</td>
<td>Planning group</td>
<td></td>
</tr>
<tr>
<td>Admissions Criteria</td>
<td>The University Executive Board</td>
<td>The Recruitment and Admissions Steering Group</td>
<td></td>
</tr>
<tr>
<td>Application of admission criteria</td>
<td>The Director of Admissions</td>
<td>Relevant members of staff in the Admissions department nominated by the Director of Admissions</td>
<td>Where appropriate the admissions staff will act on the recommendation of the admission tutors.</td>
</tr>
<tr>
<td>Approval of regulations for degrees, awards and programmes</td>
<td>The Senate</td>
<td>The University Executive Board</td>
<td>Clause 6 – Ordinance C3</td>
</tr>
<tr>
<td>Approval of Regulations for Student Conduct</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of the Student Complaints Procedure</td>
<td>The Council and the Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of policies concerning Discipline (including academic misconduct)</td>
<td>The Council</td>
<td>The University Board for Teaching and Learning → The Senate</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of policies concerning Fitness to Study and Academic Engagement</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of policies concerning student fitness to practise</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of policies concerning the suspension of Students</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>Approval of changes to Degree Programmes</td>
<td>University Programme Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval of policies concerning review of examination results</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning</td>
<td>Ordinance C8</td>
</tr>
<tr>
<td>FINAL AUTHORITY</td>
<td>DELEGATED AUTHORITY (IF APPLICABLE)</td>
<td>APPROVAL ROUTE (IF APPLICABLE)</td>
<td>DELEGATION LIMITS, CONTEXTS AND PROCESS</td>
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<td>----------------------------------------</td>
</tr>
<tr>
<td>Determination of cases of Academic Misconduct</td>
<td>The Senate</td>
<td>The Standing Committee on Academic Misconduct</td>
<td><a href="http://www.reading.ac.uk/internal/exams/Policies/exa-policies.aspx">http://www.reading.ac.uk/internal/exams/Policies/exa-policies.aspx</a></td>
</tr>
<tr>
<td>Determination of cases of Academic Engagement</td>
<td>Senate</td>
<td>The Standing Committee on academic engagement and fitness to study</td>
<td><a href="https://www.reading.ac.uk/web/FILES/qualitysupport/academicengagement_fitnessstudystudy.pdf">https://www.reading.ac.uk/web/FILES/qualitysupport/academicengagement_fitnessstudystudy.pdf</a></td>
</tr>
<tr>
<td>Determination of cases of Fitness to Study</td>
<td>Senate</td>
<td>The Standing Committee on academic engagement and fitness to study</td>
<td><a href="https://www.reading.ac.uk/web/FILES/qualitysupport/academicengagement_fitnessstudystudy.pdf">https://www.reading.ac.uk/web/FILES/qualitysupport/academicengagement_fitnessstudystudy.pdf</a></td>
</tr>
<tr>
<td>Determination of cases of Fitness to Practice</td>
<td>Senate</td>
<td>The Standing Committee on academic engagement and fitness to study</td>
<td><a href="http://www.reading.ac.uk/web/FILES/qualitysupport/FitnessToPractise.pdf">http://www.reading.ac.uk/web/FILES/qualitysupport/FitnessToPractise.pdf</a></td>
</tr>
<tr>
<td>Determination of reviews of examination results</td>
<td>Senate</td>
<td>The Standing Committee on Examination Results</td>
<td><a href="https://www.reading.ac.uk/internal/exams/Policies/exa-appeal.aspx">https://www.reading.ac.uk/internal/exams/Policies/exa-appeal.aspx</a></td>
</tr>
<tr>
<td>Suspension of Students pending disciplinary investigation</td>
<td>The Vice-Chancellor or a Pro-Vice-Chancellor</td>
<td></td>
<td>Regulations for Conduct – paragraph 34</td>
</tr>
<tr>
<td>Award of bursaries and scholarships</td>
<td>The University Executive Board</td>
<td>The Planning Group</td>
<td></td>
</tr>
<tr>
<td>Exclusion from University accommodation</td>
<td>The Director of Student Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determination of the Students’ Union Code of Practice</td>
<td>The Council</td>
<td>Consultation with the Students’ Union → The Student Experience Committee</td>
<td>Ordinance C9</td>
</tr>
<tr>
<td>Approval, monitoring and review of programmes leading to degrees and awards</td>
<td>The Senate</td>
<td>The University Board for Teaching and Learning delegated to The Programme Board</td>
<td>Clause 5 – Ordinance C3</td>
</tr>
<tr>
<td>Approval of student tuition fee rates</td>
<td>The University Executive Board</td>
<td>The Planning Group</td>
<td>Discussions between University of Reading, Reading University Students’ Union and UPP Arrow-right proposal to the SPV Board</td>
</tr>
<tr>
<td>Approval of student residential fees</td>
<td>The University Executive Board</td>
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</table>
### Budgetary and financial matters

<table>
<thead>
<tr>
<th>Action Description</th>
<th>Final Authority</th>
<th>Delegated Authority (if applicable)</th>
<th>Approval Route (if applicable)</th>
<th>Delegation Limits, Contexts and Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption of Financial Statements</td>
<td>The Council</td>
<td></td>
<td>The Audit Committee</td>
<td></td>
</tr>
<tr>
<td>Approval of annual budget</td>
<td>The Council</td>
<td></td>
<td>Finance and Planning Committee ➔ the University Executive Board ➔ Strategy and Finance Committee make recommendation to the Council</td>
<td></td>
</tr>
<tr>
<td>Resource allocation model</td>
<td>The University Executive Board</td>
<td></td>
<td>The Planning Group</td>
<td></td>
</tr>
<tr>
<td>Approval of 5 year financial forecast</td>
<td>The Council</td>
<td></td>
<td>Finance and Planning Committee ➔ the University Executive Board ➔ Strategy and Finance Committee make recommendation to the Council</td>
<td></td>
</tr>
<tr>
<td>Approval of treasury policy</td>
<td>The Strategy and Finance Committee</td>
<td></td>
<td>Strategy and Finance Committee</td>
<td>Ordinance A2</td>
</tr>
<tr>
<td>Appointment of bankers</td>
<td>The Council</td>
<td></td>
<td>Strategy and Finance Committee</td>
<td></td>
</tr>
<tr>
<td>Opening of bank accounts, designation of bank account signatories</td>
<td>The Council</td>
<td></td>
<td>The Chief Financial Officer The University Secretary</td>
<td><a href="http://www.reading.ac.uk/web/FILES/Calendar2015-16/Section_G_4_Financial_Regulations.pdf">http://www.reading.ac.uk/web/FILES/Calendar2015-16/Section_G_4_Financial_Regulations.pdf</a></td>
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<td>Approval of the financial regulations</td>
<td>The Council</td>
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<td>The Strategy and Finance Committee</td>
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<tr>
<td>Allocations of HEFCE capital funding</td>
<td>The University Executive Board</td>
<td></td>
<td>A relevant member of the University Executive Board in discussion with the Chief Financial Officer</td>
<td></td>
</tr>
<tr>
<td>Approval of establishment of subsidiary and spin-out companies</td>
<td>The Strategy and Finance Committee</td>
<td></td>
<td>The University Executive Board</td>
<td></td>
</tr>
<tr>
<td>Approval of sale of equity in subsidiaries</td>
<td>The Strategy and Finance Committee</td>
<td></td>
<td>The University Executive Board</td>
<td></td>
</tr>
<tr>
<td>Appointment of directors of subsidiary and spin-out companies</td>
<td>The Strategy and Finance Committee</td>
<td></td>
<td>The University Executive Board</td>
<td></td>
</tr>
<tr>
<td>Commercialisation of IP</td>
<td>The Strategy and Finance Committee</td>
<td></td>
<td>The University Executive Board</td>
<td></td>
</tr>
<tr>
<td>Setting up of a Trust</td>
<td>The Council</td>
<td></td>
<td>The Strategy and Finance Committee</td>
<td></td>
</tr>
<tr>
<td>Appointment of trust committee</td>
<td>The Council</td>
<td></td>
<td>The Strategy and Finance Committee</td>
<td>Where the University is sole or significant trustee</td>
</tr>
<tr>
<td>Management of Investment Portfolios</td>
<td>Investments Committee</td>
<td>The Investments Committee OR Relevant Trust Committee</td>
<td>If owned by the Trust it will be managed by the Trust Committee OR if owned by the University directly it will be managed by the Investments Committee</td>
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</table>
Strategy and Policy Development

<table>
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<tr>
<th>Setting of and responsibility for University KPI’s</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
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</table>

<table>
<thead>
<tr>
<th>Approval of key University Strategies</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council</td>
<td>The University Executive Board ⇒ The Strategy and Finance Committee</td>
<td>Risk Management Committee ⇒ The University Executive Board ⇒ The Strategy and Finance Committee AND Audit Committee</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Approval of HEFCE and HESA returns – Financial Forecasts</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council</td>
<td>The Strategy and Finance Committee</td>
<td>Significant corporate policies are those that have a material impact on the whole University, for example policies concerning Finance, HR, IT, or Students.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Approval of Risk Management Policy and register</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
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<tr>
<td>The Council</td>
<td>The University Executive Board ⇒ The Strategy and Finance Committee AND Audit Committee</td>
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</table>

<table>
<thead>
<tr>
<th>Approval of significant corporate policies</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
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<tr>
<td>The University Executive Board</td>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Authority Tiered by value Pro-Vice-Chancellor (Academic Planning &amp; Resource) – up to £500,000 The Vice-Chancellor – Up to £1 Million The Strategy and Finance Committee – Up to 10 Million The Council – over £10 Million</td>
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</table>

<table>
<thead>
<tr>
<th>Approval to write and publish University policies</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University Executive Board</td>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Capital Project committees must include the Pro-Vice-Chancellor (Academic Planning &amp; Resource), the Chief Financial Officer, and the Director of Estates and Facilities. This process must be carried out in accordance with the University’s Procurement Policy</td>
<td></td>
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Capital Programme and estates matters

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<thead>
<tr>
<th>Setting up of a feasibility group</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
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<tr>
<td>The University Executive Board</td>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Authority Tiered by value Pro-Vice-Chancellor (Academic Planning &amp; Resource) – up to £500,000 The Vice-Chancellor – Up to £1 Million The Strategy and Finance Committee – Up to 10 Million The Council – over £10 Million</td>
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<table>
<thead>
<tr>
<th>Setting up a pre-feasibility group</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Authority Tiered by value Pro-Vice-Chancellor (Academic Planning &amp; Resource) – up to £500,000 The Vice-Chancellor – Up to £1 Million The Strategy and Finance Committee – Up to 10 Million The Council – over £10 Million</td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Approval of Capital projects (including construction, acquisition, refurbishment and leasing of properties relating to those projects)</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council</td>
<td>Depending on the value of a project, either: The Strategy and Finance Committee The Vice-Chancellor Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>Authority Tiered by value Pro-Vice-Chancellor (Academic Planning &amp; Resource) – up to £500,000 The Vice-Chancellor – Up to £1 Million The Strategy and Finance Committee – Up to 10 Million The Council – over £10 Million</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>Placing contractors</th>
<th>FINAL AUTHORITY</th>
<th>DELEGATED AUTHORITY (IF APPLICABLE)</th>
<th>APPROVAL ROUTE (IF APPLICABLE)</th>
<th>DELEGATION LIMITS, CONTEXTS AND PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Committee</td>
<td>Project Committee</td>
<td>Capital Project committees must include the Pro-Vice-Chancellor (Academic Planning &amp; Resource), the Chief Financial Officer, and the Director of Estates and Facilities. This process must be carried out in accordance with the University’s Procurement Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Acquisition and disposal of buildings and land (core business property)</strong></td>
<td>The Investments committee; OR The relevant Trust Committee; OR The Strategy and Finance Committee</td>
<td>The Chair of the relevant Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Construction of Buildings (core business property)</strong></td>
<td>Project Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Acquisition, construction, refurbishment and disposal of buildings and acquisition and disposal of land (Investment Property)</strong></td>
<td>The Strategy and Finance Committee; OR The relevant Trust Committee</td>
<td>The Investment committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Issuing of contracts in relation to University owned residential accommodation</strong></td>
<td>The Director of Estates management</td>
<td>The University’s estate agents via contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Authority to issue contracts in relation to Student accommodation</strong></td>
<td>Pro-Vice-Chancellor (Academic Planning &amp; Resource)</td>
<td>The Accommodation Contract Management Director</td>
<td>The University issues contracts to Students.</td>
<td></td>
</tr>
<tr>
<td><strong>Leasing of commercial properties</strong></td>
<td>The Chief Financial Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Approval of building contracts</strong></td>
<td>The Pro-Vice Chancellor (Academic Planning and Resource)</td>
<td>This process must be carried out in accordance with the University’s Procurement Policy</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Approval of increase in approved budget for capital projects</strong></td>
<td>The original Authority</td>
<td>If the increase is for a project, it is required to go through the chair of the project committee for approval. If the increase is for construction it is required to be approved via the project manager.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Authority to enter into supplier contracts for utilities</strong></td>
<td>The Chief Financial Officer</td>
<td>This process must be carried out in accordance with the University’s Procurement Policy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Signing Contracts, Agreements and Licences

<p>| <strong>Teaching and Learning collaborations</strong> | A member of the University Executive Board | Teaching and learning sign off is via the Programme Board Commercial sign off – The Chief Financial Officer | [Process under review] |
| <strong>Sign off of research related contracts and agreements</strong> | A member of the University Executive Board | Delegation schedule to Research and Enterprise Contracts team |
| <strong>Employment related contracts</strong> | The Director of HR | The Assistant Directors of Human Resources The Human Resources Partners The Head of Human Resources Operations |</p>
<table>
<thead>
<tr>
<th>Topic</th>
<th>Signatories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreements for the provision of services by the University</td>
<td>A member of The University Executive Board</td>
</tr>
<tr>
<td>Approval of Institutional Licences</td>
<td>University Secretary A relevant member of the University Executive Board The Director of Estates and Facilities</td>
</tr>
<tr>
<td>Memorandum of Understanding for subsidiary companies, or equivalent shareholder agreements, and other issues of policy and principle concerning subsidiary companies</td>
<td>A member of the University Executive Board (not a director of the subsidiary) The University Executive Board The Strategy and Finance Committee Also signed by the Board of the subsidiary company</td>
</tr>
<tr>
<td>Approval of trust deeds for Trusts where the University is the Trustee</td>
<td>The Council The Strategy and Finance Committee</td>
</tr>
<tr>
<td>Establishment of overseas campuses and significant overseas activities</td>
<td>The Council The University Executive Board Arrow-right The Strategy and Finance Committee</td>
</tr>
<tr>
<td>Licensing use of trademarks outside the University</td>
<td>A member of the University Executive Board In discussion with the Chief Financial Officer</td>
</tr>
<tr>
<td>Power of Attorney relating to Intellectual Property matters</td>
<td>A member of the University Executive Board Research and Enterprise</td>
</tr>
<tr>
<td>Settlement agreements (employment)</td>
<td>The Director of Human Resources The Director of Legal Services The Assistant Directors of Human Resources The HR Partners A qualified member of the Legal Services Department Amounts above £30,000 must be approved by the President of the Council</td>
</tr>
<tr>
<td>Settlement agreements (other)</td>
<td>A member of the University Executive Board The Director of Legal Services A qualified member of the Legal Services Department Amounts above £95,000 must be approved by the Remuneration Committee</td>
</tr>
<tr>
<td>Secondment agreements</td>
<td>The Director of Human Resources A member of the University Executive Board The Assistant Directors of Human Resources The Human Resources Partners The Head of Human Resources Operations</td>
</tr>
<tr>
<td>Final Authority</td>
<td>Delegated Authority (If Applicable)</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Gift/legacy agreements</td>
<td>The Vice Chancellor</td>
</tr>
<tr>
<td>Gift Agreements linked to Henley Business School’s corporate patrons programme</td>
<td>A member of UEB Authority to sign is delegated to the Director of Development Alumni Relations and Engagement when dealing with un-amended standard terms produced by the Legal Services Department.</td>
</tr>
<tr>
<td>Procurement Contracts</td>
<td>The Director of Procurement A member of the University Executive Board Delegation schedule to members of the Procurement team</td>
</tr>
<tr>
<td>Media Agreements</td>
<td>A member of the University Executive Board</td>
</tr>
<tr>
<td>Conferencing / event / venue contracts</td>
<td>A member of the University Executive Board Catering, Hotel and Conference Services Director. Authority may be delegated to the Head of Conference and Events Operations when dealing with un-amended standard terms.</td>
</tr>
<tr>
<td>Consultancy agreements</td>
<td>A member of the University Executive Board Delegation schedule to the Research and Enterprise contract team Relevant members of the Procurement team</td>
</tr>
<tr>
<td>Data sharing agreements</td>
<td>A member of the University Executive Board</td>
</tr>
<tr>
<td>Non-teaching collaborations</td>
<td>A member of the University Executive Board</td>
</tr>
</tbody>
</table>
| Memoranda of Understandings | A member of the University Executive Board | MoUs on un-amended standard form: 
International partnerships: Head of International Partnerships 
Medical school placements: Head of the School of Psychology and Clinical Languages |
| Placement agreements: |
| With providers | A member of the University Executive Board | Heads of School or equivalent (If using standard template from Legal Services) 
Authority may be delegated by the Head of School or equivalent to a named individual within the School but this must be set out clearly in an appropriate delegation document. |
| With students | |
| With other HEIs | |
| Course letters for the Professional Development Course for Iraqi academic staff | A member of the University Executive Board | Authority delegated to Sebastian Watkins (lecturer in the International Study and Language Institute) to sign course letters digitally when using standard letters drafted by the Legal Services Department |
| KTP agreements | A member of the University Executive Board | Relevant members of Research and Enterprise |
| Representative / agency agreements | A member of the University Executive Board | Director of Procurement and relevant members of Procurement department |
| Service Occupancy agreements | The Director of Human Resources | The Assistant Directors of Human Resources 
The Human Resources Partners 
The Head of Human Resources Operations |
<table>
<thead>
<tr>
<th>Final Authority</th>
<th>Delegated Authority (if applicable)</th>
<th>Approval Route (if applicable)</th>
<th>Delegation Limits, Contexts and Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarships/bursaries</td>
<td>A member of the University Executive Board</td>
<td>Delegation schedule to the Research and Enterprise contract team</td>
<td></td>
</tr>
<tr>
<td>Confidentiality agreements</td>
<td>A member of the University Executive Board</td>
<td>A relevant member of the Research and Enterprise team</td>
<td></td>
</tr>
<tr>
<td>Licences from publishers</td>
<td>The Librarian</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study Abroad agreements</td>
<td>A member of the University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authority to sign exclusivity agreements</td>
<td>A member of the University Executive Board</td>
<td></td>
<td>Decisions to sign such agreements should be reported to the University Executive Board</td>
</tr>
<tr>
<td>Authority to sign Leases For TVSP</td>
<td>A director of TVSP Limited</td>
<td></td>
<td>This relates to leases of a term of three years or less, which can be signed under hand. All other leases are executed as a deed, using the Common Seal.</td>
</tr>
<tr>
<td>For UoR (investment property portfolio)</td>
<td>The Director of Estates and Facilities or a member of the University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching and Learning Funding Agreements</td>
<td>A member of the University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-disclosure Agreements for the MBA course</td>
<td>The Dean of Henley Business School</td>
<td>Deputy Dean of Henley Business School or Director of Teaching and Learning for Henley Business School</td>
<td>Under standard terms drafted by Legal Services or contracts reviewed by Legal Services</td>
</tr>
<tr>
<td>Coaching agreements</td>
<td>The Dean of Henley Business School</td>
<td>Deputy Dean of Henley Business School or Director of Teaching and Learning for Henley Business School</td>
<td>Under standard terms drafted by Legal Services or contracts reviewed by Legal Services</td>
</tr>
<tr>
<td>Agent Contracts</td>
<td>Head of Global Recruitment (witnessed by Regional Manager)</td>
<td></td>
<td>Contracts held by Procurement</td>
</tr>
<tr>
<td>Variation agreements/letters and termination letters</td>
<td>A member of the University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agreements not otherwise set out in this document</td>
<td>A member of the University Executive Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL AUTHORITY</td>
<td>DELEGATED AUTHORITY (IF APPLICABLE)</td>
<td>APPROVAL ROUTE (IF APPLICABLE)</td>
<td>DELEGATION LIMITS, CONTEXTS AND PROCESS</td>
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<td>----------------------------------------------------</td>
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<td>----------------------------------------</td>
</tr>
<tr>
<td><strong>Location/Filming Consents</strong></td>
<td>The Director of Marketing Communication &amp; Engagement</td>
<td>For agreements with external parties: Head of Marketing (under standard terms drafted by Legal Services)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>For agreements with University of Reading students: Head of Film, Theatre and Television (under standard terms drafted by Legal Services)</td>
<td></td>
</tr>
<tr>
<td><strong>Approval of the use of the University Crest/Logo</strong></td>
<td>Where this is not covered by another category of agreement a member of the University Executive Board</td>
<td>Under standard terms drafted by Legal Services or contracts reviewed by Legal Services</td>
<td></td>
</tr>
<tr>
<td>Approval of the use of the Henley Business School Crest/Logo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval of the use of the University’s Subsidiary Companies’ Crest/Logo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Authority to sign Learner Commitment Statements in relation to Henley Apprenticeship Students</strong></td>
<td>Programme Area Manager or Head of Programme Administration</td>
<td>Electronic signature permitted on Learner Commitment Statements if necessary, to be applied by the person with authority to sign.</td>
<td></td>
</tr>
<tr>
<td><strong>Authority to sign Pensions contracts</strong></td>
<td>A member of the University Executive Board who is not a pension scheme trustee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Updated 30.05.2018
APPENDIX 11
CUC (COMMITTEE OF UNIVERSITY CHAIRS)
HIGHER EDUCATION CODE OF GOVERNANCE
The Higher Education
Code of Governance

December 2014
Revised June 2018
The Higher Education Code of Governance
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Section 1: Introduction
Preface

Good governance is at the heart of the higher education (HE) sector in the UK, and will continue to be of the highest importance as it continues to develop. To support members of governing bodies, this HE Code of Governance (the Code) has been developed after wide consultation with CUC members and HE stakeholders.

The Code’s primary audience is members of HE institution (HEI) governing bodies, and its purpose is to identify the key values and practices on which the effective governance of UK HEIs is based, in order to help deliver institutional mission and success. But achieving good governance within institutions does not rely solely on the adoption of the Code itself. Good governance requires a set of strong relationships based on mutual respect, trust and honesty to be maintained between the governing body, the Clerk to the Board, the Vice-Chancellor and the senior management team.

By visibly adopting the Code, governing bodies demonstrate leadership and stewardship in relation to the governance of their own institutions, and in doing so help to protect institutional reputation and provide a level of assurance to key stakeholders, partners including the student community, and society more widely. The Code needs to be read alongside the governing instruments of HEIs and relevant legal and regulatory requirements that, so far as possible, are not repeated in the Code itself.

As the expectations of governance change, this Code itself will be reviewed regularly to ensure that it remains fit for purpose; normally this will take place every four years, in consultation with the sector.

The Code is in three parts:

1. An initial statement of the core values providing the basis for the way that HE governance is conducted.
2. Identification of the seven primary elements of governance that support the values.
3. More detailed consideration of each of the primary elements providing illustrative guidance of how governing bodies could implement them.

In addition, the CUC website (www.universitychairs.ac.uk) holds detailed briefing papers providing extensive coverage of areas of concern to governing bodies, alongside illustrative practice drawn from across the sector on how institutions are meeting governance challenges.
Using the Code

While the Code is, in a literal sense, voluntary, it sets out principles and practices which any organisation operating within the sector will need to apply in order to show that it conducts its business with due respect for the public interest.

The diversity of the HE sector within the UK means that governing bodies will need to decide whether/how best to implement each primary element in order for it to be proportionate and effective; in particular Scottish institutions will need to look first to the Scottish Code of Good Higher Education Governance (http://www.scottishuniversitygovernance.ac.uk). Governing bodies will also need to consider how best to communicate to their stakeholders how they apply the primary elements. Reflecting these points, the Code is premised on an ‘apply or explain’ basis.

Reporting on the adoption of the Code is a valuable source of assurance to stakeholders who need to have confidence in the governance arrangements of organisations within the sector. Organisations that adopt the Code confirm that they do so within the framework of publicly available reporting on corporate governance e.g. annual reports or financial statements.

The primary elements are the hallmarks of effective governing bodies operating in the UK HE sector and ‘apply or explain’ means that in order to report that an institution has applied the Code a governing body needs to:

1. be confident that it has in place all of the primary elements. In order to do so it will be necessary for a governing body to meet or exceed the requirements of the supporting ‘must’ statements that prescribe essential components within the element; or

2. explain where it considers a whole primary element or supporting ‘must’ statements inappropriate. In such cases the rationale should be clearly noted and the alternative arrangements summarised within an institution’s report on its use of the Code.

The word ‘must’ identifies the essential behaviours and traits of effective governance.
Using the Code

Throughout the Code, ‘should’ statements illustrate the activities that are normally conducted in order to achieve the ‘musts’ outlined under each primary element. The ‘should’ activities are in turn accompanied by illustrative practice identified with the word ‘could’ that describes practices that engender positive governance outcomes.

Recognising the strength derived from the diversity and autonomy of the sector, governing bodies are free to achieve the expectations of the ‘must’ statements by the means and mechanisms appropriate to their own context and do not need to report where arrangements differ from those illustrated by the Code; however governing body members will wish to understand what those alternative mechanisms are and why they are more appropriate than the examples identified within the Code.

The additional guidance published on the CUC website is for information and reference only; organisations adopting the Code are not under an obligation to report whether, or how, the guidance is utilised.

Further guidance on the interpretation of terms used within the code can be found in Appendix 2. (p. 31)
The Core Values of Higher Education Governance

High-quality HE which commands public confidence and protects the reputation of the UK system rests on a number of shared values. A failure to adopt and implement agreed values in the practice of governance has implications beyond the institution concerned, by potentially undermining the collective reputation of UK HEIs.

In setting out core values, this Code adopts and builds on the ‘Nolan Principles of Public Life’, which provide an ethical framework for the personal behaviour of governors.

In addition, given the nature of HE, this Code is also based on the expectation that alongside specific measures of the Code, governing bodies will commit to:

- **Autonomy as the best guarantee of quality and international reputation.**
- **Academic freedom and high-quality research, scholarship and teaching.**
- **Protecting the collective student interest through good governance.**
- **The publication of accurate and transparent information that is publicly accessible.**
- **A recognition that accountability for funding derived directly from stakeholders requires HEIs to be clear that they are in a contract with stakeholders who pay for their service and expect clarity about what is received.**
- **The achievement of equality of opportunity and diversity throughout the institution.**
- **The principle that HE should be available to all those who are able to benefit from it.**
- **Full and transparent accountability for public funding.**

Within institutions it is important that the Executive, governing body and Secretary develop a shared understanding of these expectations and how they wish to apply the individual primary elements of the Code. Good governance requires more than the development of processes, since it is built on strong relationships, honest dialogue and mutual respect.

1 - Defined by the Nolan Committee as selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

The Seven Primary Elements of Higher Education Governance

This Code identifies the following primary elements of governance that underpin the values and beliefs outlined in the previous section:

1. The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.

2. The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.

3. The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.

4. The governing body receives assurance that academic governance is effective by working with the Senate/Academic Board or equivalent as specified in its governing instruments.

5. The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.

6. The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.

7. The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

Each of these primary elements is outlined in detail within the following pages of the Code.
Section 2: The Code
The governing body has a responsibility for all decisions that might have significant reputational or financial implications (including significant partnerships or collaborations). It must therefore seek assurance that the institution meets all legal and regulatory requirements imposed on it as a corporate body, including through instruments of governance such as statutes, ordinances and articles.

1.1 The governing body has a responsibility for all decisions that might have significant reputational or financial implications (including significant partnerships or collaborations). It must therefore seek assurance that the institution meets all legal and regulatory requirements imposed on it as a corporate body, including through instruments of governance such as statutes, ordinances and articles.

1.2 The regulatory and legal requirements will vary depending on the constitution of individual HEIs, but, for most governing bodies, members are charitable trustees and must comply with legislation governing charities and case law in the exercise of their duties. Some institutions are constituted as companies, and governing body members are normally the company’s directors; the primary legislation in this case will be the requirements of the Companies Acts.

1.3 In both instances members are required to discharge their duties in line with the accepted standards of behaviour in public life, ultimately accepting individual and collective responsibility for the affairs of the institution. The main accountability requirements falling upon the governing body in respect of public funding are set out in financial memoranda issued by the funding bodies and these must be followed.

1.4 Student and staff members of the governing body share the same legal responsibilities and obligations as other members and must not be routinely excluded from discussions.

Element 1
In meeting these legal obligations, the governing body should:

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<th>Options the governing body could consider:</th>
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<tr>
<td>Seek assurance that decisions which might have significant reputational or financial risks undergo a rigorous process of due diligence.</td>
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<tr>
<td>Adopting a clear scheme of delegation.</td>
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<tr>
<td>Asking its Audit Committee to ensure due diligence processes are reviewed.</td>
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<tr>
<td>Obtain assurances that appropriate policies and procedures are consistently applied, and that there is compliance with relevant legislation.</td>
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<td>Including an opinion to this effect within the annual Audit Committee Report by the governing body.</td>
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<td>Conduct its affairs in an open and transparent manner.</td>
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<tr>
<td>Including in its annual report a corporate governance statement which sets out the institution’s governance arrangements (including the extent to which it has adopted this Code), policies on public disclosure and making the report widely available.</td>
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<td>Publishing agendas and minutes of its meetings.</td>
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<tr>
<td>Clearly define and communicate the scope of its own responsibilities in the context of legislation, governing instruments and guidance including the HE code through a Statement of Primary Responsibilities®.</td>
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The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.

2.1 In protecting the reputation of the institution the governing body will want to ensure the highest standards of ethical behaviour among its members, who must act ethically at all times in line with the accepted standards of behaviour in public life, and in the interests of the institution.

2.2 As such, members of governing bodies must act, and be perceived to act, impartially, and not be influenced by social or business relationships. A member who has a pecuniary, family or other personal interest in any matter under discussion must disclose the interest. A member does not necessarily have a pecuniary interest merely because he/she is a member of staff or a student.

2.3 The governing body must ensure that its decision-making processes are free of any undue pressures from external interest groups, including donors, alumni, corporate sponsors and political interest groups.

2.4 Members whose views are not consistent with the decisions of the governing body should abide by the principle of collective decision making and avoid putting specific interests before those of the institution. Individually they must not make any agreement for which they do not have authority.

2.5 Legislation requires that the governing body must take practical steps to ensure that the students’ union or association operates in a fair, democratic, accountable and financially sustainable manner. This requirement is in addition to corporate and charity legislation that many student organisations are independently subject to.

Element 2
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<th>In meeting these key requirements the governing body should:</th>
<th>Options the governing body could consider:</th>
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<tr>
<td>Approve a policy framework on ethics which includes appropriate measures of assurance.</td>
<td>Receiving an annual report on the work of appropriate institution committees, possibly supplemented by the work of the Audit Committee.</td>
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<td>Developing specific policies of compliance and reporting in relation to aspects of research governance which raise particular sensitivities (e.g. animal experimentation) and which have well-established codes of practice.</td>
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<td>Approve a whistleblowing policy.</td>
<td>Seek assurance that whistleblowing is effectively managed, for example by getting an annual report on numbers and outcomes of any whistleblowing; it might also ask about the extent to which the associated protocols are widely known within the institution.</td>
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<td>Asking its Audit Committee to get assurance on ‘whistleblowing’.</td>
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<tr>
<td>Receive assurance that its publications provide accurate and honest information about its activities.</td>
<td>Asking for an audit review of quality management systems within the publications process.</td>
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<td>Requesting its Audit Committee discuss with internal auditors how the institution compares with other organisations in areas undergoing audit.</td>
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<tr>
<td>Benchmark institutional policies and practice against sector practice and external requirements.</td>
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The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.

3.1 The governing body is responsible for the mission, character and reputation of the institution at a strategic level, and members will need to be adequately informed in order to carry out this key responsibility. They can expect the head of the institution to help them by providing strategic advice and guidance on the mission and strategic development of the institution.

3.2 The strategic plan plays a crucial role in ensuring the successful performance of the institution, and the governing body will want to demonstrate its commitment to and support for the plan by formally approving or endorsing it in accordance with its constitution. Aligned to this, it must ensure there is an appropriate financial strategy and be responsible, without delegation, for the approval of the annual budget.

3.3 It must rigorously assess all aspects of the institution’s sustainability, in the broadest sense, using an appropriate range of mechanisms which include relevant key performance indicators (KPIs) not just for the financial sustainability of the institution but also for its impact on the environment.

3.4 In ensuring sustainability, the governing body must be in a position to explain the processes and the types of evidence used and provide any assurances required by funders. Where such assessments indicate serious issues which could affect future sustainability, the governing body must undertake appropriate remedial action.

Regulatory requirements

3.5 The governing body must receive assurance that the institution is meeting the conditions of funding as set by regulatory and funding bodies and other major institutional funders which include the requirements of the financial memoranda. These include the need to: use public funds for proper purposes and achieve good value for money; have a sound system of risk management, financial control and governance; ensure the use of regular, reliable, timely and adequate information to monitor performance and track the use of public funds; and safeguard institutional sustainability.

Element 3
Operational financial control will be exercised by officers of the institution under delegation from the governing body, and responsibility for financial management and advising on financial matters is generally delegated to the Director of Finance (or equivalent). That individual must have access to the head of the institution whenever he/she deems it appropriate.

The governing body must periodically review the delegated authority of the accountable officer (usually the Vice-Chancellor) and inform its funding body of any ‘material adverse’ change in its circumstances and any serious incident which, in the judgement of the accountable officer and the governing body, could have a substantial impact on the interests of the institution.

Requirements of governing bodies as stipulated by the funding bodies relating to audit include: appointing the Audit Committee; considering and, where necessary, acting on the annual report from the Audit Committee; appointing the external auditors; considering the annual report of the internal audit service; and receiving and approving the audited annual financial statements (this responsibility to be reserved to the governing body for its collective decision, without delegation).

Data submitted for funding purposes on behalf of the governing body must comply with directions published by the respective funding body and includes: annual accountability returns; any data requested by the Higher Education Statistics Agency (HESA); any information needed for the purpose of charity regulation; and other information the funding body may reasonably request to understand the institution’s risk status.

Day-to-day operations

Operational financial control will be exercised by officers of the institution under delegation from the governing body, and responsibility for financial management and advising on financial matters is generally delegated to the Director of Finance (or equivalent). That individual must have access to the head of the institution whenever he/she deems it appropriate.

The governing body must get assurance that there are effective arrangements in place for the management and quality assurance of data. To do so the governing body could seek assurance from the Audit Committee about data quality.

Audit

The Audit Committee needs to be a small, well-informed authoritative body which has the expertise and the time to examine risk management control and governance under delegation from the governing body. It cannot confine itself to financial matters, and its role extends to all areas of institutional activity. While responsibility for devising, developing and maintaining control systems lies with the Executive, internal audit provides independent assurance to the governing body which should have an approved annual audit plan (it can delegate to its Audit Committee the power to agree the plan on its behalf).
The Audit Committee must be composed of a majority of independent members (who may also be drawn from outside the governing body) and produce an annual report for the governing body, including: its opinion on the adequacy and effectiveness of the institution’s risk management, control and governance arrangements; processes for promoting value for money (VFM) through economy, efficiency and effectiveness; and (in institutions receiving funding body support) the management and quality assurance of data.

Remuneration

The proper remuneration of all staff, especially the Vice-Chancellor and his/her immediate team, is an important part of ensuring institutional sustainability and protecting the reputation of the institution. Accordingly governing bodies must establish a Remuneration Committee to consider and determine, as a minimum, the emoluments of the Vice-Chancellor and other senior staff as prescribed in constitutional documents or by the governing body.

The Remuneration Committee composition must include the Chair of the governing body, be composed of a majority of independent members (who, as with audit, may also be drawn from outside the governing body) and have appropriate experience available to it. The Vice-Chancellor or other senior staff may not be members of, but may attend by invitation, Remuneration Committee meetings but must not be present for discussions that directly affect them. Remuneration Committees, when considering HoI remuneration, must be chaired by a senior independent governor who is not Chair of the board.

The Remuneration Committee must consider comparative information on the emoluments of employees within its remit when determining salaries, benefits and terms and conditions and ensure that all arrangements are unambiguous and diligently recorded. It must report on its decisions and operation at least annually to the governing body; such a report should not normally be withheld from any members of the governing body.

Remuneration Committee members must consider the public interest and the safeguarding of public funds alongside the interests of the institution when considering all forms of payment, reward and severance to the staff within its remit.

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<tr>
<td>Be assured that the strategy is realistic, supported by, and aligned to other institutional strategies.</td>
<td>Considering, approving and reviewing a number of sub-strategies. This will vary according to type of institution, but might, for example, include the widening participation strategy, financial and other resource strategies and internationalisation strategy.</td>
</tr>
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<td>Be clear how institutional performance is measured, and identify what institutional-level KPIs and other performance measures are to be adopted within a risk-based framework and monitor these on a regular basis.</td>
<td>Looking to the head of the institution to provide reports and updates on those aspects of the strategic plan being implemented in the year in question, and the resulting actions and results (such a report might explicitly demonstrate how the different sub-strategies are aligned and support the delivery of the overarching strategy).</td>
</tr>
<tr>
<td>Be confident that the needs and interests of all stakeholders are adequately reflected in the strategic plan.</td>
<td>Requiring an annual report including appropriate benchmarks to be produced and published.</td>
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<td>Have oversight of its approach to corporate and social responsibility.</td>
<td>Taking advice from the head of institution and other relevant sources (such as the ASSUR (annual sustainability assurance report) guidance), while being clear that the adoption of agreed KPIs is a governing body responsibility.</td>
</tr>
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<td>Have clear policies on a range of institutional-level processes that it deems significant.</td>
<td>Look for specific references to some or all indicators of student satisfaction, research quality, business engagement, student experience and supporting graduate employment.</td>
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<td>Receive reports from an appropriate committee, or agree a policy and ask for monitoring reports on implementation.</td>
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<td>Periodically reviewing policies, for example, on access, alumni and development, treasury management, investment management, debt management and grants and contracts.</td>
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<td>Requesting that these processes are properly examined by the institution’s auditors.</td>
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<th>In meeting these key requirements the governing body should:</th>
<th>Options the governing body could consider:</th>
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<tr>
<td>Have confidence in the arrangements for the provision of accurate and timely financial information, and in the financial systems used to generate such information.</td>
<td>Relying on assurances from its auditors.</td>
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<td>Understand the financial implications of its institution’s pension arrangements and any potential deficits.</td>
<td>Asking for a briefing from its Director of Finance.</td>
</tr>
<tr>
<td>Obtain assurance that potential deficits on pension funds are properly reported in the annual accounts.</td>
<td>Receiving assurance from its auditors.</td>
</tr>
<tr>
<td>Ensure that the Audit Committee undertakes regular reviews of its effectiveness, including benchmarking against good practice for audit committees in HE and more widely as appropriate.</td>
<td>Incorporating an assessment of compliance within any assessment of governance effectiveness.</td>
</tr>
<tr>
<td>Have an agreed annual audit plan.</td>
<td>Delegating to its Audit Committee the power to agree the plan.</td>
</tr>
<tr>
<td>Approve financial regulations.</td>
<td>The annual corporate governance statement should describe the work of the Remuneration Committee.</td>
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</table>
A high-quality student experience and, where appropriate, research portfolio are determinants of institutional sustainability and are therefore core governing body responsibilities which it shares with the wider institutional community. This, taken with the governing body’s responsibility for the long-term reputation of the institution, means that it must satisfy itself that academic governance is operating effectively.

The underlying principles of sound academic governance are based upon collegiality, and it follows that the governing body must therefore respect the role, as defined within charters, statutes or articles, of the Senate/Academic Board and other bodies involved in academic governance. However governing bodies will still wish to receive assurance that academic risks (such as those involving partnerships and collaboration, recruitment and retention, data provision, quality assurance and research integrity) are being effectively managed.

The governing body must understand and respect the principle of academic freedom, the ability 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, and its responsibility to maintain and protect it as enshrined in freedom of speech legislation.

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**Element 4**
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<th>In meeting these key requirements the governing body should:</th>
<th>Options the governing body could consider:</th>
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<tr>
<td>Oversee an effective academic strategy that it has approved. This strategy need not be a separate document, but may be embedded in an overall institutional strategy or be articulated in separate teaching, research and other strategies.</td>
<td>Receiving reports from Academic Board/Senate and monitoring with relevant performance measures that are credible to the academic community.</td>
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<td>Examining the outcomes of academic governance effectiveness reviews and requesting that they be regularly conducted (nominally every four years).</td>
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<td></td>
<td>Adopting and reviewing an internationalisation strategy (if active internationally).</td>
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<tr>
<td>Have oversight of all major academic partnerships involving significant institutional-level risks.</td>
<td>Agreeing a scheme of delegation and a process of due diligence that defines major risk and allocates responsibility for decisions.</td>
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<td></td>
<td>Receiving annual reports from relevant committees on the current status of high-risk partnerships.</td>
</tr>
<tr>
<td>Actively encourage student engagement in academic governance.</td>
<td>Receiving regular reports from students’ union or association officers and/or institution/student representation committees.</td>
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<td>Receiving assurance that honest, accurate and timely information is provided to students, stakeholders and the public about all aspects of academic provision.</td>
</tr>
<tr>
<td>Seek assurance that student complaints are effectively addressed and that the welfare and wellbeing of students are secured.</td>
<td>Requiring that summary reports are produced and considered (at least annually) on student complaints and appeals, taking into account – where appropriate – the requirements of the Office of the Independent Adjudicator.</td>
</tr>
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</table>
The governing body works with the Executive to be assured that effective control and due diligence takes place in relation to institutionally significant external activities.

5.1 As already noted, the governing body has a responsibility to ensure the long-term sustainability of the institution and maintaining its reputation. It will therefore want assurance on external activities with significant potential financial or reputational risks. Where such activities involve commercial transactions, care must be taken to ensure that arrangements conform to the requirements of charity law and regulation. This is particularly the case where institutions have established subsidiary entities, for example separate operating companies or charitable trusts.

5.2 The governing body will also want to ensure that fund-raising, donations, corporate sponsored research and partnerships and similar activities do not inappropriately influence institutional independence, mission or academic integrity.

In meeting these key requirements the governing body should:

- Get assurance on external activities with significant, institutional-level financial or reputational risks.
- Get assurance that the board of any subsidiary entity possesses the attributes necessary to provide proper stewardship and control.
- Be clear about its responsibilities in relation to any other corporate governance arrangements and associated reporting.
- Retain unambiguous responsibility for approving and monitoring a clear institution-wide policy on development and fund-raising which identifies the processes for the scrutiny of proposed donations.

Options the governing body could consider:

- Agreeing a scheme of delegation to make clear the authorisation requirements for approving such arrangements, including the circumstance where governing body approval is required.
- Appointing suitably qualified directors or trustees to its board.
- Requiring the entity’s board to conduct its business in accordance with a recognised and appropriate code of governance.
- Incorporating into its standing orders (or equivalent) its responsibilities regarding any group structures.
- Receiving an annual report on development and fund-raising activity.

Element 5

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3 - This would describe clear lines of responsibility and identify the individuals authorised to act
The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.

6.1 HEIs are required by law to comply with extensive equality and diversity legislation, and governing bodies are legally responsible for ensuring the compliance of their institution. The legislation covers the individual rights of staff and students not to suffer discrimination on the grounds of a number of protected characteristics. Legislation in this area does not distinguish between domestic and international students and staff.

6.2 Beyond this there is evidence that board diversity promotes more constructive and challenging dialogue, which in turn can improve governance outcomes by helping to avoid ‘groupthink’ and that as a result there is a strong business case for diversity alongside legal and moral expectation.

6.3 The governing body must ensure that there are arrangements in place to:
   - eliminate unlawful discrimination, harassment and victimisation;
   - advance equality of opportunity between people who do and do not share a protected characteristic; and
   - foster good relations between people who share and those who do not share a protected characteristic.

6.4 This means going further than simply avoiding discrimination, and it requires the active promotion of equality in a number of defined areas. The governing body must therefore satisfy itself that agreed action plans to implement the equality and diversity strategy are progressed throughout the institution.

6.5 The governing body must also routinely reflect on its own composition and consider taking steps to ensure that it reflects societal norms and values.

Element 6
At a minimum, receive an annual equality monitoring report detailing work done by the institution during the year, identifying the achievement of agreed objectives, and summarising data on equality and diversity that institutions are required to produce (e.g. on staff recruitment and promotion).

**Options the governing body could consider:**

- Discussing reports based on HESA data on staff and student profiles, the National Student Survey and material from the Equality Challenge Unit.

Demonstrate through its own actions and behaviour its commitment to equality and diversity in all aspects of its affairs, particularly by agreeing its policy on recruiting new members.

- Requiring its committees to explain within their annual reports how decisions have taken account of the institution’s equality and diversity policy.
- Setting itself targets in terms of its own membership.
- Advertising vacancies locally and nationally, including in local ethnic-minority publications, and via social media.
- Using alumni, particularly as they may give access to a more diverse and younger pool of potential applicants.
- Drawing on search consultancies who can sometimes access a broader pool.
- Building a diverse pool for the future by providing training for potential governors, appointing them to sub-committees to gain experience, and providing other opportunities for their participation in board-related events.

Approve, review and report on the institution’s approach to equality and diversity and its agreed indicators that measure performance.

- Ensuring that the human resource management strategy takes equality and diversity into account and is monitored.
- Approving and monitoring the delivery of a stand-alone equality and diversity strategy.
- Including in its annual report a description of its policy on diversity, including any measurable objectives that it has set, and outlining progress on implementation.
- Producing a separate equality and diversity report with a simple cross reference to the annual report.

**Element 6**
The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

Composition and appointments

7.1 The governing body must have a majority of external members, who are independent of the institution. All members should question intelligently, debate constructively, challenge rigorously, decide dispassionately and be sensitive to the views of others both inside and outside governing body meetings.

7.2 The governing body must have the power to remove any of its members from office, and must do so if a member breaches the terms of his/her appointment.

7.3 The governing body must establish a Nominations Committee (or similar) to advise it on the appointment of new members and the terms of existing members as well as the perceived skills balance required on the governing body. Normally final decisions on appointment are taken by the governing body.

7.4 The governing body will need to ensure suitable arrangements exist for the continuation of business in the absence of the Chair. In some cases arrangements for a Deputy Chair are codified within institutions’ governing instruments; where they are not, the Nominations Committee can advise the governing body on what arrangements should be.

7.5 The Chair and Secretary will want to ensure all members receive an appropriate induction to their role and the institution as necessary.

7.6 There is an expectation, often enshrined within the constitutional documents of HEIs, that governing bodies will contain staff and student members and encourage their full and active participation.

Element 7
Current normal practice is not to remunerate external members and to pay only travelling and other incidental expenses. However, if the governing body decides it is appropriate to remunerate, it will need to consider the:

- provisions of charity and employment law;
- implications for the division of responsibilities between the governing body and the executive;
- public service ethos which applies generally among HE governors;
- need to be explicit about time commitments;
- need to apply a formal process of appraisal to the remunerated governor.

Where it is decided to remunerate, payments would need to be both commensurate with the duties carried out and reported in the audited financial statements.

Operation

The Secretary (or Clerk) is responsible to the governing body for the provision of operational and legal advice in relation to compliance with governing instruments, including standing orders. He/she is also responsible for ensuring information provided to the governing body is timely, appropriate and enables an informed discussion so that it may effectively discharge its responsibilities.

All members of the governing body must have access to the services of the Clerk. Arrangements for the appointment or removal of the Secretary/Clerk may be defined by governing instruments; where they are not, it must be a decision for the governing body as a whole.

Review

Governing bodies need to adopt an approach of continuous improvement to governance, in order to enhance their own effectiveness and provide an example to institutions about the importance of review and evaluation.

Accordingly, governing bodies must conduct a regular, full and robust review of their effectiveness and that of their committees, the starting point for which should be an assessment against this Code and the statutory responsibilities alongside those which it has assumed and articulated independently (e.g. through a statement of primary responsibilities). Many governing bodies find an external perspective in this process useful, whether provided by specialist consultants or peer support from other governing bodies.
Codes of governance in other sectors adopt a period of two or three years. Recognising the need to balance the cyclical nature of HE and the impact this can have on the implementation and embedding of new practices, and the swiftly evolving HE and broader legislative environment, reviews must be conducted at least every four years with, as a minimum, an annual summary of progress towards achieving any outstanding actions arising from the last effectiveness reviews.

Acting on the outcomes of effectiveness reviews is as important as undertaking them, and it is desirable that outcomes and associated actions are reported widely, including in the corporate governance statements.

In meeting these key requirements the governing body should:

Ensure that the governing body has sufficient skills, knowledge and independence, including though the appointment of an independent Chair, to enable it to discharge its responsibilities.

Options the governing body could consider:

Regularly refreshing members’ skills and knowledge through development activities funded by the institution, including annual appraisal with the Chair.

Appointing members for a given term, renewable subject to satisfactory performance. Renewals therefore are at the recommendation of the Nominations Committee and not an automatic process. External members not normally serving for more than two terms of four years, or three terms of three years, except where subsequently undertaking a new and more senior role (for example as Chair).

Satisfying itself that members are able to allocate sufficient time to undertake their duties effectively.

Giving an indication of the time expected of its members.

The formalisation of the role of a ‘Deputy Chair’, a role which – in addition to acting for the Chair in his/her absence – can provide a sounding board for the Chair, can act as an intermediary with other members as may be required, and potentially can be helpful if there are significant differences of view within a governing body or with the Executive. As a Deputy Chair may assume the responsibilities of the Chair, the expectation is they would be similarly independent of the institution.

Satisfying itself that plans are in place for an orderly succession of its membership, so as to maintain an appropriate balance of skills and experience with the progressive refreshing of key roles.
<table>
<thead>
<tr>
<th>In meeting these key requirements the governing body should:</th>
<th>Options the governing body could consider:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be of sufficient size that its responsibilities can be undertaken effectively and speedily, without being so large that it becomes neither unwieldy nor too small.</td>
<td>Establishing a size within the range of 12-25 members, although there is no optimal governing body size, and total membership should depend on numerous factors including the nature and history of the HEI, the range of skills and experience required and the number of internal members deemed necessary.</td>
</tr>
<tr>
<td>Ensure it has rigorous and systematic processes agreed by the governing body for recruiting and retaining governors (including the Chair), on the basis of personal merit and the contribution they can bring to a governing body.</td>
<td>Including written role descriptions and an analysis of the skills, experience and attributes required for membership.</td>
</tr>
<tr>
<td>Issue an annual corporate governance statement describing the work of the key committees.</td>
<td>Widely advertising vacancies in order to increase the pool of talent available.</td>
</tr>
<tr>
<td>Annually reflect on the performance of the institution as a whole in meeting strategic objectives and associated measures of performance, and the contribution of the governing body to that success.</td>
<td>Communicating and funding development opportunities within members’ networks.</td>
</tr>
<tr>
<td>Including the governing body’s recruitment policy and practices, and a description of its policy on equality and diversity and any measurable objectives that it has set together with progress in their implementation within the corporate governance statement.</td>
<td>Appointing external members with direct senior experience of HE could also be considered to provide such understanding.</td>
</tr>
<tr>
<td>Reflecting on the extent to which it and its committees have met their terms of reference and – where they exist – their annual work plans.</td>
<td>Benchmarking its performance and processes against other comparable HEIs, and relevant institutions outside the HE sector.</td>
</tr>
<tr>
<td>Annual review meetings of members with the Secretary compiling a report on the feedback provided.</td>
<td>Asking the Clerk to do an annual self-assessment (which could simply be an update from previous year) to assure the governing body that it properly and appropriately adheres to the principles of the Code.</td>
</tr>
<tr>
<td>Taking account of the views of the Executive, and relevant bodies such as the Senate/Academic Board, and staff and student communities.</td>
<td></td>
</tr>
</tbody>
</table>
Section 3: Appendices
Appendix 1: Statement of Primary Responsibilities

The principal responsibilities of the governing body should be set out in its Statement of Primary Responsibilities, which must be consistent with the institution’s constitution. While there may be some variations because of different constitutional provisions, the principal responsibilities are likely to be as follows:

1. To approve the mission and strategic vision of the institution, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.

2. To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the institution against the plans and approved key performance indicators, which should be – where possible and appropriate – benchmarked against other comparable institutions.

3. To delegate authority to the head of the institution, as chief executive, for the academic, corporate, financial, estate and human resource management of the institution. And to establish and keep under regular review the policies, procedures and limits within such management functions as shall be undertaken by and under the authority of the head of the institution.

4. To ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.

5. To establish processes to monitor and evaluate the performance and effectiveness of the governing body itself.

6. To conduct its business in accordance with best practice in HE corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.

7. To safeguard the good name and values of the institution.

8. To appoint the head of the institution as chief executive, and to put in place suitable arrangements for monitoring his/her performance.

9. To appoint a Secretary to the governing body and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability.

10. To be the employing authority for all staff in the institution and to be responsible for establishing a human resources strategy.

11. To be the principal financial and business authority of the institution, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for the institution’s assets, property and estate.
Appendix 1: Statement of Primary Responsibilities

12. To be the institution’s legal authority and, as such, to ensure that systems are in place for meeting all the institution’s legal obligations, including those arising from contracts and other legal commitments made in the institution’s name.

13. To receive assurance that adequate provision has been made for the general welfare of students.

14. To act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the institution.

15. To ensure that the institution’s constitution is followed at all times and that appropriate advice is available to enable this to happen.

Appendix 2: Taxonomy

In addition to the ‘must’, ‘should’ and ‘could’ statements, the Code uses the following standard terms:

- Clerk used interchangeably with Secretary;
- external members for all non-executive governing body members from outside the institution irrespective of how they are appointed;
- governing body which in some HEIs is called the Council, Court or Board of Governors. It may also be the Board of Directors or equivalent;
- head of institution meaning the Vice-Chancellor, Principal or equivalent; and
- members for people appointed to the governing body.
Previous Officers of the University

**Chancellor**
- 1926–35  J H Benyon
- 1935–37  Sir Austen Chamberlain
- 1937–59  Viscount Templewood
  (formerly Sir Samuel Hoare)
- 1959–69  Lord Bridges
- 1970–92  Lord Sherfield
- 1992–07  Lord Carrington
- 2007–16  Sir John Madejski

**Vice-Chancellor**
- 1926–29  W M Childs
- 1929–46  Sir Franklin Sibly
- 1946–50  Sir Frank Stenton
- 1950–63  Sir John Wolfenden
- 1963–64  Professor J M R Cormack
  (Acting Vice-Chancellor)
- 1964–78  Sir Harry Pitt
- 1979–93  Dr E S Page
- 1993–02  Professor Sir Roger Williams
- 2003–11  Professor G Marshall
- 2011–12  Professor T Downes

**President of the Council**
- 1926–30  Alfred Palmer
- 1930–32  Leonard G Sutton
- 1933–66  Sir George Mowbray
- 1966–70  Gerald E H Palmer
- 1970–74  Sir George Abell
- 1974–75  The Hon Gordon W N Palmer
- 1975–80  Sir Michael Milne-Watson
- 1980–87  Sir Philip Rogers
- 1987–94  Sir Donald Hawley
- 1994–03  Dr Paul Orchard-Lisle
- 2003–09  Dr Timothy G Ford
- 2009–16  Dr Christopher C. Fisher
Vice-President of the Council

1926–30 Leonard G Sutton
1930–32 Sir Leslie Wilson
1932–36 H G Willink
1936–46 A G West
1946–66 Gerald E H Palmer
1966–74 The Hon Gordon W N Palmer
1974–75 Sir Michael Milne-Watson
1975–77 R A O’Conor
1977-82 Sir Edward C Goschen, Bt
1982–86 M G Brock
1986–95 Sir James Hamilton
1995–98 W A Palmer
1998–02 Dr M E Rayner
2002–07 Dr G P Botting
2007–11 Mrs J M Scott
2011–16 Mr R. Dwyer
2013–16 Ms S. Woodman

Secretary to the Council

1926–27 The Revd F H Wright
1927–32 H Knapman
1932–55 E Smith
1955–82 J F Johnson
1982–92 T Bottomley
1992–03 D C R Frampton
2003–08 W D Watts
2008–14 K N Hodgson
The history of advanced education in Reading goes back almost 150 years.

For most of that period, the University of Reading – and prior to that, University College Reading – has been a centre for outstanding education and research. That continues through to the present day.

There is much to be positive about after another very busy 12 months. Student numbers are at a record level, research continues to thrive and expand, and the University’s global reach remains a defining characteristic of its identity. At the same time, exciting capital developments, such as the transformation of our library and the plans for a new health and life sciences building, will ensure that we have modern facilities for students and staff to study and work.

All universities face challenges presented by the volume and pace of change in an increasingly competitive environment. However, the University 2026 vision and strategy will enable us to navigate our way successfully in these turbulent times. Our core values remain unchanged, as does our belief in the benefits of open and positive engagement – locally, nationally and internationally.

Overall, the University is well-placed to respond positively to emerging opportunities, not least because of the commitment and dedication of our students and staff. Long may that continue.
THE UNIVERSITY OF READING AT A GLANCE

IN THE TOP 30 OF UK UNIVERSITIES

AWARDED SILVER IN THE TEACHING EXCELLENCE AND STUDENT OUTCOMES FRAMEWORK

IN THE TOP 200 UNIVERSITIES WORLDWIDE

20,265 STUDENTS FROM AROUND 150 COUNTRIES

98% OF OUR RESEARCH IS INTERNATIONALLY RECOGNISED AND 78% IS INTERNATIONALLY EXCELLENT

17,115 STUDENTS ATTENDING UK-BASED PROGRAMMES AND 3,150 STUDENTS AT OFF-SHORE CAMPUSES AND PARTNERSHIPS

1 Reading ranked 27 out of 129 UK universities in the Complete University Guide 2018
2 Reading ranked 188 out 959 universities in the QS World University Rankings 2018
3 Based on our submissions judged to be world leading, internationally excellent and internationally recognised in overall quality by the Research Excellence Framework 2014 and the Times Higher Education’s analysis of REF 2014. See the overall table of excellence at www.timeshighereducation.com
4 TEF 2017 www.hefce.ac.uk
5 HESA 2016/17 Student Record and Aggregate Offshore Record, figures rounded to the nearest five
12,430 UNDERGRADUATE STUDENTS AND 7,835 POSTGRADUATE STUDENTS 5

94% OF GRADUATES IN WORK OR FURTHER STUDY SIX MONTHS AFTER GRADUATING
79% OF THOSE IN FULL-TIME WORK ARE IN PROFESSIONAL/ MANAGERIAL ROLES 7

5 HESA 2016/17 Student Record and Aggregate Offshore Record, figures rounded to the nearest five
7 Based on the 2015-16 Destinations of Leavers from Higher Education (DLHE) survey of 2,538 University of Reading First Degree Leavers, of which 78% responded

WE HAVE A GLOBAL PRESENCE with our Whiteknights and London Road campuses in Reading, Henley Business School at our Greenlands campus in Henley-on-Thames, Henley Business School (South Africa), University of Reading Malaysia and the NUIST-University of Reading Academy in China.

4,050 MEMBERS OF STAFF
OF OUR 1,700 ACADEMIC STAFF
48% ARE FEMALE
13% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND

IN JULY 2017, THE FIRST GROUP OF 22 STUDENTS GRADUATED FROM UNIVERSITY OF READING MALAYSIA

84% OVERALL STUDENT SATISFACTION REMAINS HIGH, MATCHING THE SECTOR AVERAGE 6

55% OF OUR STUDENTS ARE FEMALE
33% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND
10% HAVE DECLARED A DISABILITY 5

OF OUR 1,700 ACADEMIC STAFF
48% ARE FEMALE
13% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND

OF 2,350 PROFESSIONAL AND ADMINISTRATIVE STAFF
61% ARE FEMALE
15% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND 8

8 HESA 2016/17 Staff Record

OF OUR 1,700 ACADEMIC STAFF
48% ARE FEMALE
13% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND

OF 2,350 PROFESSIONAL AND ADMINISTRATIVE STAFF
61% ARE FEMALE
15% ARE FROM A BLACK AND MINORITY ETHNIC BACKGROUND 8

5 HESA 2016/17 Student Record and Aggregate Offshore Record, figures rounded to the nearest five
6 Based on National Student Survey 2017, see www.timeshighereducation.com
8 HESA 2016/17 Staff Record
PLANNING FOR THE FUTURE

We have achieved a lot since the University Council approved our strategy in 2013. Since that time, though, competition has grown—in terms of both research and recruitment of staff and students—and the country is now facing a number of economic uncertainties. The strategy still represents our long-term aspiration of being a broad-based university with a global outlook that values world-leading teaching and research equally.

In order to respond to seismic shifts in higher education at home and abroad, we must remain flexible and responsive. At both strategic and operational level, the four fundamental principles in the University strategy increasingly sit at the core of our planning and decision-making. In the medium-term, however, factors such as Brexit and the government’s recently-launched funding review make our financial sustainability a priority.

Our income topped £300m in 2016/17, growing by 16% on the previous 12 months. However, we remain focused on generating a larger surplus each year to enable us to achieve our goals.

UNIVERSITY STRATEGY 2026

VISION

Our vision for 2026 is that the University of Reading will be a vibrant, thriving, sustainable, global and broad-based institution, responsive to, stimulated by and informing changes in the world around us. As a result, we will also be significantly larger in terms of students, global reach and presence, and revenue.

AMBITION

Our ambition, now and towards 2026, is to enhance our standing as a leader in research and higher education that defines and responds to the needs of individuals and societies, and, by so doing, to be counted among the very best universities in the UK and internationally.

Underpinning the University’s strategy are four fundamental principles:

- Academic Excellence
- Financial Strength
- Global Engagement
- A Thriving Community
The economic, cultural and educational benefits of the University flow well beyond our campuses. Every day, we are open to the local community, through our SportsPark, four museums and award-winning grounds. Each year, we attract thousands of people to our public events, such as lectures, music concerts and exhibitions. We also train the people that the local community relies on, including teachers and NHS professionals.

- **500,000** individuals from as many as **190** countries have signed up to our free online courses.
- **4** museums covering:
  - Farming and the English countryside
  - Rare books
  - Greek mythology
  - Plants and wildlife
  - And all for free
- **SPORTS PARK** open all year round to students, staff and community with:
  - A gym
  - Fitness studio
  - Squash and badminton courts
  - New tennis dome
  - Café
**SUPPORTING THE LOCAL ECONOMY**

Now in its fourth year, the Reading Internship Scheme places undergraduate students in start-ups, small- to medium-sized enterprises and small charities. The scheme gives these organisations access to skills and additional resources while providing students with professional work experience that can otherwise be difficult to find. In the 2016/17 academic year, 68 students completed placements with 43 local enterprises.

**TRAINING THE TEACHERS OF TOMORROW AND WORKING WITH LOCAL SCHOOLS**

Our Institute of Education is recognised by Ofsted for the high quality of support we provide to schools and Reading Partnership Teachers on placement. We work in partnership with over 300 schools in the south east of England.

**HELPING MEET GROWING HEALTH CARE DEMANDS**

The first group of budding medical professionals to complete our Physician Associate programme graduated in December 2017. Graduates are working in hospitals and GP practices, including the Royal Berkshire Hospital, supporting doctors and helping the NHS meet the demands of the UK’s growing and ageing population.

**REDUCING OUR ENVIRONMENTAL FOOTPRINT**

The University won the Large Institution category of the 2017 Green Gown Awards for successfully reducing carbon emissions by 35% compared to a 2008/09 baseline. Over £4 million was invested to improve energy efficiency across the University’s estate. In 2018 we continued the crack down on plastic waste, ending the use of plastic straws on our UK campuses.

**AWARD-WINNING GREEN SPACES**

The Whiteknights campus was voted among the top ten most popular green spaces in the UK in the 2017 Green Flag People’s Choice Award – out of almost 1,800 entries. Whiteknights’ 130 hectare parkland is open to the public to enjoy.
Delivering Excellence in Teaching and Learning

Staying at the forefront of new initiatives and developments in teaching and learning is critical to delivering the best possible learning experience and supporting all our students to fulfil their potential.

The University’s Silver Teaching Excellence and Student Outcomes Framework (TEF) award demonstrates that our institution delivers high-quality teaching and learning, coupled with excellent outcomes for our students, and consistently exceeds the rigorous national quality requirements for UK higher education.

In summer 2018, we will be launching our renewed Teaching and Learning Strategy 2018–21. This builds on our successes in recent years, notably in fostering a culture of innovation and excellence in teaching and promoting staff development and reward. It identifies two clear priorities: delivering academic excellence and offering students an outstanding learning experience.

REWARDING AND RECOGNISING EXCEPTIONAL TEACHING

Each year, our own Celebrating Teaching and Learning Success awards and our University Teaching Fellowships celebrate and reward the remarkable achievements of talented and committed colleagues who go above and beyond to ensure their students have the best possible experience at Reading.

In 2017, two Reading academics were awarded prestigious National Teaching Fellowships by the Higher Education Academy. Professor Elizabeth McCrum, Teaching and Learning Dean, has had a career-long interest in authentic and accessible curricula and teaching, leading a number of projects to improve the academic experience of students.

Dr Matthew Nicholls, Associate Professor of Classics, is creator of the Virtual Rome project—3D digital models of ancient Rome that enhance student learning at the University and enable tens of thousands of people worldwide to experience the ancient city in virtual reality.

REVIEWING OUR CURRICULUM

Our new Curriculum Framework is designed to ensure that our programmes align with our core academic and teaching principles. We aim to support our students to develop a range of attributes to prepare them for 21st century lives, including mastery of their discipline, skills in research and enquiry, personal effectiveness and self-awareness, and global engagement and multi-cultural awareness.

FOCUSING ON ASSESSMENT AND FEEDBACK

We are maintaining our focus on robust assessment and effective feedback, supported by our major investment in the Electronic Management of Assessment programme to provide our students and staff with a more consistent and high-quality assessment experience.

NATIONAL RECOGNITION FOR CAREERS AND EMPLOYABILITY PROVISION

Our University of Reading and Henley Business School Careers Services received the National Undergraduate Employability Award 2018 for Best University Careers Service.

£1M THE NEW ANNUAL £1 MILLION STUDENT EXPERIENCE CAPITAL FUND, a joint initiative with the Students’ Union, was launched in 2017 to improve student facilities and the student experience on campus. Projects approved include further investment in Personal Capture to record teaching material, improved sporting facilities, and improved study and meeting space.
RESEARCH FOR A BETTER WORLD

Our world-leading research helps to transform the lives of people in the region, the UK and the world.

The University’s first Research Engagement and Impact Awards in 2017 recognised and rewarded researchers across five categories who have achieved extraordinary things by engaging and interacting with people outside of academia to drive better understanding of research and to influence change.

INFORM:
Climate scientist Professor Ed Hawkins has brought climate science to a huge audience with his popular Climate Lab Book blog, social media activity and his ‘climate spiral’ on the upward spiralling of global temperatures. Mashable described the spiral as ‘the most compelling climate visualization we’ve ever seen’.

INFLUENCE:
Thanks to the work of Professor Roger Matthews, the rich cultural heritage of Iraq – the world’s cradle of civilisation – is getting the help it needs to survive. Along with Dr Wendy Matthews, Roger works on the ground in Iraq, enhancing skills in heritage protection among Iraqi antiquities staff.

INSPIRE:
Working with theatre company Filskit Theatre on the interactive theatre roadshow Bright Sparks, Dr Mark Dallas is helping dispel myths about brain function and giving children, teachers and scientists a vital insight into neuroscience.

INVOLVE:
In 2012, Whitley in South Reading secured £1 million Big Local National Lottery Funding for community development. Dr Sally Lloyd-Evans and her team worked with local residents to create a community research network, finding solutions for their community, including improved transport links.

EMBARK (FOR EARLY CAREER RESEARCHERS):
By April 2017, more than two-thirds of the countries in the world had abolished capital punishment, but in Japan the death penalty remains. The work of Dr Mai Sato has challenged assumptions of public support for the death penalty in Japan and received notions about its legitimacy.

Analysis from Times Higher Education in November 2017 showed that Reading researchers won a record amount of research funding from the UK Research Councils in 2016/17 – up more than 40% from 2015/16 – taking our ranking for number of awards to 20th, up from 29th. Our overall success for applications rose – from 22% to 34%, the second highest success rate of any UK university with at least 10 awards.

Based on the Times Higher Education’s analysis of REF 2014
LOOKING AHEAD

A NEW HOME FOR HEALTH AND LIFE SCIENCES

Plans have been approved for a new Health and Life Sciences building, which will consolidate our current dispersed Health and Life Sciences teaching in a brand new facility. The facility will form a critical part of the University’s research to find new treatments for conditions such as epilepsy, heart disease and obesity. The project forms part of the University’s £200 million capital investment programme 2016: TRANSFORM and completion is expected in 2020.

MEETING THE HEALTHCARE CHALLENGES OF THE REGION

The University is developing an even stronger partnership with the Royal Berkshire NHS Foundation Trust and the Berkshire Healthcare NHS Foundation Trust. Together, we aim to address some of the most important healthcare challenges in the region. In 2016, we opened the Thames Valley Clinical Trials Unit and we plan to develop more joint initiatives in 2018—and beyond.

A NEW PARTNERSHIP WITH THE BRITISH ARMY

In September 2017, we announced a new partnership between the British Army and the University’s School of Politics, Economics and International Relations and Henley Business School. The Army Higher Education Pathway will allow selected Officer Cadets from the world-renowned Royal Military Academy Sandhurst to study towards specially designed Bachelor’s or Master’s degrees in Leadership and Strategic studies, utilising a state of the art online training portal and e-learning app.

A NEW MODEL FOR LEADERSHIP

For the first time ever, the University has appointed two new members to the University Executive Board in a job-share role. Professors Parveen Yaqoob and Dominik Zaum will join the Board in August 2018 as the University’s new Pro-Vice-Chancellors for Research and Innovation. Together they will shape the University’s research strategy, lead the submission for the next Research Excellence Framework in 2021 and develop further research links with industry.

THAMES VALLEY SCIENCE PARK

The University of Reading-owned Thames Valley Science Park has opened its doors, with tenants moving into the flagship £35 million ‘Gateway’ building. It provides flexible office and laboratory space and high-speed digital infrastructure for around 20 technology-led companies. A long-term investment, the Science Park will take up to 20 years to fully develop. It will be amongst the biggest dedicated science parks in the region and one of the largest in the south-east, with a campus-style setting designed to encourage collaboration.

PARTNERING WITH THE BRITISH MUSEUM

In December 2017, we announced an exciting partnership with the British Museum to develop a significant new collection storage and research facility. It is a first of its kind partnership between a national museum and a UK university to deliver study and research benefits to students, academics and members of the public.
APPENDIX 14
SOME STATISTICS
Some statistics

Staff (as at 31/07/2018)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Payroll</td>
<td>3,835</td>
</tr>
<tr>
<td>Academic</td>
<td>1,387</td>
</tr>
<tr>
<td>Technical</td>
<td>182</td>
</tr>
<tr>
<td>Clerical</td>
<td>849</td>
</tr>
<tr>
<td>Manual</td>
<td>418</td>
</tr>
<tr>
<td>Managerial</td>
<td>831</td>
</tr>
<tr>
<td>Other</td>
<td>168</td>
</tr>
</tbody>
</table>

Land

<table>
<thead>
<tr>
<th>Location</th>
<th>Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whiteknights</td>
<td>300</td>
</tr>
<tr>
<td>Greenlands</td>
<td>25</td>
</tr>
<tr>
<td>London Road</td>
<td>10</td>
</tr>
<tr>
<td>MERL and Martindale site</td>
<td>4</td>
</tr>
<tr>
<td>Bulmershe sports pitches</td>
<td>15</td>
</tr>
<tr>
<td>Arborfield Farmland</td>
<td>890</td>
</tr>
</tbody>
</table>

Students (2013 – 2014)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>All students</td>
<td>20,265</td>
</tr>
<tr>
<td>Full-time students</td>
<td>16,115</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>12,430</td>
</tr>
<tr>
<td>Postgraduates</td>
<td>7,840</td>
</tr>
<tr>
<td>UK-based International students</td>
<td></td>
</tr>
<tr>
<td>(excluding those from EU)</td>
<td>3,760</td>
</tr>
<tr>
<td>Countries of origin of overseas</td>
<td></td>
</tr>
<tr>
<td>students (excluding EU)</td>
<td>130</td>
</tr>
</tbody>
</table>

Degrees conferred

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>3,505</td>
</tr>
<tr>
<td>Postgraduate (includes PGCEs and PGDips/Certs)</td>
<td>3,440</td>
</tr>
<tr>
<td>Diplomas and certificates</td>
<td>265</td>
</tr>
</tbody>
</table>
HANDBOOK FOR MEMBERS OF THE COUNCIL 2018–19

For more information, please contact:
Dr R J Messer
University Secretary
University of Reading
Whiteknights
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