



Information for new Council members (“the Handbook”)

2025 –2026

Foreword by the University Secretary and General Counsel

This handbook provides information and guidance for Council Members on Brunel's governance arrangements. It contains an overview of the responsibility of Council and its Committees, details of the senior officers in the University and a background to the governance arrangements that the University is required to put in place. The Handbook ties together a number of University documents, policies and procedures with the aim of giving Council members, information to enable them to discharge their duties.

The purpose of this handbook is to provide Council members with information and guidance to support their individual and collective duties and responsibilities as a member of Council at Brunel University of London. Being a member of Council in higher education is a complex role. Traditionally, they sit at a constitutional crossroads – they are akin to 'trustees' as well as to non-executive directors of commercial boards.

It is hoped that this handbook will help Council members navigate their way through this terrain. The handbook is supplemented with induction sessions and on-going professional development activities, but undertaking this role in practice and learning through doing is the most effective training.

The handbook provides information and signposts to wider contextual information on the legal, governance and executive framework of the University. The handbook should be read in conjunction with the [CUC-HE-Code-of-Governance-publication-final.pdf](https://www.universitychairs.ac.uk/cuc-he-code-of-governance-publication-final.pdf) ([universitychairs.ac.uk](https://www.universitychairs.ac.uk))

We are delighted to issue the latest edition of this handbook. It will be updated on an annual basis to provide current material for each new academic year. Any comments or suggestions for improvement are most welcome and should be directed to the University Secretary and General Counsel OR the Associate Director of Governance.



Introduction

Whilst academic and student communities are at the heart of any university, as multi-million-pound enterprises, universities are also corporate bodies, with governance and management structures to reflect this. Brunel University of London is a corporation formed by Royal Charter (awarded in 1966) and is also an exempt charity as defined by the Charities Acts (1993/2011).

By contrast, the majority of post-1992 Higher Education institutions (HEI) with a local authority and polytechnic heritage, are formed as a Higher Education Corporation (HEC). As UK higher education has expanded, the chartered and HEC structures have remained the two predominant models for universities in England, but there are new corporate forms, particularly with the entry of private providers into the HE (Higher Education) sector. Private company structures, namely the Company Limited by Guarantee (CLG) model is increasingly being adopted, as well as universities owning, or being part of, wider group structures, with separate vehicles for specific commercial ventures and activities.

Like most public bodies, the University operates within a strong framework of regulation, and endeavours to conduct its business in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership). Not only does the University comply with all mandatory requirements, but it also strives to operate guidance which represents best practice.

The Charter and Statutes require the University to have two separate bodies, the Council and the Senate, each with clearly defined functions and responsibilities, to oversee and manage its activities.

The Council is the University's governing body and, amongst other matters, it is responsible for the administration and management of the affairs of the University and is required to present audited financial statements for each financial year. Its objects, powers and framework of governance are set out in the Charter and its supporting Statutes, the latest revisions of which were approved by the Privy Council in February 2017. The Council is responsible for setting the strategic direction of the University, and for its finance, property, investments, and general business - further details on the role and function of Council can be found on page 9

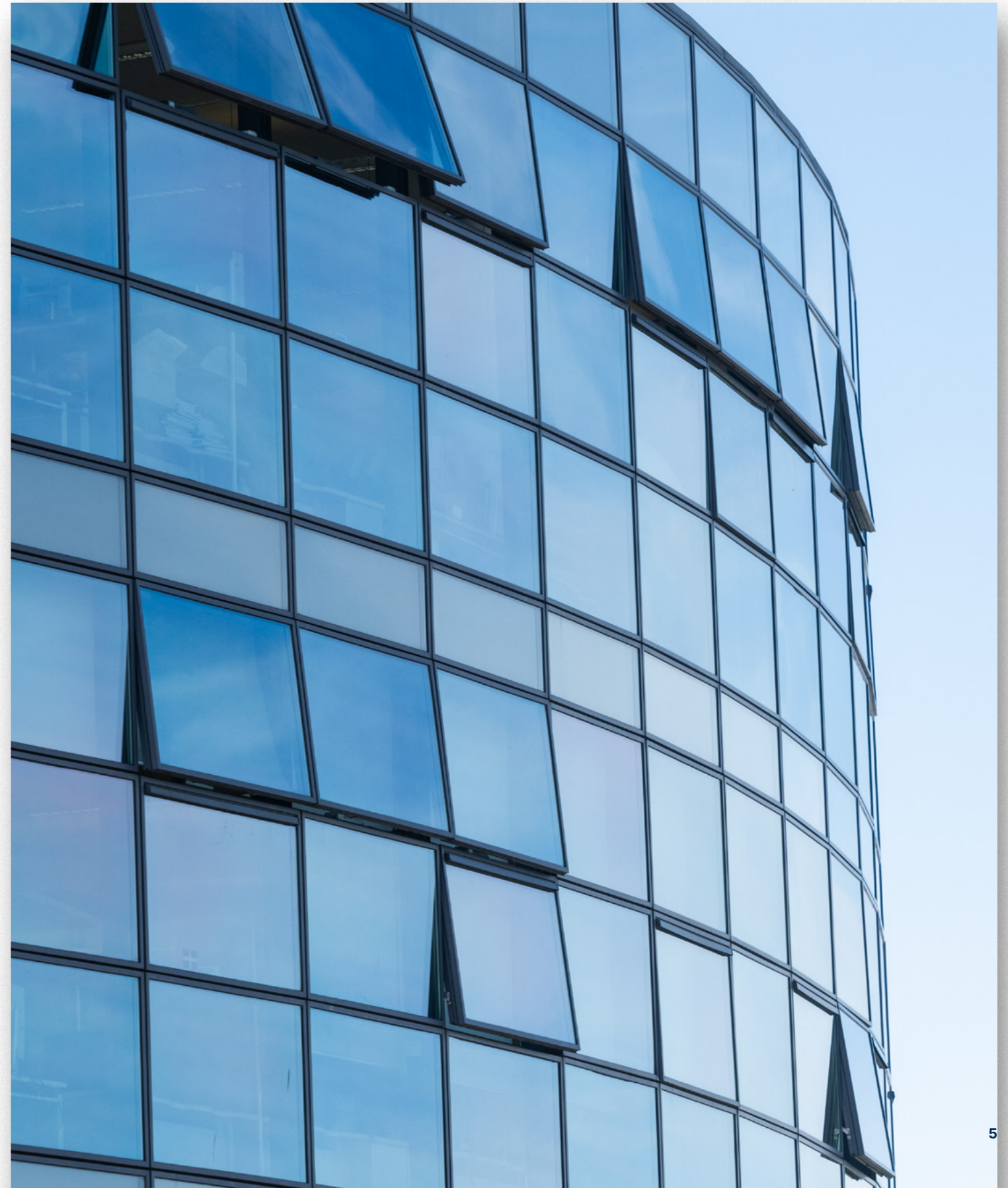
Many university governing bodies do not exceed 25 members irrespective of their legal structure, based on recommended guidance from Committee of University Chairs (CUC). A distinction remains between 'independent' and 'co-opted' membership categories related principally to some areas of business reserved to the independent members. There is little practical difference between the categories of external governor in practice.

The Senate is the governing body for all academic matters and for upholding academic standards. The membership and powers of the Senate are prescribed by the Ordinances - further details of the role and function of Senate can be found on page 22 and further details of the Ordinances can be found on page 32

The principal academic and administrative officer of the University is the Vice-Chancellor and President, who has a general responsibility to the Council for maintaining and promoting the efficiency and good order of the University. Under the Office for Students' Regulatory Framework, the Vice-Chancellor is the accountable officer of the University.

Day-to-day management of the University is conducted through the Vice-Chancellor's Advisory Group and the Executive Board.

Working closely with the University is the Union of Brunel Students. Brunel has up to two student members of Council, who also sit on the Finance, Governance and Nominations Committees and the Estates sub-Committee.



The University campus

Brunel University of London sits on a compact campus in Uxbridge, Greater London and is therefore in a unique and envious position in the capital. Being based in Greater London represents significant opportunities for the University, not least the access to a large potential student and staff recruitment pool and the opportunity to entice international staff and students through proximity to Heathrow Airport. However, the nature of restrictive Green Belt planning laws and a significant flood plain crossing the central axis of the University coupled with an aging building stock, much of which was first built in the 1960s, has made expansion of the campus and the maintenance of existing infrastructure challenging.

Brunel is currently considering the future demands of its estate over the short, medium and long term with a view to developing a new masterplan. This will then form the basis of an approach to the local authority to agree a Local Development Plan for the campus.

The history of Brunel

The name of Brunel University of London has become as well-known and respected in engineering circles as was the name of Isambard Kingdom Brunel a hundred years earlier. Both reputations are well deserved, reflecting outstanding technical competence, creativity and commitment which have resulted in important advances in science and knowledge benefiting the lives of countless people. However, today, Brunel University of London's influence extends far beyond the fields of engineering, science and technology, which were its traditional strengths. A long succession of developments and mergers has brought the University from modest beginnings to become a major force on the UK higher education scene.

Small beginnings

The first step in the establishment of Brunel was in 1928, when Middlesex County Council transferred its Junior Technical School, founded in Chiswick in 1910, to Acton in west London. Here it grew rapidly both in size and reputation, winning the respect of parents, employers and the education authorities alike. Its original purpose was to provide recruits for local industry and early statistics collected by HM inspectors show that between 1929 and 1933, 90 per cent of boys leaving the school found employment in the engineering and building trades. This was to be a well-founded precedent for the excellent graduate employment record Brunel enjoys today.

Wartime

When war broke out, Acton Technical College, as it was now known, had to adapt the courses it offered to suit wartime needs. These now included: basic technical instruction for women; domestic and clerical classes for members of the Women's Services (ATS, WAAF and WRNS); and a degree-level course for engineering cadets.

Brunel College of Technology

Immediately after the war, the government began a radical restructuring of further education to improve the nation's skills and increase the efficiency of British industry. Each local education authority was required to submit an outline for the provision of further education in its own area, taking into account the views of local industry, neighbouring authorities, universities and voluntary bodies. Middlesex's proposal included ambitious plans for new buildings and improved facilities and was finally approved in 1953. In the meantime, Acton Technical College had continued to expand and now concentrated on the provision of more advanced courses and, in particular, degree programmes. HM inspectors who visited in 1952 were extremely impressed by the scope, the appeal and the widespread recognition accorded to the College's range of courses and concluded that teaching was of a high order with excellent exam results. However, the lack of facilities at Acton was holding back the College's growth, and, with the Middlesex scheme now approved, a building programme was agreed. New buildings on its existing Woodlands site were completed in 1957 at which time the decision was made to divide the College into two. One establishment retained the name of Acton Technical College and remained in the existing buildings in the High Street where it continued to provide Ordinary National Certificate and craft courses for technicians and craftsmen. The second, which was to be situated in new buildings, was to concentrate on the education of technologists and was named Brunel College of Technology. Sandwich courses (courses containing a work placement element) were at this time a new concept. Brunel College was a pioneer in this field, concentrating particularly on sandwich courses leading to the Diploma of Technology. The College worked hard to develop a range of courses which suited the needs of local employers, experimenting with various arrangements in order to establish the best model. As a result of this, close links with industry were developed. This co-operation was to be an integral part of Brunel's success in the years to come.

Move to Uxbridge

The government had introduced the designation of College of Advanced Technology in 1956, at which time Acton Technical College, in spite of its high academic standing, had not been included in the handful of institutions nominated. In 1961, the Ministry of Education conducted a review of further education in Middlesex and expressed the opinion that Brunel College of Technology had 'made a distinguished contribution to the development of advanced technological education' and that the standard of work and quality of staff would in themselves warrant the designation of College of Advanced Technology. However, Colleges of Advanced Technology were expected to be able to accommodate some 2,000 students and this was clearly well beyond the capacity of the Woodlands site.

This signalled the next major step in Brunel's development. It was agreed that plans for further extensions at Woodlands should be abandoned and instead, a completely new college be erected on a separate site as a replacement. The site chosen was a 170-acre plot in Uxbridge which was formerly the Low and Shawyer nursery and market garden.

Local historian and Honorary Brunel Graduate Ken Pearce records that, in its heyday in the 1930s, the nursery covered 200 acres, employed 1,000 people full-time and produced around 50 million blooms each year. The Ministry of Education did not wait for the new building to be completed or even begun before redesignating the College. With effect from 1 April 1962, the institution officially became Brunel College of Advanced Technology, the 10th in the country and the last to achieve this status

University status

Building at Uxbridge was planned in four phases with the cost of each phase expected to total around £1.5 million and Phase One to be substantially completed by June 1967. In 1963, the Robbins Report announced another far-reaching change for Brunel. From 1966, the College was to become a technological university with the power to award its own degrees, both first and higher. The Governing Body and the Academic Board found themselves under pressure from all sides, undertaking academic and financial planning exercises, formulating new policies for the institution's future as a university, overseeing development of the new site and at the same time maintaining a high standard of provision for existing students in a climate of impending change.

It was inevitable that several issues should arise during an undertaking on such a large scale as the construction of an entirely new university. Amendments to the preliminary architects' plans were called for. There was the question of housing for staff. There was debate over the provision of a generator to provide electricity. There was the matter of bridges across the railway line. The degree of difficulty experienced in obtaining sufficient funding from the Department of Education made it necessary to scrutinise the financial implications carefully before making any decision. However, one by one all the challenges were met and the University Charter was granted on 9 June 1966. From the autumn term, the Uxbridge campus was officially part of Brunel.

The University continued to operate on both sites until 1971, when it was finally able to vacate the Acton site. This was also the year in which Brunel's first Vice-Chancellor, Dr Topping, who was appointed Principal of the Technical College in 1955, retired. Tribute was paid to the man under whose leadership Brunel University had achieved so much.



Shoreditch College of Education

The next stage of expansion came in 1980, when Shoreditch College of Education (formerly Shoreditch Technical College, one of the leading teacher training colleges in the field of craft, design and technology) became part of Brunel University. Since 1951, Shoreditch had been located at Runnymede and this became the University's second campus.

West London Institute

In 1995 West London Institute of Higher Education was incorporated into the University, bringing with it expertise in new subject areas and innovative modes of study. West London Institute had been created in 1976 from the merger of Borough Road (est. 1798) and Maria Grey teacher training colleges and Chiswick Polytechnic. It had campuses in Isleworth and Twickenham, West London.

Until then, Brunel's traditional strengths were in the fields of engineering, science, technology, social sciences, education and management. The merger brought performing arts, humanities, geography and earth sciences, health, social work, sports sciences and business within the University's remit, giving Brunel a total student population of just over 12,000 located on four campuses. In 2005 Twickenham campus closed followed by Osterley campus the following year and Runnymede in 2007. Remaining staff and students moved to Uxbridge.

The modern Brunel

2014 saw an amendment to the Royal Charter that saw the University officially become Brunel University London, further tying the name of Brunel to one of the greatest research cities in the world. The student community includes an international student contingent some 8,000 strong, drawn from 110 countries. Most of them return home as Brunel graduates to practise their professions and spread the good name of Brunel around the world. Just as I K Brunel opened up new horizons for the Victorians through his engineering innovations and applications, so Brunel University of London has allowed successive generations to expand their professional and educational horizons, by creating opportunities for students to acquire and apply new knowledge to explore new areas of research and to extend the scope of their involvement in the country's creative and economic future. Since the 1960s the name of Brunel has been synonymous with the provision of high-quality academic programmes which meet the needs of the real world and contribute in a very practical way to progress in all walks of life. The story of the creation and development of Brunel University of London has been one of continual growth while at the same time remaining true to its heritage.

The future

On 1 October 2024, Brunel became a member of the University of London, a world-leading research federation with more than 250,000 students from 190 countries. The University of London was founded in 1836 to promote access to higher education. It pioneered distance learning across the globe and was the first University in the world to admit students regardless of their gender, race or religion. In 1878 it was the first UK university to award degrees to women. Brunel is one of 17 constituent members of the federation.



Strategic Plan: Wielding Brunel's World-Class Difference

Vision

Brunel is different! It is a world-class research university, combining a technical focus with research excellence that is closely aligned with the needs of equitable and inclusive, environmentally sustainable global societies and economies. With a strong social mission, distinctive staff talent and highly employable graduates, we have exceptional international reach from our London campus.

Values

Open: We are welcoming and believe in the power of diversity. We are transparent in our decisions and deliver on what we say.

Courageous: We seek and take on ambitious challenges. We are brave and committed to thinking differently. Nothing stops us from going after our goals.

Inventive: We are purposeful in an ever-changing world. Collaborating and innovating to reach our full potential and to change lives - and the world - for the better. We celebrate breakthroughs and strive for the best.

The full Strategy document can be read [here](#)



The framework of Governance at Brunel University of London

(i) Council

The Council is the governing body of the institution and in exercising its role and powers undertakes to meet the obligations placed upon the institution by the founding Charter of the University and on its members as Charity Trustees. This establishes the University as both a teaching and learning institution providing education in various branches of scholarship as determined by the University, and also as an institution making provision for research and dissemination of knowledge.

Council is responsible for setting the strategic direction of the University, and for the finance, property, investments and general business of the University. Council approves major developments and receives regular reports from Executive Officers on the day-to-day operations of its business and its subsidiaries. The matters specifically reserved to the Council for decision are set out in the University's Statutes.

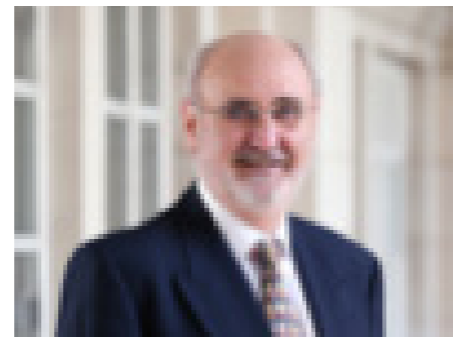
Council has a majority of members from outside the University (described as independent members), from whom its chair and deputy chair must be drawn. Members also include representatives of the staff of the University and the student body. None of the independent members receive any payment, apart from the reimbursement of expenses, for the work they do for the University.

Council is responsible for the University's system of internal control and for reviewing its effectiveness. It has established processes to oversee maintenance of Brunel's registration with the Office for Students (OfS) and for the identification, evaluation and management of the key risks facing the University. Council has responsibility for maintaining a system of internal control that supports the achievement of policies, aims and objectives, whilst safeguarding the public and other funds and assets for which it is responsible, in accordance with the responsibility assigned to the Council in the Charter and Statutes.

This system is designed to manage, rather than eliminate, the risk of failure in achieving business, operational, compliance and financial objectives, and it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks, and to manage them efficiently, effectively and economically. Council has adopted a risk management policy and has identified where the principal management responsibility rests for risk management.

The internal auditor also provides Council with an independent opinion each year on the adequacy and effectiveness of the University's risk management, control and governance processes. The Council has ensured that the meeting calendar enables risk management and internal control to be considered on a regular basis during the year.

(ii) Members of Council, Brunel University of London, 2025-26



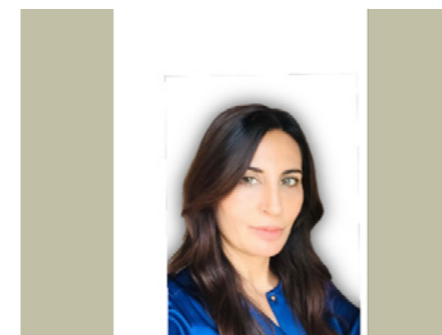
Professor Stuart Palmer, Chair of Council

Stuart Palmer is an Emeritus Professor at the University of Warwick. His BSc and PhD were in Physics at the University of Sheffield after which he took up a lectureship in the Applied Physics Department at the University of Hull. He left Hull for the Chair in Experimental Physics at the University of Warwick initially as Head of the Physics Department, then Pro Vice Chancellor for Research and finally Provost and Deputy Vice Chancellor. He has chaired and served on a wide range of committees for HEFCE and EPSRC. His research has spanned Condensed Matter Physics, Medical Physics and Non-destructive Evaluation and he has supervised more than 50 PhD students. His research led to the formation of three spin-out companies in conjunction with research students and the ultrasonic investigation of osteoporosis was recognised by the naming of a train on the East Coast Main Line the 'Professor Stuart Palmer'. More recently he has chaired the Council of Cardiff University for six years, was Visiting Professor at Queensland University of Technology and is now the Honorary Treasurer of the European Physical Society.



Ms Janet Dean, independent member, Deputy Chair of Council and Chair of the Governance and Nominations Committee

Janet Dean is an experienced Executive Director, Non-Executive Director and Chair who has advised local authorities, national agencies and partnership organisations on strategic change and development in the fields of housing, regeneration and economic development, health, social care, and education. Since 1996 she has had a successful senior career as permanent and interim Departmental Head, Executive and Non-Executive Director in local government, housing association and arms-length companies, health bodies and independent charities and higher and further education. Her past appointments include Non-Executive Director of the Yorkshire and Humber Strategic Health Authority and of Barnsley Hospital NHS Foundation Trust, Governor of Sheffield Hallam University and Non-Executive Director of Metropolitan Housing Trust. She is currently a Governor of York College, chair of The Arts Society Ebor, a Director of Mount School Estates Ltd, and a Trustee of the Orkney Wireless Museum. Janet is also a writer and runs writing workshops, courses and retreats



Dr Vineta Bhalla, independent Council member

Vineta Bhalla is a doctor and senior global public health leader with policy, strategy and implementation experience in the United Kingdom, Singapore, Australia and the World Health Organisation. She specialises in health system redesign for integrated care and population health.

Vineta was the Director of Community and Out-of-Hospital Care Programme at the NHS TDA until December 2015, having previously worked at the University College London Hospitals NHS Trust. She is currently Clinic Lead for Deloitte UK-Middle East. Vineta also serves on the Board of London Northwest Healthcare NHS Trust. She chairs the London Northwest Healthcare Charity and the Joint Digital Care Record Programme for NW London.

Vineta has received various honours and awards during her career, including Public Service Medal and National Day Honours from the Government of Singapore for her leadership in the fight against the SARS epidemic and for her role as the National Director of Hospitals for Singapore.

Vineta was recently appointed as a Senior Editorial Advisor to the journal, Internal Health. She has served as a Fellow with the Institute of Global Health Innovation, Imperial College London and the NHS Staff College.



Ms Sharon Blackman, independent member and Chair of the Remuneration Committee

An Employed Barrister (England & Wales) and NY Attorney Sharon heads the legal team supporting Citi's Services business globally and serves on the Legal Management Committee (LMC). She is Chair of the Bank of England FXJSC legal subcommittee and a member of the global steering committee for Citi's Black Heritage network. A mother of three, she is also a founding member of the Inhouse Pro Bono Group, trustee and playing member of the Croydon Symphony Orchestra, member of Brunel University Council, Corporate Advisory Board member for Urban Synergy and the Patchwork Foundation and BACFI representative on the Bar Council's Race Working Group.

In 2021 Sharon was listed in Cranfield's Women to Watch 2021, became a Bencher of Lincoln's Inn and was recognized in the Queen's Birthday Honors with an OBE for services to the financial sector



Professor Dave Delpy, independent member

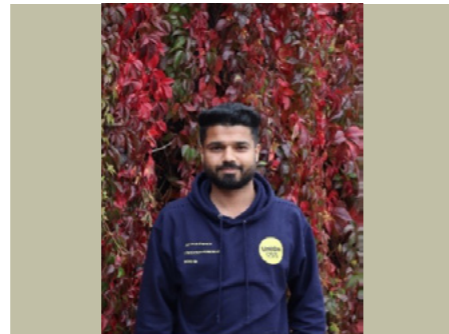
Professor Delpy is Emeritus Professor of Medical Photonics in the Department of Medical Physics and Biomedical Engineering at University College London (UCL). He originally studied physics at Brunel University, then spent two years working for Darchem Ltd, an engineering company, before going to UCL to work on the development of sensors for use in newborn infants. He spent 35 years at UCL developing techniques for the physiological monitoring of infants and adult patients. He is best known for developments of NIR Spectroscopy and Imaging of brain oxygenation. Many companies have marketed devices developed by him and his team.

At UCL, he was head of department for seven years, followed by seven years as Research Vice Provost. In 2007 he left UCL to become the CEO of the Engineering and Physical Sciences Research Council, stepping down in 2014. He was then Chair of the Defence Scientific Advisory Council from 2014 to 2017 and Chair of the Strategic Advisory Board for the UK National Quantum Technologies Programme from 2014 to 2019. He is currently a member of the Home Office Science Advisory Council and Honorary Treasurer at the IoP. Professor Delpy is a Fellow of the Royal Society, the Royal Academy of Engineering and the Academy of Medical Sciences and is a member of many advisory committees for universities, professional institutes and national academies.



Mr Mark Garrett, independent member

Mark Garrett is Chief Strategy Officer at Ricardo PLC having filled several other roles during his 21 years there including the leadership of both the European and US technical consulting divisions. Prior to joining Ricardo, Mark spent 14 years in various powertrain-related roles in the Rover Group, including at the BMW Engineering Centre in Munich. Mark is a Chartered Engineer and a Fellow of both the Institution of Mechanical Engineers and the Royal Academy of Engineering. Mark is also the non-executive chairman of Secured by Design Limited.



Mr Abhishek Ghawate, student Council member

Abhishek Ghawate serves as the Education President of the Union of Brunel Students and as a Student Member of Council, representing the academic interests and voices of Brunel students at the highest level of university governance.

He completed his Master's in Management with Placement at Brunel University London and holds a Bachelor's in Business Administration from Sinhgad Institute, India.

Abhishek focuses strongly on employability, academic quality, and student engagement, working closely with staff and students to enhance the overall learning experience. He is passionate about leadership and innovation and aims to make a meaningful impact in the global business landscape.



Ms Nadya Hijazi, independent Council member

Nadya is recognised as an early advocate for responsible artificial intelligence. She was among HSBC's first Business Executive AI Ambassador and sponsored one of its earliest AI proof-of-concepts. Recognised on the Women in FinTech Powerlist and Brummel Inspirational Women Award. Launched award-winning propositions including HSBC Kinetic, advanced API and open-banking platforms, and large-scale data sovereignty solutions.

In her Corporate Career, Nadya was Managing Director and Global Head of Wholesale Digital Channels at HSBC, where she led the strategic transformation and daily operations of digital banking channels for over 1.2 million corporate and institutional clients across more than 60 countries. Over a 25-year career in global digital channels and transaction banking, she delivered major transformation programmes spanning transaction banking, while ensuring operational excellence, cyber security, resilience, and fraud prevention. She has also worked in Abu Dhabi in the Emirates.

Nadya is passionate about the transformational impact of education, lifelong learning, and encouraging a broader mix of backgrounds into leadership roles. She herself is a lifelong learner and recently completed the AI Programme at Saïd Business School, University of Oxford.



Ms Lucinda Hunt, independent member

Ms Hunt was the Director of the Royal Institution. Ms Hunt was previously Head at Notting Hill and Ealing High School, GDST. She holds a BSc (Hons) in Physics from Imperial College London and a PGCE from the University of Oxford. Ms Hunt began her career in 1982 as a Teacher at The Cherwell Upper School in Oxford. After a variety of teaching posts in Australia and France, she returned to the UK in 1991, joining Putney High School as a Teacher of Physics. She moved to Wimbledon High School a year later, progressing to Head of Sixth Form in 1996 and to Head of the Faculty of Sciences in 1998.

Following a secondment to Goldman Sachs in 2000, Ms Hunt assumed the position of Deputy Head (Director of Studies) at St Paul's Girls' School. She assumed her previous role as Head in 2008.

Ms Hunt stepped down from her role as Head at NHEHS in August 2016. She plans to spend more time sailing, skiing and improving her French, and is looking forward to having the time and the opportunity to develop other aspects of her professional life, including her role on the Brunel University of London Council and existing commitment to the Royal Institution.



Mr David Kennedy, independent member, Chair of the Audit and Risk Committee

David has many years of experience at Board Level in a variety of settings both in the charitable, educational and commercial sectors.

For many years he served at Board Level on the Personal Finance Education Group (PFEG), a major educational charity, which pioneered financial education in schools. In furtherance of this work, he has made presentations at international conferences, including the JP Morgan Gleneagles Financial Conference in 2013 and before the All Parliamentary Party Group for Finance. His work with PFEG led him to be appointed to the London Institute of Banking and Finance where he served as Chair of the Audit & Risk Committee.

Following the sale of LIBF he joined the Board of the London Foundation for Banking and Finance (LFBF), spending a good deal of time in developing the aims and objectives of the Charity, together with the appointment of the Executive. In addition to his role as the Chair of Audit, David is now the Vice Chair of the Board. Other aspects of his work with LFBF include acting as a facilitator at the 2024 LFBF Financial Capability Conference at The Bank of England.

In addition to these roles David is also the member of The Court of a Livery Company where he was Chair of the Education Committee for 6 years and now Chairs the Charity Committee. He is a Freeman of the City of London and represents the Company at the Livery Chairs Charity Group (LCCG). He also sits on the Board of Bedford Giving, a major charitable initiative in Bedford which operates in partnership with The Harpur Trust. He also sits on the Educational Advisory Board. In addition to his Audit work at Brunel he is the Council member with special responsibilities for Apprenticeships run by the University. David is a member of the Institute of Directors (IoD), is committed to professional development and regularly attends courses and conferences.



Mr Nafee Khan, student Council member

Toby has been the Executive Director for Strategy and Population Health for NHS North West London since March 2021, where he oversees the strategy, health equity and commissioning teams covering the eight boroughs comprising North West London. He has previously worked at the Department for Health and Social Care during the COVID pandemic, held the strategy, policy and pricing roles at Monitor and the strategy role at Kings College Hospital, alongside two stints in consultancy with Carnall Farrar and McKinsey & Company.



Mr Toby Lambert, independent member

Toby Lambert is a health leader with policy, strategy and implementation experience in the United Kingdom, Gulf countries, Egypt, South African and Brazil. He specialises in health system redesign for integrated care and population health.

Toby has been the Executive Director for Strategy and Population Health for NHS North West London since March 2021, where he oversees the strategy, health equity and commissioning teams covering the eight boroughs comprising North West London. He has previously worked at the Department for Health and Social Care during the COVID pandemic, held the strategy, policy and pricing roles at Monitor and the strategy role at Kings College Hospital, alongside two stints in consultancy with Carnall Farrar and McKinsey & Company.



Mr Marc Lombardo, independent Council member

Marc Lombardo is a Chief Financial Officer with extensive experience in both public companies and private equity backed firms.

As CFO, Marc has he has led the development and implementation of strategic visions of several businesses. He has collaborated with leading private equity institutions and has been involved in several transactions. Marc's expertise lies in hospitality and retail sectors, with a strong focus on change management and turnaround situations.

Marc is a graduate and a member of the Chartered Institute of Management Accountants.

Marc is drawn to organisations that promote social mobility on a global scale and have affiliations with business and industry. He has a proven ability to make rational and objective contributions to debates drawing from his proven record of strategic leadership in complex organisations



Ms Gillian May, independent member

Gillian is an experienced leader in further education, with over 35 years' experience across finance, education and organisational leadership. She is CEO and Group Principal of the Windsor Forest Colleges Group, a £50+ million four college organisation delivering a wide curriculum including 16–19 study programmes, adult education, HE, 14–16 provision, apprenticeships and commercial programmes such as Skills Bootcamps, where it is the largest provider in Berkshire.

Since leading the successful merger of BCA into the Group in 2021, Gillian has overseen 30% growth in turnover and a financial recovery set to return the Group to break-even in 2024/25, with a surplus projected for 2025/26.

Her leadership is shaped by her early career as a Chartered Accountant with Arthur Andersen and senior roles at Bunzl PLC and PepsiCo. A qualified teacher, she brings strategic financial insight and a deep commitment to quality, inclusion and innovation across the sector.



Professor Andrew Jones, ex officio, Vice-Chancellor and President

Professor Andrew Jones is an inter-disciplinary social scientist with a background as an economic geographer. He has held a number of successful leadership roles in higher education, including Dean of School of Arts and Social Sciences, Vice-President (Research & Enterprise) and latterly Deputy President at City, University of London. He is a Fellow of the Academy of Social Sciences, the Royal Geographical Society and the Royal Society of Arts and has held a wide variety of roles for UKRI, including as a member of REF2014 and REF2021 panels. He is a trustee of the Campaign for Science and Engineering (CaSE), and was previously of the Academy of Social Sciences.

Professor Jones' interest in issues of globalisation has seen him contribute to studies in the fields of political science, sociology and management studies. His research focuses on the global economy, including firms, governing organisations and the activities of key individuals.

His research has been particularly interested in how the activities of organisations relate to the ongoing development of a globalised economy. In relation to this he has investigated the working practices of staff in large 'global' organisations and how they use information technology, travel and mobility strategies; the nature of global knowledge management and the way in which local contexts and places shape competitiveness. Past projects include the globalisation of investment banking, consultancy and legal industries as well as the role played by specific cities as locations for these industries.

In 2004 he authored a study for the UK Government's Department for Education & Skills on the nature and significance of 'gap years', leading to a further long-term project examining overseas youth volunteering projects. This work explored the impacts on volunteers and, to a lesser extent, host communities of gap-year volunteering across the globe including schemes in Tanzania, Guatemala, Belize, Australia and Vietnam. A particular focus was how the kinds of soft skills developed in voluntary work are relevant to the way young people gain certain important skill-sets and abilities in an increasingly global job market.

Professor Jones' recent research has returned to business services, and considers in particular how globalisation in these industries is caught up in the rise and development of emerging economies in Asia, and most recently in achieving service sector led economic growth in Latin America and the Caribbean. He also continues to work on the role of service industries in the green economy, and their important contribution to a low-carbon global economy.



Mr Keith Smith, independent Council member

Keith Smith has worked in the skills system for 25 years and joined Harrow, Richmond and Uxbridge Colleges (HRUC) as CEO in October 2022.

Previously, Keith was a senior civil servant and the architect of the Skills for Jobs White Paper, published in January 2021. A graduate of the Major Projects Leadership Academy, Keith has led several large national delivery and infrastructure projects, including national apprenticeship quality reforms, operationalisation of the apprenticeship levy and running the national FE Funding system for England. Keith is an active supporter on issues impacting people with disabilities, and is a mental health first aider.

He has also been a governor on a number of schools and a University Technology College, and has worked supporting unemployed people, through local job support programmes



Mr Christopher Stock, elected staff member, Professional Services

Chris joined Brunel in 2009 as the Laboratory Manager for the School of Sport and Education. Chris is currently the Services Manager for the College of Health, Medicine and Life Sciences, where he is responsible for all their technical and financial services, their infrastructure and business continuity and emergency preparedness. Before Brunel, Chris held Associate Lectureship positions at the Universities of Portsmouth and Winchester, in biomechanics and human physiology respectively.

Outside of academia, Chris serves as an officer in the Royal Naval Reserve. Initially trained as a Warfare Officer, he has since transition to an educational specialist role as a Training Manager, including instructing and assessing at the world-famous Britannia Royal Naval College in Dartmouth. During the national Covid-19 crisis, Chris was called into full-time service, providing strategic advice and military planning to the Thames Valley's Local Resilience Forum. Additionally, he served as a strategic advisor to the South East's Deputy Director of Public Health at Public Health England.



Professor Claire Turner, senior staff member, Pro Vice-Chancellor, Education

Claire Turner is an interdisciplinary scientist with a BSc in Chemistry and Biochemistry from the University of Natal and a PhD in Biochemical Engineering from UCL.

Her aim is to enable all our students to have an excellent education and student experience irrespective of their background and circumstances. She is very interested in innovations in pedagogy and how we can use these in improving the student experience.

She was previously at The Open University where she taught Analytical Science, and interdisciplinary science. Her research is focussed around the analysis of volatile organic compounds, applied to diverse field as non-invasive disease diagnosis and environmental monitoring



Ms Faith Wainwright, independent member, Chair of the Estates sub-Committee

Ms Wainwright is a former Director of Arup, a Fellow of the Royal Academy of Engineering, and a Past President of the Institution of Structural Engineers. She has led design teams for significant building projects and was a pioneer in developing Arup's networks for knowledge sharing and innovation across the firm.

Faith holds an Honorary Doctorate from University of Bath, a recent Diploma in Strategy and Innovation from the Oxford Saïd Business School, and is an accredited Executive Coach. She is an Honorary Fellow of St Edmund Hall, Oxford. Faith has been an industry panel member on two past Research Assessment Exercises, a NED for the KTN for the Modern Built Environment, part of Innovate UK, and is a Trustee of the Ove Arup Foundation



Professor Jonathan Wastling, senior staff member, Deputy Vice-Chancellor

Jonathan joined Brunel in September 2023 from the University of Keele, where he was Pro Vice-Chancellor and Executive Dean of the Faculty of Natural Sciences.

Whilst at Keele, Jonathan was the strategic lead on a collaborative partnership with Harper Adams University to develop the UK's 9th Vet School and the only joint Vet School in the country. He also led work on equality, diversity and inclusion, transforming Keele's Foundation Year programme, interdisciplinary education and research, and oversaw £42million capital redevelopment of science teaching and research facilities.

Jonathan has over 30 years' experience working on infectious diseases and the biology of human and animal pathogens. He continues to play an active part in science policy in the areas of food safety and security. Prior to Keele, Jonathan worked at University of Liverpool for 11 years where he held several roles including Head of Department of Infection Biology, helping lead the university's submission for REF 2014. Previously Jonathan spent 14 years working in Scotland at the universities of Glasgow and Edinburgh where he helped develop pioneering techniques for the identification of proteins which enable pathogens to enter and colonise the body.

An alumnus of Keele, where he gained a joint honours degree in Chemistry and Biology and a life-long commitment to the value of interdisciplinary research and education, Jonathan also holds a doctorate from the University of Aberdeen.



Peter Westaway, independent Council member

Peter has had a career in the private, public and academic sectors as an economist and investment analyst. Most recently, he was head of Investment Strategy and Chief Economist, Europe for Vanguard. He has previously worked for Nomura, the Bank of England, HM Treasury and the National Institute of Economic and Social Research. He advised the government on the decision on whether to join the euro and served on the government-appointed Senior Salaries Review Board. He has degrees from the universities of York and Cambridge.

In his non-executive and advisory roles, he works as a senior research fellow at the National Institute of Economic Social Research, and as a speaker on economics and finance for a number of speaker agencies. He is vice-chair of the Great Learners Trust, a multi-academy trust of eleven primary schools in Buckinghamshire. He is chair of his local cricket club.



Dr Allison Wiseman, elected staff member, Academic

Allison Wiseman is a nurse and academic. After qualifying as a nurse at Kings College Hospital she completed a BSc Nursing, MSc in Applied Studies in Education and Training and a Doctorate in Clinical Practice whilst working as a Critical Care Nurse and Nurse Educator. Her aim is to strengthen academic and professional services colleagues' influence through advocating professional development, well-being, and career advancement opportunities. She wants to contribute Council's purpose in creating a supportive environment where all stakeholders feel valued and motivated –and innovative opportunities for collaboration with other institutions and organisations are facilitated.

She was previously at the University of Surrey where she held a number of posts including Head of Continuing Professional Development Programmes before coming to Brunel University of London to become Programme Lead for the MSc Physician Associate programme. Allison is currently Division Lead for Nursing. Her research is focussed around pedagogical development, including Interprofessional Learning and Simulation Based Learning.

(iii) Higher Education in the United Kingdom

At present there are three main types of higher education provider:

- publicly funded Universities and higher education colleges (collectively referred to as higher education institutions or HEIs)
- further education colleges that offer higher education courses
- alternative providers (organisations that provide higher education courses but are not higher education institutions or further education colleges; this includes privately funded colleges).

All universities are autonomous, particularly in matters relating to courses, and are empowered by a Royal Charter or Act of Parliament. The Further and Higher Education Act 1992 abolished the binary line separating universities and polytechnics. Polytechnics were given university status (i.e. the right to award their own degrees) and took university titles. Higher Education Funding Councils for England, Scotland and Wales replaced the Universities Funding Council and the Polytechnics and Colleges Funding Council.

There are also many private higher education providers in England which offer degree-level courses but receive no public money. They tend to offer a relatively narrow range of courses, specialising in, for example, business, law, information systems or management. Most of these are colleges whose courses are validated by other public higher education institutions, but five private higher education institutions award their own degrees.

Higher education institutions are legally independent entities. Their governing bodies or Councils are responsible for ensuring the effective management of the institution and for planning its future development. They are ultimately responsible for all the affairs of the university or college.

Nearly all higher education institutions are charities and must therefore comply with charity law and regulation. OfS performs the regulatory role for the great majority of these, but some are regulated by the Charities Commission.

All UK universities undertake research and teaching, although the mission focus and balance of activities varies. Some institutions concentrate primarily on teaching while others are more research intensive. Universities also increasingly transfer knowledge out to businesses and other organisations. This process is known as knowledge transfer. Universities also seek to use their expertise and facilities to develop thriving social and business communities in their region.

UK universities are diverse in their missions and locations. A number have formed groups with common interests. These include various regional university associations and also the so called 'mission groups', such as the following.

- **ResearchPlus** was co-founded by Brunel in 2025-26, and is a collaboration of 10 research-focused universities. These institutions occupy a unique place in the sector and the collaboration aims to drive national strategy and growth.
- **Million+** (formerly Campaigning for Mainstream Universities (CMU)) is a university think-tank. They work to help solve complex problems in higher education and to ensure that policy reflects the potential of the UK's world-class university system. It mainly comprises post-1992 universities.
- **The Russell Group** - so-called because it traditionally met at the Russell Hotel, London - is an association of 24 major research-intensive universities.
- **University Alliance** institutions have a balanced portfolio of research, teaching, enterprise and innovation. It was formally launched in 2007.
- Not a mission group as such but an association of universities and colleges with Church foundations, the **Cathedrals Group** has 15 UK members who support the continuing role of the Church in Higher Education. It has close links with the Anglican, Roman Catholic and Methodist Churches.



(iv) Funding and regulating higher education

University activity is regulated by a number of bodies including the Office for Students (OfS) and the Student Loan Company (SLC). The Vice-Chancellor and President, as Chief Executive, is accountable to these bodies for the funding the University receives from the OfS and the loans provided to students.

The Office for Students (OfS)

The OfS is the principal regulator of the University as an exempt charity, overseeing regulation on behalf of the Charity Commission. Brunel is registered with the OfS as a provider of higher education, which is necessary in order to recruit international students and to charge tuition fees to "home" students at the "higher rate", which is currently £9,535 per year.

In order to maintain its registration, Brunel must at all times comply with the OfS Conditions of Registration relating to a wide range of university activity including access and participation in higher education, quality assurance and standards, protecting students' interests, financial sustainability and governance.

Should Brunel ever consider it likely that it will not be able to comply with the Conditions of Registration, there are strict reporting requirements to the OfS called "reportable events".

Although the OfS provides some funding for "home" students, the reality is that this forms a very small proportion of the University's annual income.

The Student Loans Company (SLC)

The SLC funds tuition fees for "home" students through the student loans system. Students apply to the SLC for funding and, if approved, the tuition fee is paid directly to the university in two instalments (in October and April). Students are only eligible to receive one loan for a relevant level of study so they cannot receive more than one loan to undertake more than one undergraduate degree, for example.

There are terms and conditions applicable to universities relating to reporting requirements and in some instances, tuition fees must be repaid to the SLC (for example if the student withdraws part way through a year).

Additional elements of Higher Education in England

- The Teaching Excellence Framework (TEF) is a periodic exercise overseen by the OfS which attempts to rank universities according to the quality and standard of teaching.
- The Research Excellence Framework (REF) is a periodic assessment of research carried out by HEIs resulting in a ranking which determines future funding for research.
- The Knowledge Exchange Framework (KEF) provides information as to how HEIs engage with external partners from business to community group with a view to enabling them to understand and improve their performance in knowledge exchange.
- UK Research and Innovation (UKRI) has responsibility for overall strategic direction, cross-cutting decision making and advising the Secretary of State on the balance of funding between research disciplines.

(v) Elements of regulation by external bodies

Criteria	Elements of regulation
Academic standards, student experience and quality enhancement	<ul style="list-style-type: none"> • OfS Condition of Regulation (B Conditions) • TEF outcomes • External examiners • OIA findings • National Student Survey (NSS) • Longitudinal Educational Outcomes (LEO Graduate outcomes) survey • Professional, statutory and regulatory bodies • National performance indicators
Access and widening participation	<ul style="list-style-type: none"> • Access and Participation Plan – reviewed by OfS • National performance indicators
Financial sustainability and governance	<ul style="list-style-type: none"> • OfS Annual Financial Return (AFR) • Governing body 'going concern' assurances • External auditors
Information provision	<ul style="list-style-type: none"> • OfS Conditions of Registration (F Conditions) • SLC data • HESA data • Unistats/KIS data (in addition to the National Student Survey and LEO Graduate outcomes)

(v) Elements of regulation by external bodies

All members of governing bodies - irrespective of the basis of their appointment or election - have shared corporate responsibility. Since the University is a Charity, members have equal responsibility for ensuring that Council exercises efficient and effective use of the resources of the University for the furtherance of its charitable purposes, maintains its long-term financial viability, and safeguards its assets, and that proper mechanisms exist to ensure financial control and for the prevention of fraud.

Council members, as charitable trustees, should note the following 6 main duties:

1. Ensure your charity (Brunel) is carrying out its purpose for the public benefit;
2. Comply with your charity's governing document (Royal Charter, Statutes and Ordinances) and the law;
3. Act in your charity's best interests;
4. Manage your charity's resources responsibly;
5. Act with reasonable skill and care;
6. Ensure your charity is accountable.

The University's whistleblowing policy and procedure can be found here

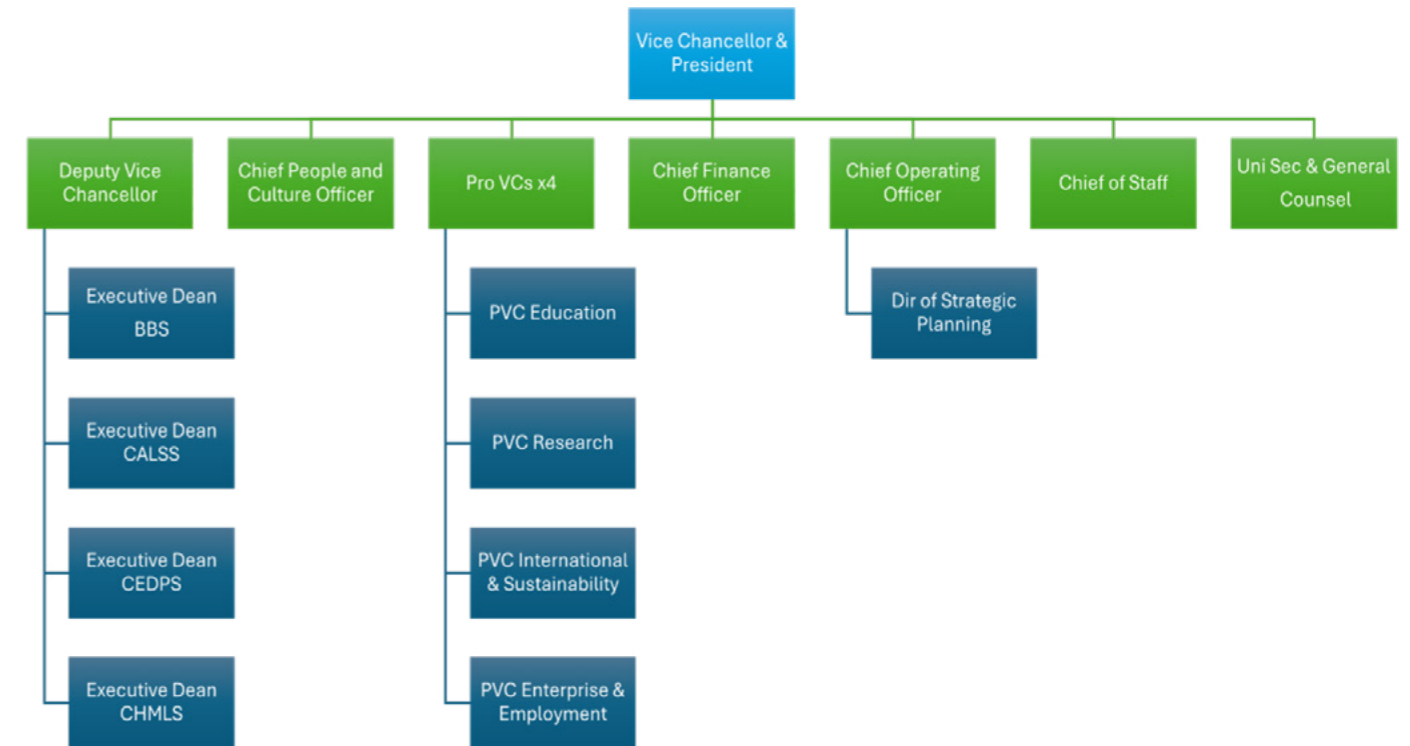
(vii) Senate and Academic Governance

The Senate is the academic authority of the University, and draws its membership entirely from the academic staff and the students of the University. Its role, subject to the Statutes and Ordinances, is to direct and regulate the teaching and research work of the University.

A distinction exists between corporate governance which is primarily concerned with an institution's legal and financial standing, and academic governance which involves the integrity of its core activities of teaching and research. Council has responsibility for all aspects of governance, but explicit responsibility for determining educational character and mission rests with Senate as the supreme academic authority within the University.

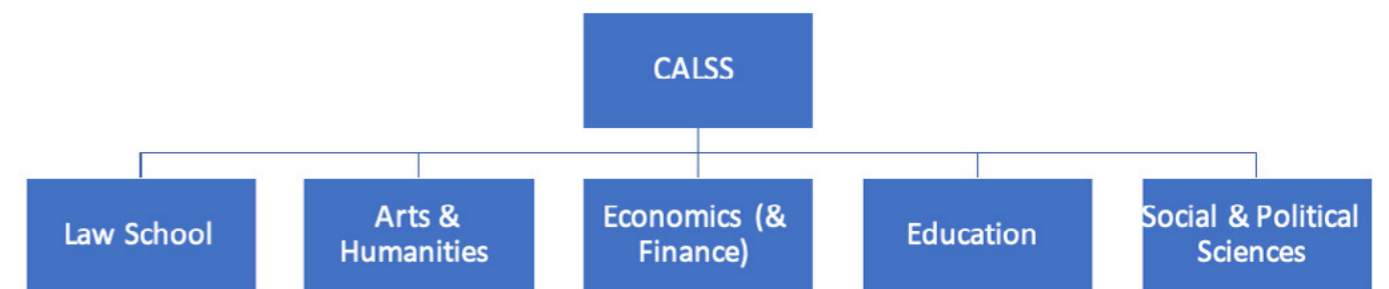
(viii) Senior Management Structure

Fig 1

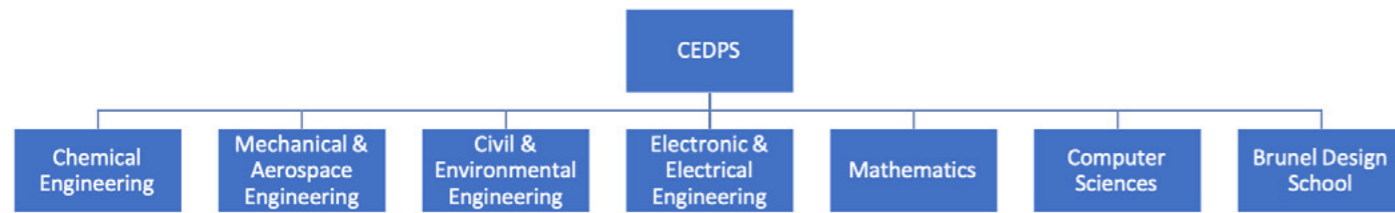


(ix) Colleges and Departments

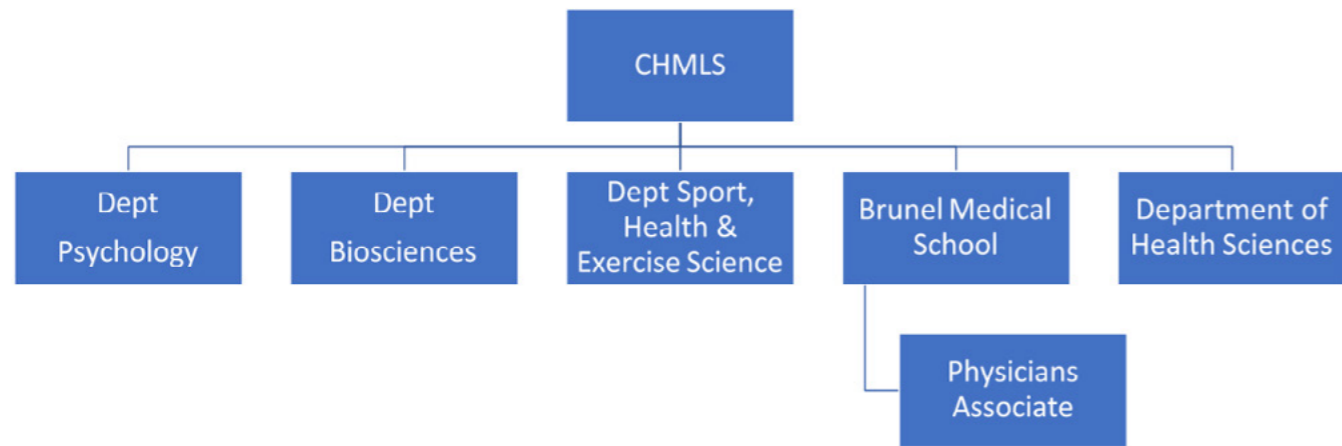
College of Arts, Law and Social Sciences (CALSS)



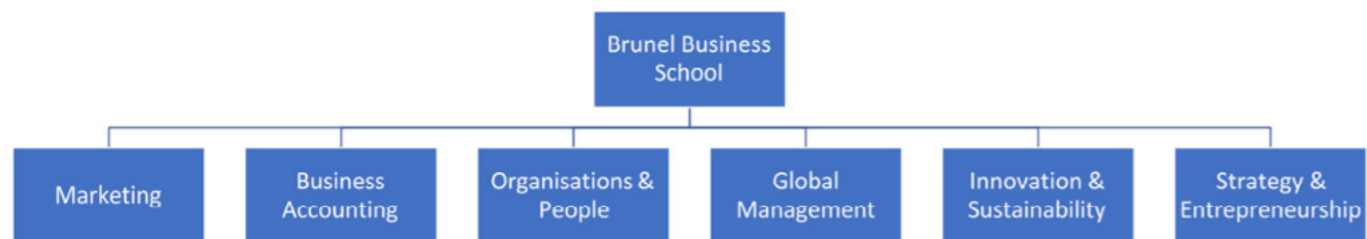
College of Engineering, Design and Physical Sciences (CEDPS)



College of Health, Medicine and Life Sciences (CHMLS)



Brunel Business School



Governance in practice at the university

(i) Council

The Council meets on at least four occasions in any one academic year. Its Committees are formally constituted with written terms of reference and a specified membership (including a significant proportion of independent members from amongst whom the chair is selected). In the case of the Audit & Risk Committee, it is comprised entirely of independent members appointed by Council from amongst its members, and co-opted independent members appointed by Council. The Chair of Council is ex-officio on all Committees, except the Audit & Risk Committee.

(ii) Council Committees

The Audit & Risk Committee meets at least three times a year to consider reports from the External and Internal Auditors containing recommendations for the improvement of the University's systems of risk management and internal control and management's responses and implementation progress. Whilst executive officers attend meetings of the Audit & Risk Committee as necessary, they are not members of the Committee. The Committee meets with the External Auditors and the Internal Auditor on their own for independent discussions.

The Finance Committee supervises all matters relating to the finance, accounts and financial regulations of the University, the investment of its funds, the receipt of its income and the expenditure thereof, and the management of its borrowings. The Finance Committee presents a report of each meeting to Council.

The Governance & Nominations Committee seeks to ensure diversity, breadth and continuity of expertise amongst the membership of Council and takes an oversight of governance. It also undertakes succession planning with respect to the membership and leadership of committees.

The Remuneration Committee reviews and recommends the salary and conditions of service of the Vice-Chancellor and the severance arrangements of higher paid staff. It also receives a report from the Vice-Chancellor on the performance of the senior management team.

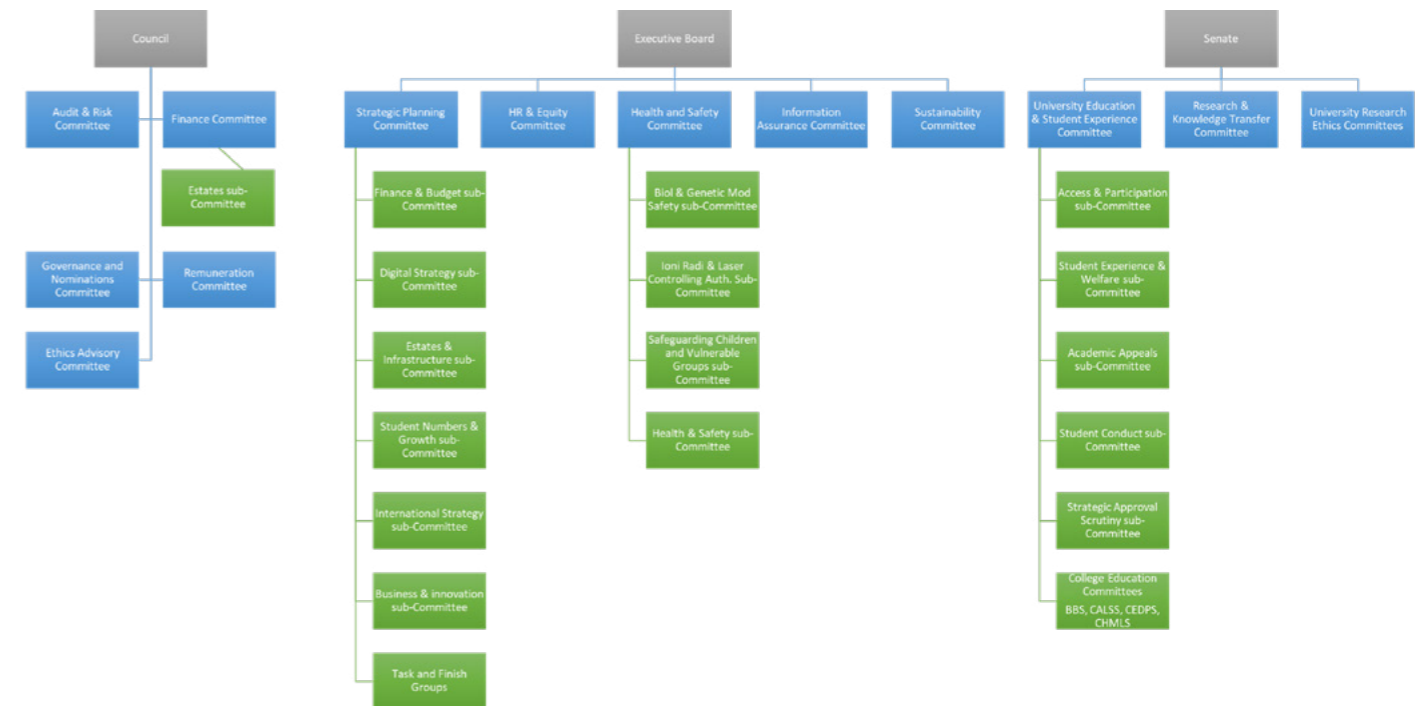
The Ethics Advisory Committee can be charged with responsibility for considering matters referred to it by Council, Senate, the Vice-Chancellor and President, the Executive or any other Committee or body within the University. The Ethics Advisory Committee acts in an advisory capacity to Council and none of its decisions are binding on the University or any of its Committees.

(iii) Executive Board

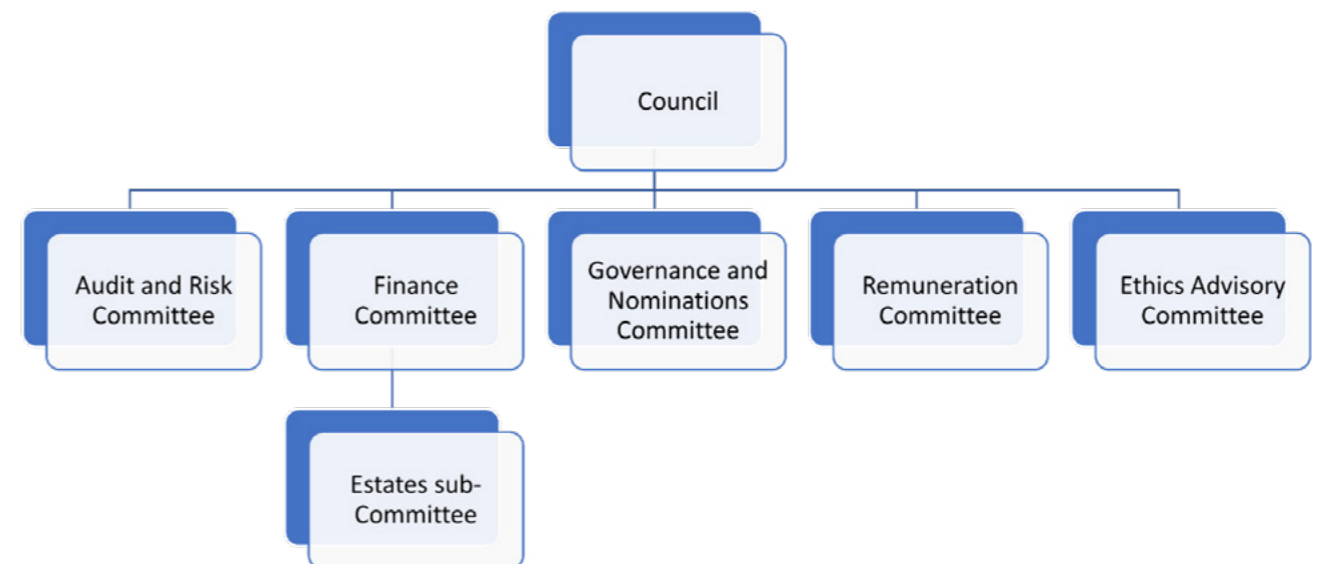
The Executive Board is the University's senior management committee. It is chaired by the Vice-Chancellor and its main purpose is to support and advise the Vice-Chancellor in discharging the academic, corporate, financial, estate and personnel management functions of the University.



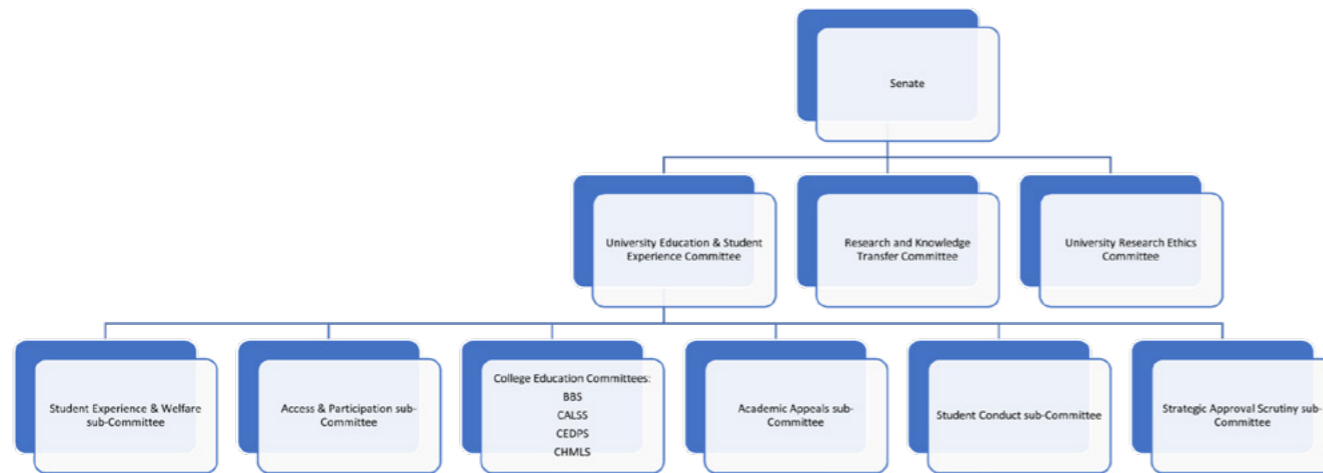
(iv) Committees



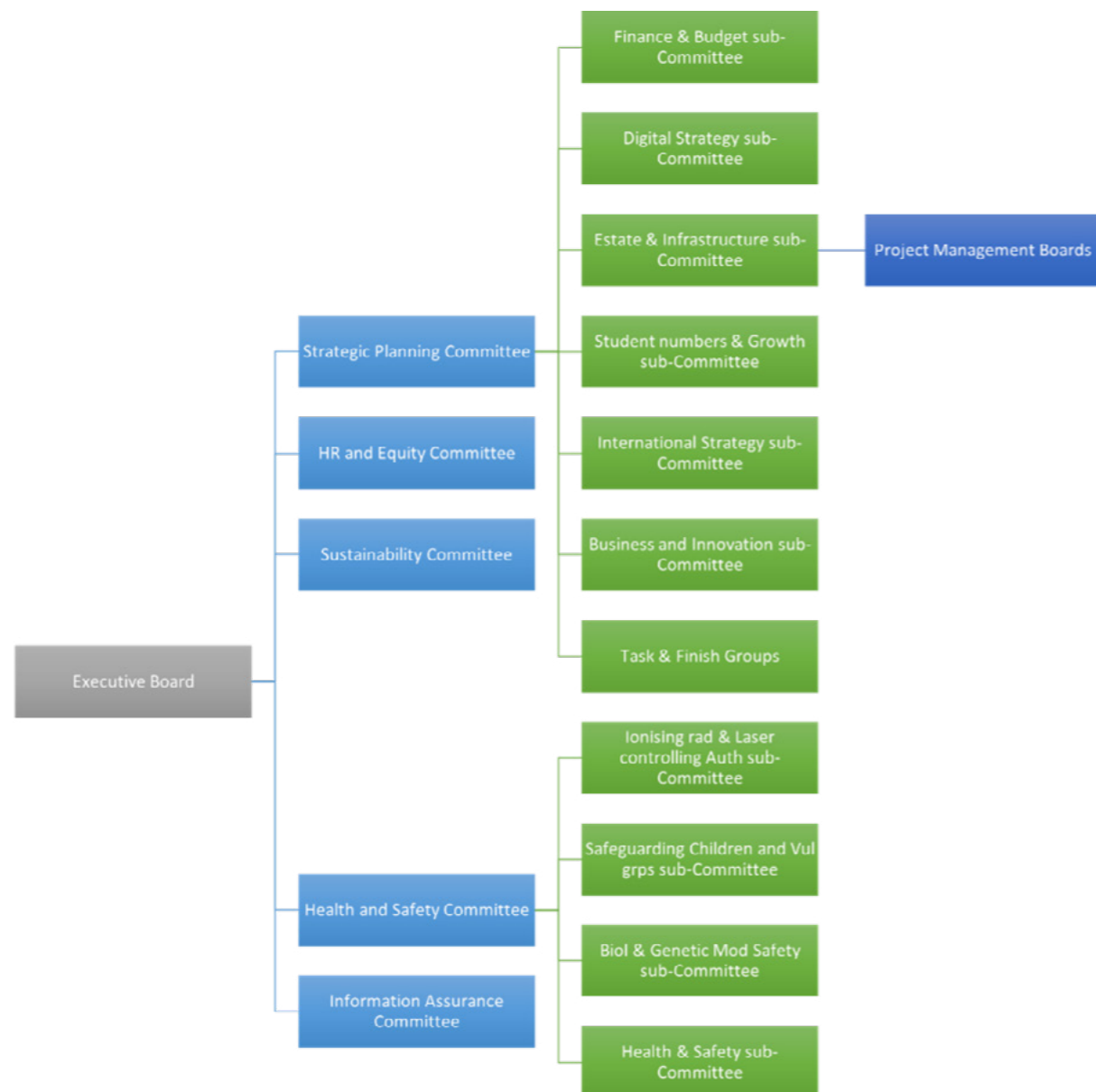
Council and its committees:



Senate and its committees:



Executive Board and its committees:



(v) Major Governance Roles

The Rector

Prior to Brunel's joining the University of London federation, this role was formerly known as the Chancellor and was changed to avoid confusion with the University of London's Chancellor, HRH the Princess Royal.

As the titular head of the University, the Rector holds a ceremonial rather than executive function, which includes presiding at the University's annual graduation ceremonies and representing the University at other formal events.

The Pro-Rectors and Chair of Council deputise for the Rector as titular head of the University at ceremonial and public events, including the graduation ceremonies.

The Chair of Council

The Chair of Council is responsible for leadership of the Council and ensuring that the necessary business is carried out efficiently, effectively and in a manner appropriate to the proper conduct of public business. The Chair is responsible for ensuring that the Council exercises collective responsibility and encourages all members to work together effectively, contributing their skills and expertise as appropriate, and will seek to build consensus among them. As well as chairing Council, the Council leads the process for the appointment of the Vice-Chancellor and President.

The Vice-Chancellor and President

The Vice-Chancellor and President is the executive head of the University and has overall responsibility for its management. The Vice-Chancellor and President is the 'Accountable Officer' and is responsible to the OfS for compliance with the OfS Regulatory Framework. Appointed by Council, the Vice-Chancellor and President is also accountable to Council for the effective management and leadership of the University. The Vice-Chancellor and President chairs Senate meetings and is advised by the University's Executive Board.

The University Secretary

The University Secretary acts as clerk to Council and provides professional advice to the Council and the Vice-Chancellor and President. The University Secretary is responsible for ensuring that Council complies with relevant legislation and codes of governance that Council subscribes to adhere to such as the CUC Code.

The University Secretary advises the Chair of Council and its Committees to ensure that meetings run efficiently and effectively to meet their intended outcomes in their terms of reference including agenda planning and co-ordination.

(vi) Council members' responsibilities

The members of Council are holders of public office and are expected to observe the Nolan Principles of Public Life.

Alongside the Vice-Chancellor as Chief Executive, they share ultimate and collective responsibility for all the business transacted by the University and for acting as ambassadors for its work in the outside world. All persons appointed to Council or any of its Committees are expected to commit to the University's values and to observe the highest standards of corporate governance in exercising their responsibilities.

The duties of company directors as codified by the Companies Act 2006 apply equally to members of Council in a university setting:

- To act within the powers of the organisation; not to exceed decision-making powers or indeed make decisions beneath its powers;
- To promote the success of the University: what this means is necessarily subjective, but acting in the interests of the University and in good faith is therefore key;
- To exercise independent judgment: for judgment not to be impaired by personal or other interest;
- To exercise reasonable care, skill and diligence: the need to ensure scrutiny in Council business and avoid misinformation or misapplication or negligence in undertaking the role;
- To avoid conflicts of interest and conflicts of loyalty;
- To not accept benefits from third parties as a result of the role;
- To declare interest in proposed transactions or arrangements.

Members of Council are required to attend meetings of Council and meetings of Committees of which they are members.

(vii) Conduct of Board Meetings – Practical considerations for members

Specific rules and procedures operate for the conduct of Council meetings, some drawn from the common law, Acts of Parliament or recommended best practice.

The provisions are specified in the Governing Documents (see below) and include the following:

- The need for notice to be given for meetings;
- The need for a quorum for decisions made in meetings to be valid;
- Rules around voting;
- Rules for the publication of agenda and minutes;
- Rules relating to the restriction of circulation of certain reserved matters.

Time commitment

The time commitment associated with being a member of Council is difficult to quantify, as it includes preparation time outside of formal meetings to read papers. There is an expectation that Council members will attend all meetings of Council and meetings of Committees of which they are a member. Should members be unable to attend any meeting, apologies should be given in advance to the Governance Team. Key contact information can be found at the beginning of this handbook.

Members may be invited to participate in email discussions where views on a specific resolution on a matter is sought outside the formal meeting schedule. The University considers it important to integrate members of Council into aspects of University life, including sitting on interview panels, and you will receive invitations to attend University events, including the graduation ceremonies, inaugural lectures and other formal occasions.

Disqualification/termination of the appointment of members of Council

There are exceptional grounds on which Council may terminate the appointment of a member:

- unspent convictions for offences involving deception or dishonesty;
- being an undischarged bankrupt;
- being unable or unfit to discharge the functions of a member of Council in the opinion of Council;
- having been removed at any time from trusteeship of any charity by the Charity Commission, High Court or the Court in England, Wales or Scotland, because of misconduct or mismanagement in the administration of a charity;
- disqualification from being a company director;
- failure to attend 75% of scheduled Council and Committee meetings in a 12-month period;
- failure to make payment under County Court administration orders.

Development, Induction and Practical Matters

All new members of Council receive an appointment letter providing a role description and key duties associated with being a member. This will be accompanied by a tailored induction, including key external and internal documentation. An induction programme will be arranged which will provide an opportunity to meet with key officers of the University.

Development will centre on participation in strategic workshops and seminars as well as invitations to events linked to initiatives and partnerships. In-house development is supplemented by opportunities provided by a number of external bodies including Advance HE, the Committee of University Chairs (CUC) and the OfS.

The University will fund the costs of approved development events together with necessary travel arrangements which will be co-ordinated by the Governance Team.

Board and Committee Meeting Books

The University uses a paperless Board and Committee system. You will be provided with a username and password for the system and trained on how to access meeting books. Meeting books will be available 7 days before each meeting.

Expenses

Members of Council are entitled to claim reasonable expenses relating to their role. All expenses should be claimed using our Non-Staff Expenses Form and copies can be obtained from the Governance Team. The Employee Travel and Expenses Policy applies to all members of Council in addition to all members of staff. Please refer to the intranet to ensure the most recent version is referred to. This can be found via the 'Policies and document' link at the bottom of the page.

Please note that the University is required to disclose all expenses paid to members of Council on an annual basis in the financial statements.

Car Parking

If members of Council require a parking space on campus, they should contact the Associate Director of Governance who will be able to arrange this.

(viii) University Governing Documents

The University's Governing Documents comprise:

- The Royal Charter
- The Statutes

As these two documents form the constitution of the legal entity that is the University, their contents are controlled and cannot be amended without regulatory approval.

The Governing Documents also include the following, which are internal rules which the University has the power to amend or revoke subject to its own internal rules.

- Council Ordinances
- Senate Regulations

The Governing Documents can be found at:

<https://www.brunel.ac.uk/about/administration>

(ix) Governance Protocols and other University Procedures

Financial Regulations

The Financial Regulations are approved by Council on the advice of the Finance Committee. The Financial Regulations apply to all financial business of the University, irrespective of the source of the funding. The purpose of the Financial Regulations is to set out policies and procedures which will ensure compliance with the internal and external controls of the University and also fulfil any legal and financial requirements and obligations laid down by the Office for Students and any other funding or regulatory bodies.

These financial regulations are subordinate to the University's Charter and Statutes and to any restrictions contained within the regulatory framework and advice of the Office for Students. The purpose of these financial regulations is to provide control over the totality of the University's resources and to provide management with assurances that the resources are being properly applied for the achievement of the University's strategic plan. Details of the Financial Regulations are available via the following web page: Brunel University London - Financial Regulations September 2025

Protection and Liabilities of Members of Council

Whilst the University is a separate legal entity, distinct from its members or officers, and will usually be the target of any legal action, members and senior officers should note that:

a) individual named officers may be joined with the University in any legal action by a third party;

b) certain legislation (in areas such as Health and Safety and Anti-Bribery particularly) provides for action to be taken against individuals (irrespective of whether or not they are 'employed' by the University).

The University has taken out Directors' & Officers' insurance cover for members of Council and staff who may face claims relating to the carrying out of their duties. This cover would not extend to instances where a member of Council or staff has acted recklessly or in clear contravention of regulations of which they should have been aware.

Process for Appraising Members of Council

Council recognises that the performance review of individual members strengthens the effectiveness and integrity of the governance structure. It enables Council Members to:

- understand their own contribution;
- evaluate their own performance;
- identify any development needs.

Council recognises that it has a duty to ensure the fair and equitable treatment of all members and the review process has been designed with this duty in mind. It also recognises that each member will have different strengths, interests and methods of working. Consequently, their contributions will be made in different ways.

The Review Process

All members will be given an opportunity, on an annual basis, to provide feedback, in conversation with the Chair of the Council or a member of Governance & Nominations Committee on their experience and particularly around whether they feel that they have been able to make an effective contribution. This occasion will also provide an opportunity to identify any future developmental needs. A brief report on the outcomes of the meeting will be provided by the reviewer to the Governance & Nominations Committee.

Guidance

Prior to any of these meetings, Council Members will be expected to reflect on their term of office. The person conducting the review will be provided with supporting information by the Vice-Chancellor and/or the Secretary to Council on the contribution made. Examples of the types of contribution that may be included are:

- attendance at and contribution to Council and Committee meetings;
- attendance at and contribution to Council away days or any other strategic events put on by the University;
- chairing/attending hearings and interview panels;
- attendance at Graduation and other official functions of the University;
- representing the University at external events (ambassadorial/promotional role);
- attending development opportunities such as seminars and conferences;
- involvement with ad-hoc committees and working groups at the University;
- any other contributions considered appropriate.

The Chair of Council, relevant Committee Chair and individual members of Council are positively encouraged to interact and raise any issues of concern that they may have in fulfilling the role of member of Council outside the process afforded here.

The performance review of the Vice-Chancellor and senior staff members of Council is covered by separate and well-established procedures. No further review of the Vice-Chancellor or any of the senior staff members is envisaged by the review process outlined here.

The Chair of Council is appraised by one of the Lay/Independent Council Members who serve on the Governance & Nominations Committee. Before the appraisal takes place, the nominated appraiser is expected to meet or communicate with all Council members so they may have the opportunity to feedback on the Chair's performance.

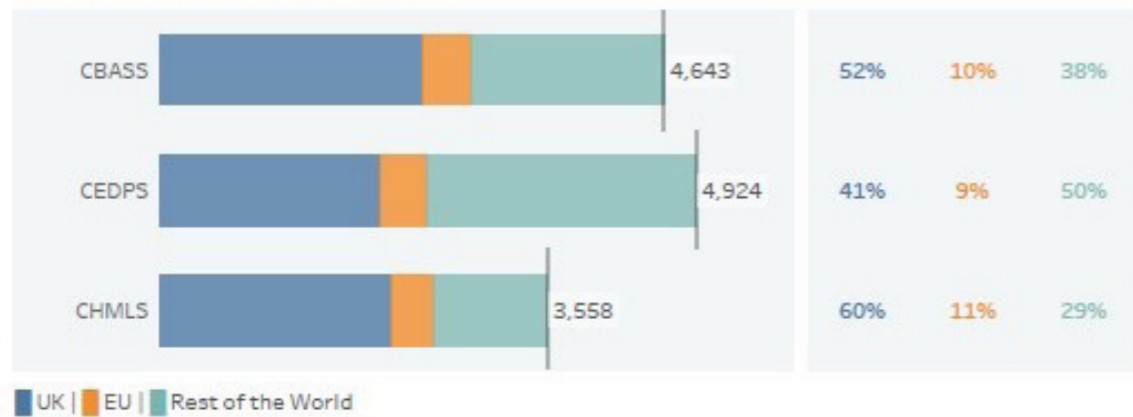


Facts and figures

Student Population (2024-25)

Student Population (headcount)	13,125	United Kingdom	6,586	50%
		European	1,249	10%
		Rest of the World	5,290	40%

Students by Brunel College % split by fee status included on the right



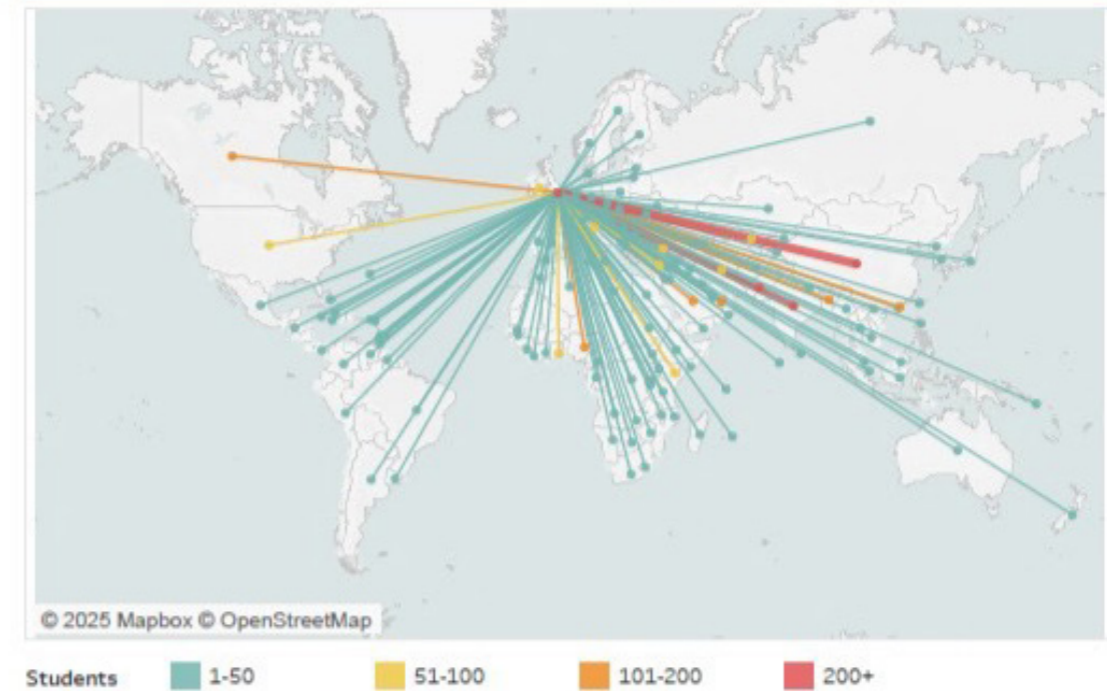
Student Population by Brunel Department Split by Undergraduate, Postgraduate Taught & Doctoral Research

College	Department	UG	PGT	DR
CBASS	Brunel Business School	979	687	109
	Brunel Law School	490	289	25
	Department of Arts and Humanities	409	99	51
	Department of Economics and Finance	615	84	11
	Department of Education	145	67	65
	Department of Social and Political Sciences	397	79	42
CEDPS	Brunel Centre for Advanced Solidification Technology			24
	Brunel Design School	314	95	42
	Department of Chemical Engineering	59	3	18
	Department of Civil and Environmental Engineering	312	76	19
	Department of Computer Science	1,239	114	61
	Department of Electronic and Electrical Engineering	589	47	54
	Department of Mathematics	617	12	10
	Department of Mechanical and Aerospace Engineering	785	361	73
CHMLS	Brunel Medical School	347	58	
	Department of Health Sciences	456	782	12
	Department of Life Sciences	1,391	414	98
Grand Total		9,144	3,267	714

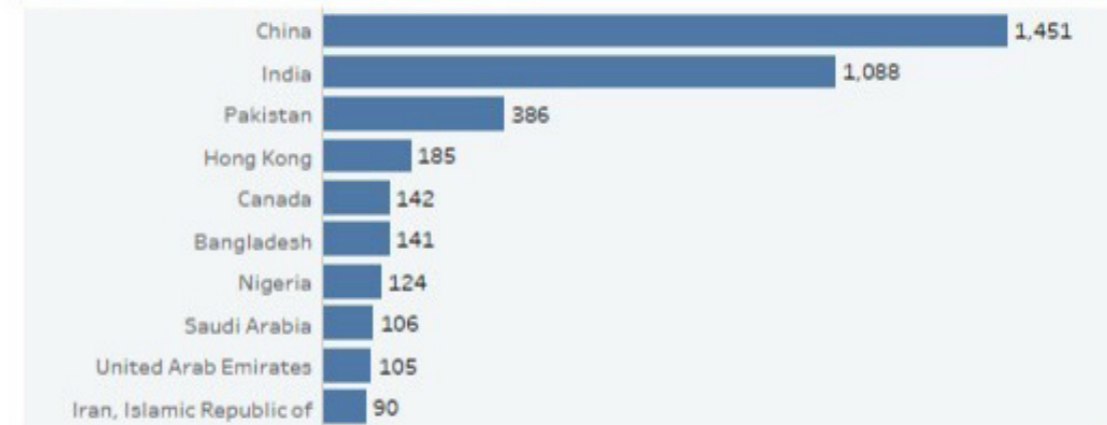
Countries Represented at Brunel (2024-25)

International students	Countries represented by Brunel students
6,539	145

Countries represented by Brunel students Coloured and sized by student population hailing from each country (UK excluded for clarity)



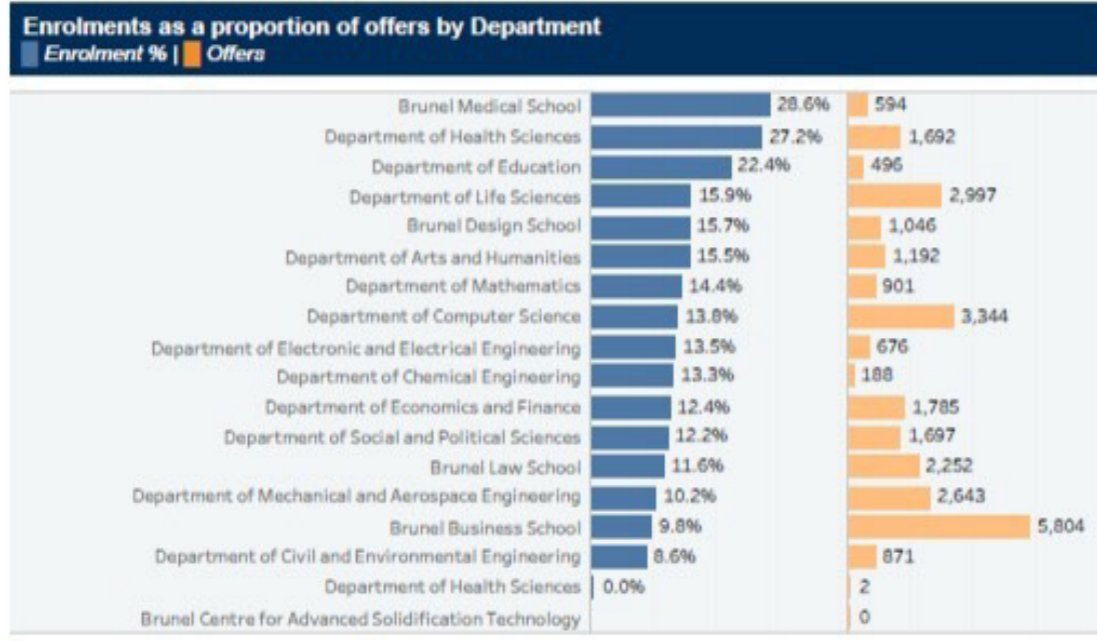
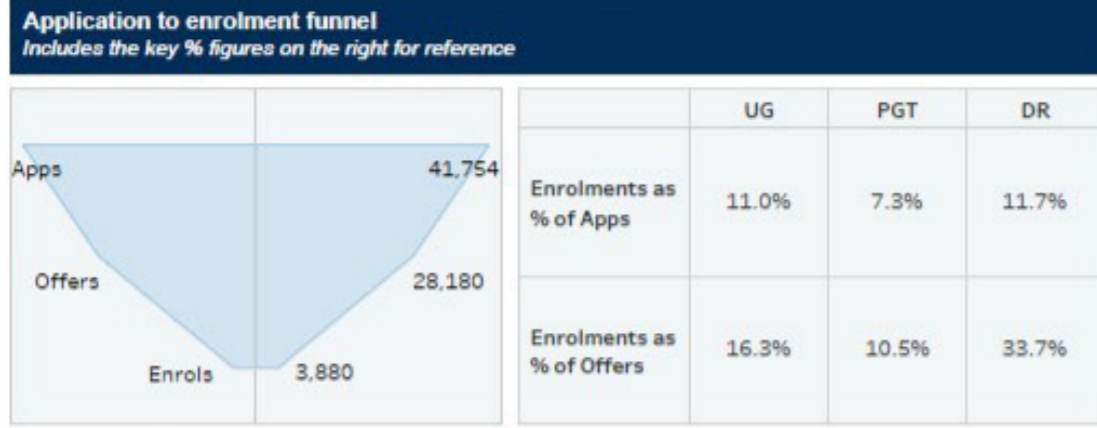
International student country of origin - top 10 Based on student population by country of domicile



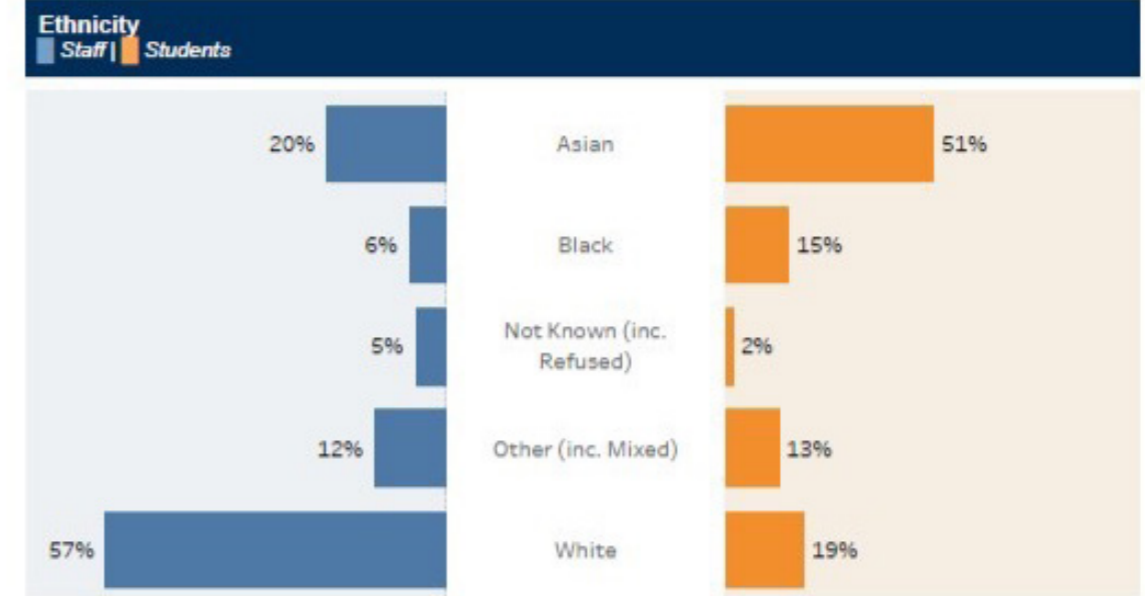
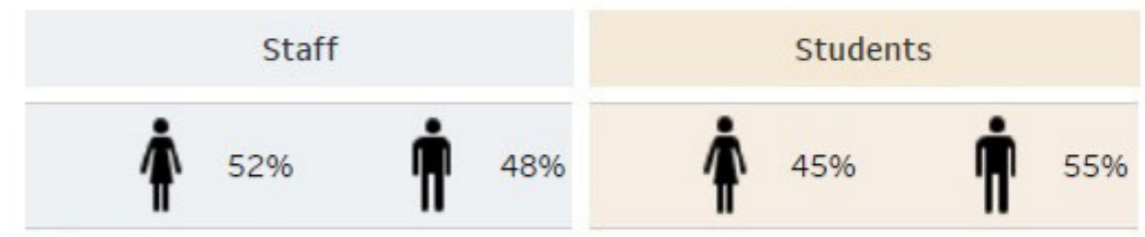
Student Applications & New Entrants (2024-25)

Applications, offers & enrolments (new entrants)
By degree type & fee status

	UG			PGT			DR		
	Apps	Offers	Enrols	Apps	Offers	Enrols	Apps	Offers	Enrols
Home/EU	13,676	10,136	1,964	2,730	1,366	522	259	127	75
Overseas	6,450	4,065	353	16,613	12,202	908	865	274	60
Unknown	880	8	0	247	2	0	34	0	0
Grand Total	21,006	14,209	2,317	19,590	13,570	1,430	1,158	401	135

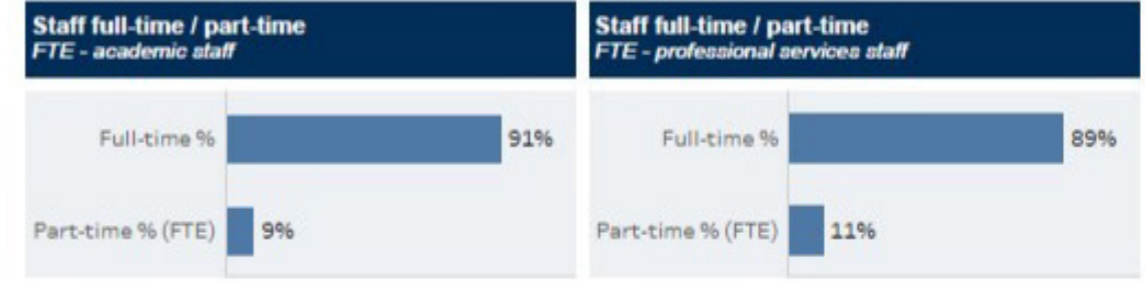


Population Characteristics



Staff type (FTE)

	Academic (Teaching, Research)	Professional Services
Total FTE	897	869
Mix of total FTE	51%	49%
Headcount	1,040	1,148



6. Glossary

Glossary of Higher Education abbreviations, acronyms and terms used at Brunel

AHRC - Arts and Humanities Research Council National research funding council

AHUA - Association of Heads of University Administration National representative body for Secretaries, Registrars or Chief Operating Officers

AUA - Association of University Administrators National representative body

BA - British Academy for the humanities and social science National scholarly body

BBS - Brunel Business School One of four Colleges at Brunel

BBSRC - Biotechnology and Biological Sciences National Research Council Research Council

BCAST - Brunel Centre for Advanced Solidification Technology A world-renowned research centre specialising in liquid metals and alloys

BUL - Brunel University of London

CALSS - College of Arts, Law and Social Sciences One of four Colleges at Brunel

CEPDS - College of Engineering, Design and Physical Sciences One of four Colleges at Brunel

CPD - Continuing Professional Development Ongoing professional learning relevant to staff and aspects of the University's academic offer

CHMLS - College of Health, Medicine and Life Sciences One of four Colleges at Brunel

CUC - Committee of University Chairs National body for University Council and governing body Chairs

DAPs - Degree-Awarding Powers Granted by the Privy Council to bodies authorised to award degrees

DBS - Disclosure and Barring Service (formally CRB - criminal records bureau) Government agency established to manage criminal record disclosures

DPA - Data Protection Act Universities are required to comply with DP legislation

EPSRC - Engineering & Physical Sciences Research Council National research council

ESRC - Economic and Social Research Council National funding council

FD - Foundation Degree Two-year, non-honours bachelor's degree

FOIA - Freedom of Information Act Universities are classed as public authorities and required to comply with FoI legislation

FTE - Full-time equivalent Reference to student mode of study

HEC - Higher Education Corporation Universities

(former polytechnics or colleges) established independently under the 1998 Education Reform Act.

HEI - Higher Education Institute UK term for universities and colleges

HEPI - Higher Education Policy Institute Independent HE focused think tank

HESA - Higher Education Statistics Agency Official source of national statistics on Higher Education

HESES - Higher Education Students Early Statistics Data return submitted by HEIs

ICO - Information Commissioner's Office Government body used to monitor the way in which public information is managed

JISC - Joint Information Systems Committee National body supports education and research by promoting innovation in new technologies

KIS - Key Information Set Comparable sets of information about full or part-time undergraduate courses and are designed to meet the information needs of prospective students

KT - Knowledge Transfer The exchange and application of University knowledge and intellectual property to other bodies/sectors

LFHE - Leadership Foundation for Higher Education Sector support and advice on leadership, governance and management for UK universities and HE Colleges

MA/MSc - Master of Arts or Science Main postgraduate-taught programme

MOOCs - Massive Open Online Courses Free online non-credit bearing courses using open courseware

MRC - Medical Research Council National research council

NAO - National Audit Office Independent parliamentary body responsible for auditing government and other associated bodies

NERC - National Environment Research Council National research council

NSS - National Student Survey National annual satisfaction survey of students in HE

NUS - National Union of Students Representative student body

OFFA Office for Fair Access Independent Public body promoting fair access to HE

OfS - Office for Students Regulatory body for higher education established pursuant to the Higher Education and Research Act 2017

OFSTED - Office for Standards in Education Office for standards in education, children's services and skills

OIA - Office of the Independent Adjudicator HE Sector Ombudsman for student complaints

PGT - Postgraduate Taught Refers to PGT students or programmes

PGR - Postgraduate Research Refers to PGR students or research

QAA - Quality Assurance Agency for Higher Education Sector advisory body on quality improvement

RCUK - Research Councils UK Strategic partnership of UK research councils

REF - Research Excellence Framework Successor to the Research Assessment Exercise for the six-yearly assessment of the quality and research in HEIs

Russell Group - The Russell Group of universities Representative body for 24 leading research-intensive HEIs in England, Wales, Scotland and Northern Ireland

SAR - Subject Access Request Request to retrieve information held by a public body on a particular individual

SEND - Special Educational Needs and Disability Term used to describe a need requiring additional support for learning

SITS - Student Information Technology Services Student records management system

SLC - Student Loan Company Non-departmental public body

STEM - Science, Technology, Engineering and Mathematics Government strategic priority subject areas

TDAPS - Taught Degree Awarding Powers

TPS - Teachers Pension Scheme National pension scheme for academic staff

TRAC - Transparent approach to costing OfS vehicle for the assessment of the full economic cost of educational provision

TRAC (T) - Transparent approach to costing (teaching) National framework for costing teaching in HE

UCAS - University and Colleges Admissions Service Central body for University applications

UCEA - University and Colleges Employers Association Representative body for university employers

UCU - Universities and Colleges Union Academic staff Trade Union

UNISON - Public Service Staff Trade Union

UNISTATS - University Statistics Official website for comparing HE course data

USS - Universities Superannuation Scheme Contributory Pension scheme

UUK - Universities UK - Vice-Chancellors and Principals representative body

VCP - Vice Chancellor & President The head of HEIs - may also be referred to as Chief Executive, President, Principal, Rector, Master etc.



7. Annexes

Bibliography and Useful Websites

Advance HE

Brunel University of London www.brunel.ac.uk

Committee of University Chairs www.universitychairs.ac.uk

Higher Education Statistical Agency www.hesa.ac.uk

Leadership Foundation for Higher Education www.lfhe.ac.uk

Office for Students www.officeforstudents.org.uk

Quality Assurance Agency www.qaa.ac.uk

UUK Universities UK www.universitiesuk.ac.uk

University Calendar 2025-26 (log in required)
2025-2026-Calendar-of-Meetings

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