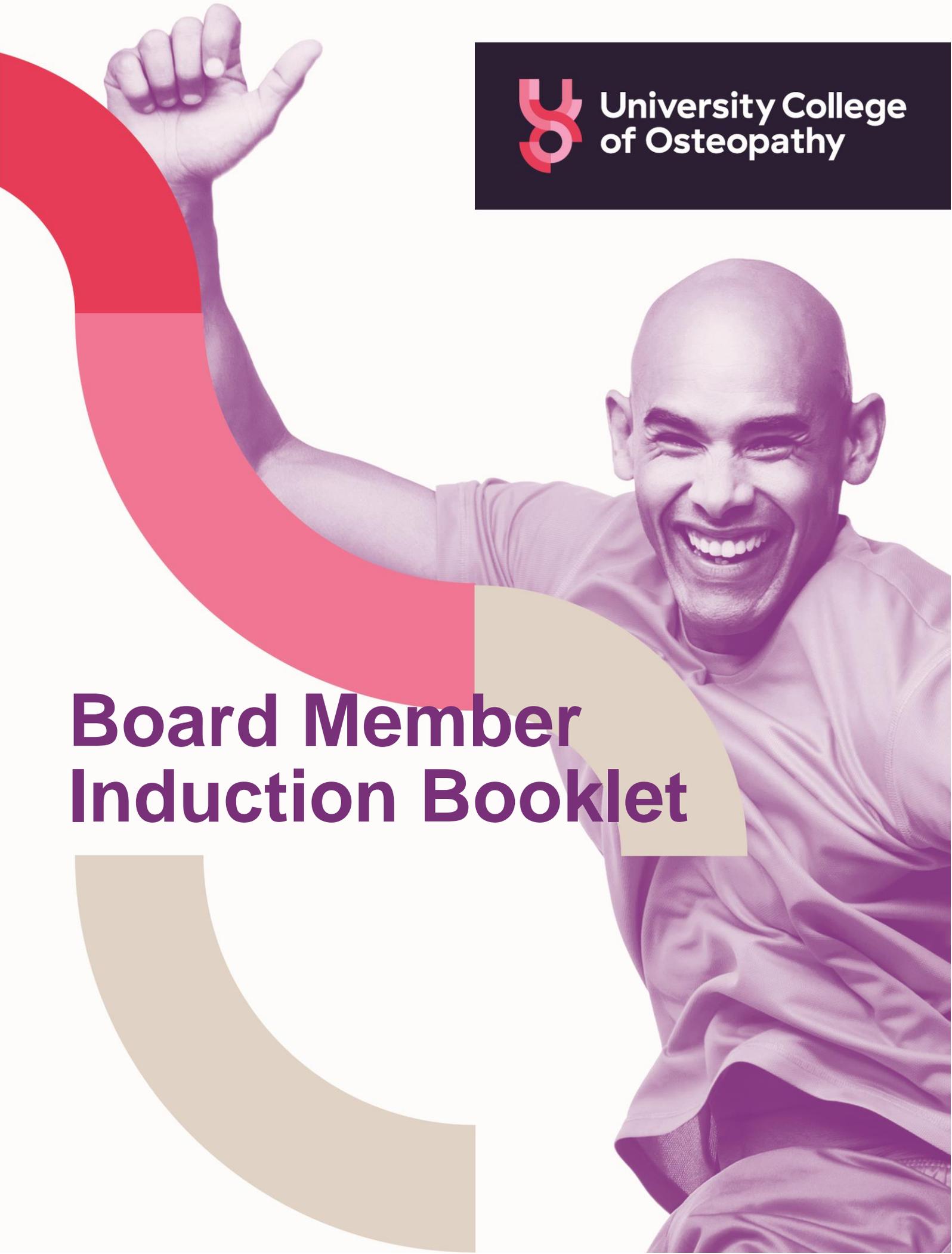




University College
of Osteopathy

Board Member Induction Booklet



Core Documentation Cover Page

Board Member Induction Booklet

Version number	Dates produced and approved (include committee)	Reason for production/ revision	Author	Location(s)	Proposed next review date and approval required
V1.0	Jun 2011 Board	To provide introductory information to Board Members.	Clerk to the Board	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jun 2013
V2.0	Jun 2016 PRAG Chair	Administrative Amendment to staff role titles and to update general information.	Clerk to the Board	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jun 2018
V3.0	Aug 2017 PRAG Chair	Administrative Amendment to update institution name change from British School of Osteopathy to University College of Osteopathy & to amend role titles.	Clerk to the Board	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jun 2018

Equality Impact

Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)

X

Neutral equality impact (i.e. no significant effect)

Negative equality impact (i.e. increasing inequalities)

If you have any feedback or suggestions for enhancing this document, please email your comments to: quality@uco.ac.uk

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WELCOME!

Thank you for your application to join the University College of Osteopathy (UCO) Board of Directors. As a new Board Member you will gain a lot of information about what is involved by attending meetings and getting involved with the UCO. In the meantime, this information booklet has been designed to ensure you have resources available to answer any questions you may have.

INDUCTION SESSION

A formal Board Member induction session will be arranged when you will have a chance to talk to senior members and other staff at the UCO about their work. If you have any areas you would particularly like covered during this session, please liaise with Heather Batten, who is Clerk to the Board of Directors (h.batten@uco.ac.uk), in advance.

QUESTIONS & CONTACT DETAILS

If you have questions about your role or any administrative query, the person you should liaise with first is the Clerk to the Board. Contact details for members of the Principal's Group and their areas of responsibility are given in Table 1 below in case your question is more specific.

Table 1: The Principal's Group Contact Details & Areas of Responsibility

Name	Role & Responsibilities	UCO Contact Details
Charles Hunt	Principal & Chief Executive Responsible for strategic direction and operational planning.	020 7089 5325 c.hunt@uco.ac.uk
Sharon Potter	Vice Principal (Education) Responsible for all academic development and delivery, including undergraduate and postgraduate courses as well as quality assurance & enhancement for the UCO.	020 7089 5351 s.potter@uco.ac.uk
Steve Vogel	Vice Principal (Research) Responsible for research development and delivery.	020 7089 5331 s.vogel@uco.ac.uk
Joanna Smith	Finance Director; Company Secretary Responsible for financial planning and accounting for the UCO.	020 7089 5307 j.smith@uco.ac.uk

ADMINISTRATIVE SUPPORT

Board members are supported in an administrative and advisory capacity by the Clerk and Minute Secretary of the Board whose contact details are provided in Table 2 below. Please contact either if you require any further information or have any queries regarding your role.

Table 2: The Clerk & Minute Secretary of the Board Contact Details

Name	Role & Responsibilities	UCO Contact Details
Heather Batten	Clerk to the Board of Directors Responsible for the servicing and advising of the UCO's Board of Directors and its Sub-Committees on the proper exercise of their powers and to assist in co-ordinating the management and governance needs of the UCO.	020 7089 5355 h.batten@uco.ac.uk
TBC	Executive Assistant Minute Secretary to the Board of Directors & its sub-committees.	020 7089 5326 TBC

THE BOARD OF DIRECTORS – AN OVERVIEW

The Board of Directors has ultimate responsibility for overseeing the UCO's activities, determining its future direction, and fostering an environment in which the UCO's mission of continually providing the highest quality education and research for all and providing the very best care, for each patient, on every occasion is achieved as well as ensuring the potential of all students is realised.

The Board ensures compliance with the statutes, ordinances and provisions regulating the UCO and its framework of governance.

The Board has five sub-committees: Remuneration, Nominations, Fundraising, Finance & Estates and Audit & Risk Committee.

The UCO has recently appointed internal auditors as required under the HEFCE Memorandum of Assurance and a condition of being awarded designated status.

THE UCO – AN OVERVIEW

The UCO was founded as the British School of Osteopathy in 1917 by John Martin Littlejohn, a student of Andrew Taylor Still, the founder of osteopathy. For a large part of its life the School was based in Westminster. In 1997 it relocated to Southwark, where it currently occupies two buildings: a 37,000 sq ft teaching site and a purpose built clinical site of 11,000 sq ft.

In 2014 the School applied to the QAA to be reviewed to see if we were an appropriate institution to be granted taught degree awarding powers. After an intensive period of scrutiny, involving 23 separate visits from the QAA, the School was granted Degree Awarding Powers by Privy Council. From October 2015 the School has been able to award its own degrees in any subject.

The School applied in October 2014 to the Secretary of State to be recognised as an institution designated to be eligible to receive support from funds administered by the Higher Education Funding Council for England (HEFCE). This prompted further scrutiny of the School's activities by HEFCE on behalf of the Department for Business, Innovation and Skills (BIS).

The review undertaken by HEFCE (on behalf of BIS) focused on the quality of the School's management and governance. After a thorough audit of processes and numerous test submissions, the HEFCE board was pleased to provide a positive recommendation to the Secretary of State for Business, Innovation and Skills. The School was notified by HEFCE that its application had been successful in October 2015.

In 2016-2017 the School applied to the Privy Council for University College status and to change its name from the British School of Osteopathy to the University College of Osteopathy, which was granted in August 2017.

THE ROLES & RESPONSIBILITIES OF BOARD MEMBERS

As a Board Member you will be expected to undertake the following duties:

MAIN DUTIES

- To act together and in person and not delegate control of the UCO to others (the work may be delegated but must remain under the control of the Board of Directors).
- To act strictly in accordance with the UCO's Articles of Association.
- To act in the UCO's interests only and without regard to private interests.
- To manage the UCO's affairs prudently and take a long-term as well as a short-term view.
- To not (without explicit authority) derive any personal benefit or gain from the UCO.
- To take proper professional advice on matters where the Board lacks competence or expertise.
- To attend all scheduled Board meetings of which there are normally four per year.

ACADEMIC DUTIES

- To support the academic work of the UCO delivering osteopathic education in the short, medium and long term.
- To agree the strategic direction for the UCO as a provider within the higher education sector.

FINANCE DUTIES

- To ensure that the UCO is accountable for the public funds it receives, following relevant statutory guidance.
- To make sure that bank accounts are operated by more than one person.
- To make sure that all the UCO's property is under the control of the Directors.
- To make sure that funds held for different purposes are kept in separate bank accounts, or the UCO's accounting records show clearly at all times the amount of funds held for each purpose.
- To ensure full and accurate accounting records.
- To ensure that income is solely spent for the purposes set out in the UCO's Articles of Association.
- To ensure that income is spent with aUCOlute fairness between persons qualified to benefit from the UCO.
- To spend income for the purposes of the UCO unless there is some specific future use for it in mind, or unless the Board have explicit authority to accumulate it.

ESTATES DUTIES

- To either occupy and use the UCO's building for the UCO's purposes, or let it for the maximum possible return.
- To ensure that the UCO's building is maintained in good condition.

- To consider the need for insurance for the UCO's building.
- To regularly review whether UCO properties are being used to the best advantage of the UCO.
- To make sure that the UCO's building is vested in the Board or in the name of a nominee where there is proper authority to do so.

EMPLOYMENT DUTIES

- To ensure that employees are given a proper contract of employment and a written job description making clear the extent of his or her authority to act on the Board's behalf.

FUNDS DUTIES

- To invest only within the limits of the powers granted by the UCO's Articles of Association and the Trustee Act 2000.
- To constantly monitor the performance of the investments.
- To avoid speculation and invest prudently to achieve both income and capital growth.
- To seek professional advice about what investments are most suitable for the UCO.

FUNDRAISING DUTIES

- To make sure that the appeal properly describes what the public's donations will be used for.
- To be open and honest if asked about the costs of the appeal.
- To not use fundraising methods which exert undue pressure on people to give.
- To approve in advance any fundraising or advertising campaign carried out on the UCO's behalf.
- To require fundraisers to hand over money raised or collected by them before deducting their fees or expenses.

RISK OF PERSONAL LIABILITY

Directors will only put themselves at risk of personal liability if they:

Cause loss to the UCO by acting unlawfully, imprudently or outside the terms of its Articles of Association; or

Commit the UCO to debts which amount to more than its assets.

THE 7 PRINCIPLES OF PUBLIC LIFE

In addition to the above duties, Directors are also expected to act in accordance with and uphold the 7 Principles (the Nolan Principles) of Public Life that were set out by the Committee on Standards in Public Life in 1995 to improve standards of behaviour in public life¹. The 7 principles are outlined below:

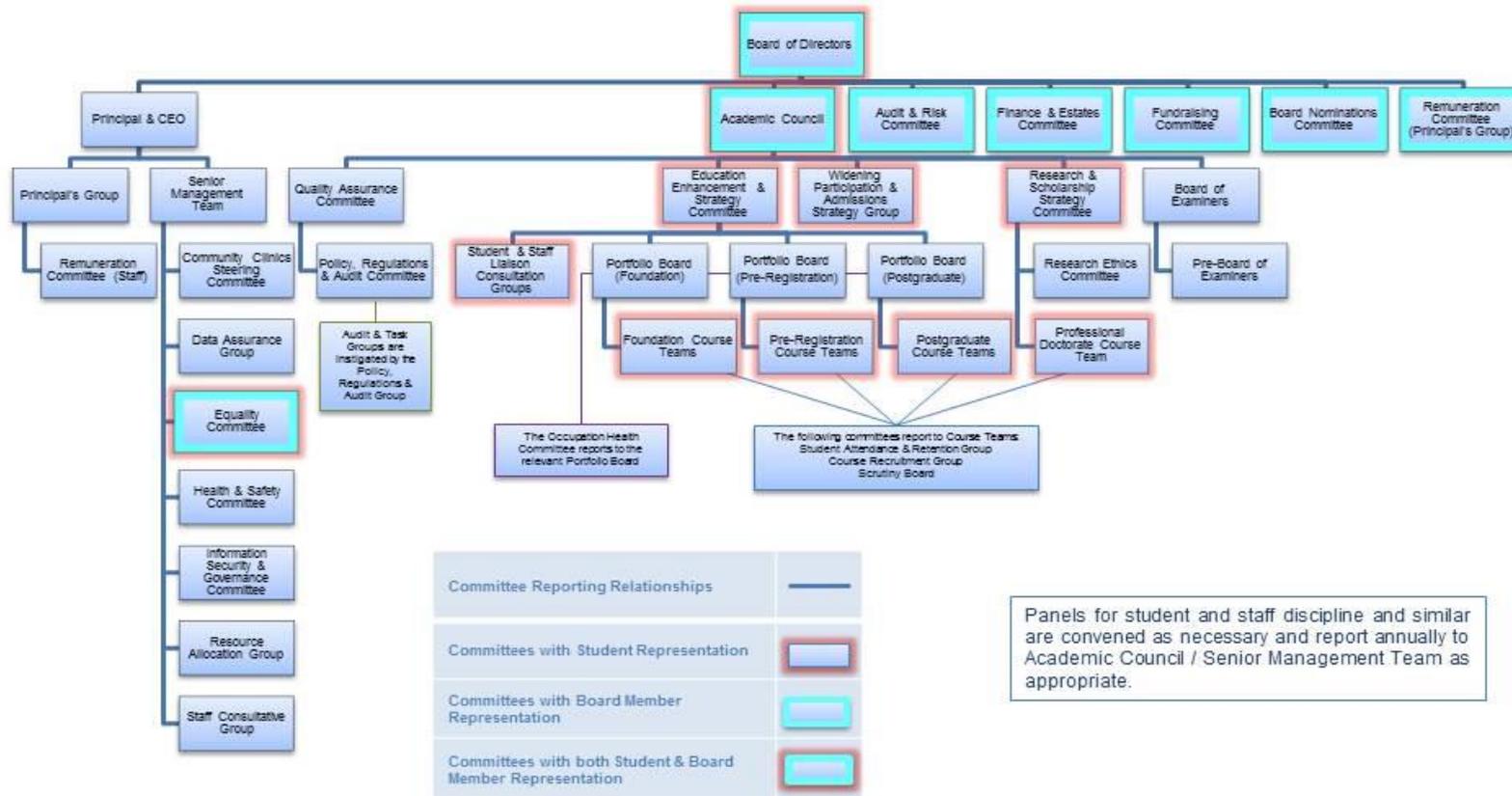
1. **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

2. **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership** – Holders of public office should promote and support these principles by leadership and example.

THE BOARD & BOARD SUB-COMMITTEES WITHIN THE UCO'S COMMITTEE STRUCTURE

University College of Osteopathy Committee Structure Diagram



17/08/2017

GOVERNANCE TRAINING FOR BOARD MEMBERS

Board members are encouraged to participate in training sessions relevant to their role to develop their skills within Governance and as an effective Board member. If you find a training course that you would be interested in attending, please inform the Clerk to the Board so that the UCO can review the budget allocated to training.

PREVENT DUTY TRAINING

The Board are ultimately responsible for ensuring that the UCO complies with the statutory Prevent Duty. Subsequently all Board members are required to undertake the following Prevent Duty training:

- a) A Prevent E-Learning Training Package produced by the Home Office:

<https://www.elearning.prevent.homeoffice.gov.uk/>

- b) The Workshop to Raise Awareness of Prevent (WRAP) training, an HM Government Workshop delivered by Jisc as a free live online facilitated session that Board members undertake in their own time and for which they receive a certificate of attendance. Board members are required to provide a copy of their attendance certificate to the Clerk to the Board to verify that they have completed this training:

<https://www.jisc.ac.uk/training/workshop-to-raise-awareness-of-prevent-wrap>

Board members are asked to repeat the Prevent training annually to ensure that their training and knowledge within this area remains current.

RELEVANT DOCUMENTATION FOR BOARD MEMBERS

In accordance with good practice please find enclosed the following documents of which you will need to be aware as a Board Member:

ARTICLES OF ASSOCIATION

Articles of Association are required for a company formed in the UK under the Companies Act 2006 and previous Companies Acts. The Articles of Association are the written rules about running the company that shareholders and 'officers' (directors or company secretary) have to agree and include rules about how to make decisions that affect the company and whether to involve shareholders in those decisions².

The objectives within the UCO's Articles of Association are to:

- a) To promote the general advancement of education, professional and otherwise; to organise and deliver quality courses of instruction, clinical demonstration and research; and to prepare and qualify those who wish to maintain and practise the system of Osteopathy.
- b) To encourage and if necessary provide means of disseminating information regarding Osteopathy among the Osteopathic Profession and promote the advantages of the Profession to the public.
- c) To provide facilities for the discovery, formulation and teaching of the system of Osteopathy formulated as a system, science, or method of treatment to systematise and place on a scientific basis the said system, and to impart instruction in the same to the Profession and to the public

² <https://www.gov.uk/limited-company-formation/memorandum-and-articles-of-association>

d) To provide excellent, affordable and accessible osteopathic healthcare to our communities, so promoting the benefits of osteopathy and improving clinical services and enhancing those communities' health.

ANNUAL ACCOUNTS

Annual Accounts are prepared from the UCO's financial records at the end of the financial year and include³:

- A 'balance sheet', which shows the value of everything the company owns and is owed on the last day of the financial year.
- A 'profit and loss account', which shows the company's sales, running costs and the profit or loss it has made over the financial year.
- Notes about the accounts.
- A director's report.
- Copies of the UCO's Annual Accounts are sent to:
 - All shareholders (our Annual Accounts are published on the UCO's website)
 - People who are eligible to attend our general meetings
 - HM Revenue and Customs (HMRC) as part of our Company Tax Return
 - Companies House
 - Strategic Plan

The Strategic Plan is a document that communicates the UCO's goals and actions to achieve those goals following a period of strategic planning where priorities are agreed and set and ensures that all stakeholders are working towards common goals.

BOARD & BOARD SUB-COMMITTEE TERMS OF REFERENCE

Committee Terms of Reference outline the remit, membership and quoracy of committees to ensure that business is discussed and agreed legitimately by the appropriate committee.

BOARD MEETING MINUTES

At each meeting of the Board minutes are taken to formally record discussions, decisions and actions. As a new Board Member you will normally be provided with the minutes of the previous year's Board meetings.

PREVENT DUTY INFORMATION SHEET & GUIDANCE

The Board collectively is responsible for ensuring that the UCO complies with the statutory Prevent Duty issued by the Government. The UCO has produced an Information Sheet to explain what the Prevent Duty is and how the UCO has responded to Prevent Duty requirements.

ANY OTHER RELEVANT DOCUMENTATION

You may also be provided with other documentation that may be particularly relevant to the UCO at the time of joining as a Board Member.

³ <https://www.gov.uk/prepare-file-annual-accounts-for-limited-company/prepare-annual-accounts>

USEFUL RESOURCES

We have gathered together the resources below, together with website links to where they can be found. These resources are grouped under various headings. If there are any other resources you would be interested in, please let us know.

THE UNIVERSITY COLLEGE OF OSTEOPATHY WEBSITE & INTRANET

You will find a great deal of information about the UCO on our website (<http://www.uco.ac.uk/>) including news and reports of recent events. We will send you our termly staff newsletter when it is published. If you would appreciate a copy of our prospectus or other leaflets, please let us know.

In addition, you can access our full range of policies and procedures, our Academic Quality Framework and information provided for staff and students through the UCO's intranet here: <http://intranet.uco.ac.uk/>

THE GENERAL OSTEOPATHIC COUNCIL & INFORMATION ABOUT OSTEOPATHY

General information about Osteopathy can be found on the General Osteopathic Council's website here: <http://www.osteopathy.org.uk/information/about-osteopathy/>

CHARITY TRUSTEE INFORMATION & GUIDANCE (THE CHARITY COMMISSION)

Information about being a trustee for a charity is provided by the Charity Commission:

<https://www.gov.uk/government/organisations/charity-commission>

Useful guides and information are also provided online by the Charity Commission which will provide you with useful and helpful information during your time as a Board member. These include:

Managing a Charity:

<https://www.gov.uk/topic/running-charity>

The Essential Trustee:

<https://www.charitycommission.gov.uk/publications/cc3.aspx>

Charities and Meetings:

<http://www.charitycommission.gov.uk/Publications/cc48.aspx>

GOVERNANCE INFORMATION & GUIDANCE (THE CUC & AECVO)

The Committee of University Chairs (CUC) develops and promotes governance standards for higher education in the UK and publishes a number of guidance documents regarding good governance including the Higher Education Code of Governance:

<http://www.universitychairs.ac.uk/>

The AECVO Charity Leaders Network also provides guidance and support about governance:

<https://www.acevo.org.uk/advice-support/governance>

HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND (HEFCE)

“HEFCE funds and regulates universities and colleges in England. We invest on behalf of students and the public to promote excellence and innovation in research, teaching and knowledge exchange”⁴.

⁴ <http://www.hefce.ac.uk/about/role/>

Information about HEFCE and guidance about the following can be found on HEFCE's website here:

<http://www.hefce.ac.uk/>

- Regulation & Assurance
- Research
- Analysis & Insight
- Learning & Teaching in Higher Education
- Funding & Finance
- Student Access & Success
- Working with HE Providers
- Knowledge Exchange, Subjects & Skills

THE QUALITY ASSURANCE AGENCY (QAA)

"The QAA is the independent body entrusted with monitoring and advising on standards and quality in UK higher education and is dedicated to checking that students working towards a UK qualification get the higher education experience they are entitled to expect"⁵.

Further information about the QAA can be found on its website here:

<http://www.qaa.ac.uk/en>

The QAA produces and publishes the UK Quality Code for Higher Education (the Quality Code) which sets out the Expectations that all providers of UK higher education are required to meet and covers academic standards, academic quality and information about Higher Education provision, and includes Qualification Frameworks, Subject Benchmark Statements and the Higher Education Credit Framework.

The Quality Code can be found here:

<http://www.qaa.ac.uk/assuring-standards-and-quality/the-quality-code>

PREVENT DUTY GUIDANCE

Prevent Duty Guidance published by the Government:

<https://www.gov.uk/government/publications/prevent-duty-guidance>

Monitoring of the Prevent Duty published by HEFCE:

<http://www.hefce.ac.uk/reg/prevent/>

Jisc WRAP Training website:

<https://www.jisc.ac.uk/training/workshop-to-raise-awareness-of-prevent-wrap>

Home Office Prevent Training website:

<https://www.elearning.prevent.homeoffice.gov.uk/>

Safe Campus Communities website for further free online training:

<http://www.safecampuscommunities.ac.uk/>

⁵ <http://www.qaa.ac.uk/about-us>

HE GLOSSARY

To assist you with Higher Education terminology the glossary produced by HEFCE may be helpful. This is available on their website here:

<http://www.hefce.ac.uk/Glossary/>