



MEETING OF THE BOARD OF TRUSTEES

Friday 9 November 2018

Wills Hall Conference Centre, Parry's Lane, Stoke Bishop, BS9 1AE

FINAL MINUTES

Present: Ms K Ashley, Professor H Brady (Vice-Chancellor), Mr D Burn (Chair), Ms J Cook, Mr R Cowap, Professor S Ellwood, Ms J Goldstein, Dr M Hamlin, Dr J Khawaja, Sir R Kerr, Professor G Macdonald, Dr J Manley, Professor G Orpen, Ms Sally Patterson, Mr A Poolman (Treasurer), Dr A Raffel, Mr M Saddiq, Ms V Stace, Professor K Syrett.

In attendance: Mr M Ames (for item 10), Mr J Boyer, Professor N Canagarajah, Ms J Cecil, Mr S Chadwick, Mr R Kerse, Dr E Lithander, Ms Sue Paterson (Secretary), Ms L Robinson, Professor J Squires, Mr J Sutherland (Clerk).

Apologies: Professor J Iredale, Ms N McCabe

1 WELCOME

- 1.1 The Chair welcomed members of the Board of Trustees to the meeting. It was noted that the meeting had been duly convened and that a quorum was present.
- 1.2 The chair invited the Committee members to stand for a minute's silence in remembrance of members of the University and the City who lost their lives in the service of their Country.
- 1.3 The Chair welcomed:
 - Dr Jane Khawaja as the new Professional Services Staff Trustee;
 - Ms Kate Ashley to her first meeting; and
 - Ms Jessica Cecil and Mr Jack Boyer as observers.
- 1.4 The Chair noted the last meetings of Mr Roy Cowap, Ms Julie Goldstein, Sir Ron Kerr and Ms Vikki Stace, thanking them for their contribution to the Board over the many years of service. The Board joined the Chair in showing their appreciation of the departing trustees.

2 APOLOGIES

- 2.1 The Board NOTED the absence of Professor John Iredale and Ms Nicky McCabe

3 DECLARATION OF INTERESTS

- 3.1 No new interests were declared

4 MINUTES OF PREVIOUS MEETING

- 4.1 The minutes of the meeting from 5 October 2018 were APPROVED as a fair and accurate record of the meeting, subject to reconfirming the wording of minute 7.3 relating to the Dental School.

5 MATTERS ARISING AND ACTIONS

- 5.1 It was confirmed that there were no matters arising not to be taken as part of the main agenda.

6 CHAIR'S REPORT

- 6.1 RECEIVED (reference **BT/18-19/012**) and the Chair introduced his report taking each item in turn.
- 6.2 AP left the room while the appointment of Treasurer was discussed. The Chair reaffirmed his proposal for the reappointment of AP as Treasurer. The Board unanimously APPROVED the appointment of Andy Poolman as Treasurer from 1 January 2019 – 31 December 2019.
- 6.4 It was noted that Senate had endorsed the appointment of Prof. Judith Squires as Deputy Vice Chancellor and Provost and therefore the Board reconfirmed its unanimous approval of the appointment. JSq will take up the position from 1/1/19.
- 6.3 Chair turned to the proposal to nominate Mr Alex Wilmot-Sitwell to Court for appointment as a Pro-Chancellor. HB was invited to speak to the matter.
- 6.4 HB referred the Board to the role profile, which had been included within the papers. HB further commented on the balance of the current Pro-Chancellors in terms of diversity of background and noted that this had led to the search for a Pro-Chancellor from the business community to replace Roger Holmes. HB highlighted that Mr Wilmot-Sitwell satisfied this criterion, **[REDACTED: personal information]**.
- 6.5 The Board discussed the process for the sourcing of nominations for vacant Pro-Chancellor roles and concluded that a more transparent nomination process should be employed in the future with the aim of creating a range of diverse candidates for the Board to consider for nomination to Court.
- 6.6 It was agreed that subject to the completion of the necessary additional due diligence and the preparation of appropriate paperwork in support of the nomination, the Board **NOMINATED TO COURT** the appointment of Mr Alexander Wilmot-Sitwell as Pro-Chancellor from 1 January 2019 to 31 December 2021.
- 6.7 The Board **NOTED** the update from the Nominations Committee of Court in respect of the proposal to appoint Ms Linda Fletcher as a Lay Member Trustee
- 6.8 It was noted that the proposal to appoint Prof Andrew Carr as the Alumni Association Trustee would follow as part of the update from the MAGG Committee. MH, who had chaired the appointment panel on behalf of the Board, confirmed that Prof Andrew Carr had been the stand-out candidate.
- 6.9 It was raised that there was a diminishing representation of trustees with deep connections to the City of Bristol and a view was expressed that this should be considered when the next round of trustee recruitment begins in early 2019.
- 6.10 The Board **NOTED** that Chair's Powers had not been used since the last meeting.

7 VICE-CHANCELLOR'S REPORT

- 7.1 The Board RECEIVED (reference **BT/18-19/013**), which was presented by HB
- 7.2 The Board **NOTED** the report of the Vice-Chancellor, who began by summarising that the University continues to perform well and that even within the context of the unprecedented uncertainty within the sector, UoB is well placed compared to its peers. During his presentation of the report, which was taken as read, the following points were made:
- 'Augar' Review: This is starting to play out in media with the speculation on reductions in tuition fees causing concern across the sector. It was recognised

that this issue is elevated for teaching-only universities and could lead to the failure of institutions, with a heightened risk for those institutions with a subject mix that isn't favourable to the funding model. It was noted that ultimately, the Government would take the decisions on the funding of Post-18 education and that the Auger Review was to inform and advise.

- 2018 Autumn Budget: There was a reaffirmation of the importance of Universities in the 2018 Autumn Budget. The aspiration to create a national centre for quantum computing was set out, and the Vice-Chancellor noted that UoB would be keen to host such a centre.
- Brexit: There is a real possibility of "No Deal" in respect of Brexit and that University Management was looking through the suite of mitigations to the risks identified. It was summarised that the biggest worry is about access to funding for research.
- Admissions – The next cycle is well underway. **[REDACTED: likely to prejudice commercial interests]**.
- Widening Participation: It was revealed that students who have joined the University through our W-P pathways are currently outperforming those coming through traditional routes. Once this trend is confirmed through the graduation results, the University will consider how best to give profile to this outcome.
- TEF: There remain concerns in terms of the possible outcome of the TEF exercise at an institutional level and subject level. **[REDACTED: information intended for future publication]**.
- Dental School: **[REDACTED: likely to prejudice commercial interests]**.
- Research: HB highlighted that the VC Fellowships Programme was attracting spectacular people from all over the world and that our current experience is that relatively few people are leaving due to Brexit. HB also drew attention to the considerable work that had gone into the submissions made to the Alan Turing Institute and Max Planck Society. ATI Fellows are selected from the institution and collaborate with Fellows elsewhere in the world and it was noted that UoB has 31 Fellows, which is the highest number from any single institution. Turning to the Max Planck Society partnership, HB highlighted that there are a limited number of centres across the world where this society partner with elite research universities to create centres. It was shared that UoB had been awarded the centre for minimal biology, which is important for the reputation of the University and post-Brexit as a gateway into the wider ecosystem.
- Living Wage: It was shared that University of Bristol has been accredited as a living wage employer. It was highlighted that the UoB had paid living wage for virtually all staff for some time but that further to conversations with bodies across the City, it was recognised that it was important to be a role-model and lead the conversation as a major employer within Bristol.
- Temple Quarter: **[REDACTED: likely to prejudice commercial interests]**.
- The Board discussed the scale and importance of Temple Quarter. It was recognised that this should be a standing item on the Board agenda without encroaching on the role that Finance & Major Projects Committee performs in terms of maintaining close monitoring. It was agreed that AP, GO, RWK and JB would convene to agree how best to keep the Board informed of this programme without duplicating the work of the Committees. It was highlighted that the Board

needs to remain cognisant of the worst possible outcomes, no matter how unlikely these feel at the time, and that the flow of information needs to be live.

- In response to a question on University development activity, it was confirmed that community engagement was going well and that there was recently unanimous support for the outline planning submission.
- Meningitis: It was shared that there had been two diagnosed cases of Meningitis B at the University. It was confirmed that there are no immediate wider concerns for health and that the students are recovering well. It was further confirmed that the correct protocols had been followed and prescribed action taken, including engagement with Public Health England.
- Senior Recruitment: HB confirmed that the longlisting for the PVC Student Experience had been completed and that the application window for the PVC Education was still open. Given the likely notice-periods for any successful candidate, it was anticipated that the substantive post holders would take up their roles in late spring/summer 2019. Given these likely timescales, interims had been sought. It was confirmed that Professor Sally Heslop has been appointed as interim PVC Education and would be covering this role from 1 January 2019. HB updated the trustees that there had been no internal applicants for Interim PVC Student Experience, so an external search had commenced.

7.3 **[REDACTED: likely to prejudice commercial interests].**

7.4 A further question was raised enquiring as to whether there was any suggestion in the 'Augar' Review that future awards of funding linked would be linked to the results of subject level TEF. Management confirmed that whilst this is possible, they are not aware of that this would be part of the recommendations.

8 FINANCE REPORTS

8.1 RWK introduced this section of the agenda and took each paper in turn.

8.2 Management Accounts

8.2.1 The Board RECEIVED (reference **BT/18-19/014**) and CONSIDERED the September 2018 Management Accounts and Financial Outlook as presented by RWK

8.2.2 RWK highlighted that performance was broadly as expected. **[REDACTED: likely to prejudice commercial interests].**

8.3 Report from Finance and Major Projects Committee

8.3.1 The Board RECEIVED (reference **BT/18-19/015**), which was introduced by RWK

8.3.2 RWK highlighted the decisions that were required by the Board based on the recommendations of Finance & Major Projects Committee:

- The Board APPROVED the continuation of the University's borrowing limit at £535m.
- The Board APPROVED the increase in the delegated authority for new capital spend within plan to the Capital Portfolio Board to £5m with authority for the Chair (Chief Operating Officer) to take decisions up to the value of £1m.

8.3.3 **[REDACTED: likely to prejudice commercial interests].**

8.3.3 The Board NOTED the decisions taken by the Finance & Major Projects Committee as set out in the report. **[REDACTED: likely to prejudice commercial interests]**.

8.3.4 The Board NOTED other key matters considered by the Committee:

- BREXIT Impact Assessment and Action Plan.
- Lessons learned from reviews of our major programmes & projects, which JSu was asked to circulate to all Board members.

8.3.5 RWK provided an oral update on the Fry Building which was a live topic. **[REDACTED: likely to prejudice commercial interests]**.

8.4 Report from Pensions T&F Group

8.4.1 The Board RECEIVED the report (reference **BT/18-19/016**), which was introduced by RWK.

8.4.2 **[REDACTED: likely to prejudice commercial interests]**.

8.4.3 **[REDACTED: likely to prejudice commercial interests]**.

8.4.4 **[REDACTED: likely to prejudice commercial interests]**.

8.4.5 The Board APPROVED the Pension Strategy attached to this report and DELEGATED authority to the Pensions Task & Finish Group to take decisions connected with the delivery of the Pensions Strategy.

8.4.6 The Board NOTED that following further consultation with Senate and the Staff Pensions Working Group the final response to the UUK consultation had been approved by the Task & Finish Group in line with the Board's delegation. It was highlighted that the final response followed the approach agreed with the Board at its October meeting.

8.5 Endowment Annual Performance Report

8.5.1 The Board RECEIVED (reference **BT/18-19/017**) which was introduced by RWK.

8.5.2 It was highlighted that the funds have performed as expected and recommendation is to reapprove the targets for the funds. The Board APPROVED the change to the Endowment Investment Policy (see paragraph 1), as recommended by the Finance & Major Projects Committee.

8.5.3 The Board NOTED the 2017/18 performance of the Endowment Fund investments of 6.4% in line with the target of CPI plus 4% (6.4%).

8.6 Endowment Unitisation Report

8.6.1 The Board RECEIVED (reference **BT/18-19/018**), which was presented by AP and RWK, who confirmed that they had reviewed the report in detail, which was highly technical in nature. On the basis on the assurances from AP and RWK, the Board approved the schedule of investment values.

9 Banking Mandates

9.1 The Board Received paper (**BT/18-19/020**) which was presented by RWK.

9.2 RBS: After due and careful consideration of the University's amended and restated "RBS RCF Agreement" dated 23 March 2017 and subsequent amendment 22 November 2017, IT WAS RESOLVED THAT:

9.2.1 The following members of the University

Name of Authorised Signatory	Title
Hugh Brady	Vice Chancellor and President
Anthony Guy Orpen	Deputy Vice-Chancellor (New Campus Development)*
Judith Squires	Deputy Vice-Chancellor and Provost*
Robert Kerse	Chief Operating Officer
Mick Axtell	Deputy Chief Financial Officer

**new role effective from January 2019. Current role title for Anthony Guy Orpen is Deputy Vice-Chancellor, Judith Squire is Pro Vice Chancellor Education.*

(the “**Authorised Signatories**” be and are hereby authorised (either alone or together):

-

- (a) Deliver on behalf of the University any document which may be required in connection with the RBS RCF Agreement.
- (b) Do all such acts which such Authorised Signatories (either alone or together) consider necessary or expedient in connection with the execution of or performance by the University of its obligations under the RBS RCF Agreement.

9.3 Pricoa: After due and careful consideration of the University’s Note Purchase Agreement and the Notes dated 7 April 2017 (the “Documents”) IT WAS RESOLVED:

9.3.1 That the following members of the University be and are hereby (i) each designated as a “Responsible Officer” for the purposes of providing Officer’s Certificates (as defined in the Note Purchase Agreement) pursuant to the Note Purchase Agreement and (ii) authorised (or in the case of deeds, any two such members) to negotiate, approve, make amendments, verify, execute and deliver any other documents in connection with or arising from the Documents and to do all such acts and things as may be required to implement the documents and generally to sign all such deeds, certificates, instruments, notices, mandates, confirmations, requests, applications, letters, forms, appointments, powers of attorney, written resolutions, notices any other documents as may be necessary or desirable in connection with the Documents:

- Vice Chancellor and President;
- Deputy Vice-Chancellor (New Campus Development);
- Deputy Vice-Chancellor and Provost;
- Chief Operating Officer; and
- Deputy Chief Financial Officer.

9.4 Barclays: After due and careful consideration of the University’s “Loan Agreement” dated 23 March 2017 and subsequent amendment 22 November 2017 IT WAS RESOLVED THAT:

9.4.1 The following members of the University

Name of Authorised Signatory	Title
Hugh Brady	Vice Chancellor and President
Anthony Guy Orpen	Deputy Vice-Chancellor (New Campus Development)*
Judith Squires	Deputy Vice-Chancellor and Provost*
Robert Kerse	Chief Operating Officer
Mick Axtell	Deputy Chief Financial Officer

**new roles effective from January 2019. Current role title for Anthony Guy Orpen is Deputy Vice-Chancellor, Judith Squire is Pro Vice Chancellor Education.*

(the “**Authorised Signatories**” be and are hereby authorised (either alone or together):

- (c) Deliver on behalf of the University any document which may be required in connection with the Loan Agreement
- (d) Do all such acts which such Authorised Signatories (either alone or together) consider necessary or expedient in connection with the execution of or performance by the University of its obligations under the Loan Agreement.

9.5 The University’s Endowment funds have been managed by Rathbones since August 2017.

9.5.1 The Board APPROVED the authorised signatory list below as the new signing mandate for Rathbones, University of Bristol’s Endowment Fund manager, and that this replaces the current mandate.

- 9.5.2 The Board of Trustees AUTHORISED any two persons listed below to sign and instruct Rathbones on behalf of University of Bristol with regards to the Endowment Fund portfolio.

Name	Position
Anthony Guy Orpen	Deputy Vice-Chancellor (New Campus Development)*
Judith Squires	Deputy Vice-Chancellor and Provost*
Robert Kerse	Chief Operating Officer
Mick Axtell	Deputy Chief Financial Officer
Jason Smerdon	Group Finance Director
Zida Mirza	Head of Treasury
Steph Mustoe	Head of Financial Planning

* **new role effective from January 2019. Current role title for Anthony Guy Orpen is Deputy Vice-Chancellor, Judith Squire is Pro Vice Chancellor Education.*

10 STATUTORY RETURNS

10.1 Audit Committee Annual Report

10.1.1 The Board RECEIVED (reference **BT/18-19/020**), which was introduced by AP as Chair of the Audit Committee. AP noted that the report will be submitted to the Office for Students as part of the annual returns

10.1.2 AP took the Board through the report highlighting the conclusions in the report relating to Risk Management; Internal Controls, Governance; Value for Money; and the Data Returns. In particular AP highlighted that the Committee felt that the Value for Money report provided in support of their assessment was easy to understand. It was also noted the movement of Internal Audit to a co-sourced model in conjunction with RSM

10.1.3 AP drew attention to the overall conclusion stated on p75 and confirmed that there were no material concerns for the Audit Committee to raise with the Board.

10.1.4 The Chair thanked the Chair of Audit Committee for the work over the year and for the report.

10.2 External Auditor's Management Letter and Management Response

10.2.1 The Board RECEIVED (reference **BT/18-19/021**), which was introduced by RWK, who guided the trustees to the PwC report on p145. RWK highlighted the points made by PwC in relation to the completion of some reconciliations.

10.2.2 RWK proceeded to draw attention to the letter of representation within the PwC report. He confirmed that this was a standard letter with the exception of the reference to the Fry Building on p175, which relates to the judgements being made for the purposes of the financial statements. AP confirmed that he had discussed with the Auditors in private and that the Audit Committee had satisfied itself that the judgements made in relation to both Fry Building and Pensions liabilities were reasonable. It was further confirmed that these were within the ranges that are independently set by the auditors.

10.2.3 RK noted a recent judgement on the treatment of Guaranteed Minimum Pensions against Lloyds Banking Group, which has required an additional note to the accounts.

10.3 Annual Report and Financial Statements

10.3.1 The Board RECEIVED (reference **BT/18-19/022**), which was introduced by RWK. In particular, RWK highlighted that there had been an attempt to strengthen the report by including a four-page value for money statement. It was highlighted that the report had previously been reviewed in detail by the Audit Committee and the Finance and Major Projects Committee.

10.3.2 **[REDACTED: likely to prejudice commercial interests].**

10.3.3 At the conclusion of the discussion, the Report and Accounts were APPROVED for signing by Chair and Vice-Chancellor and it was requested that RWK pass on the Board's thanks for the efforts in producing a quality document.

10.4 Financial Commentary

10.4.1 RECEIVED (reference **BT/18-19/023**). RWK introduced the report and set out the purpose of the report confirming that it would be provided to OfS as part of the annual return. The commentary was NOTED by the board and APPROVED for issuance.

10.5 Other

10.5.1 The Chair noted that two other items would be required for submission to OfS but that the processes for the creation of these had not concluded in time for the Board. The Chair proposed that the Board delegate review and approval of the Prevent Monitoring Return and the Academic Quality and Standards Report to him, supported by a sub-group of the Board as needed. The Board approved this delegation and it was agreed that the reports would be submitted to the next Board meeting for ratification and discussion as appropriate

11 STRATEGIC PRIORITY UPDATE

Mark Ames joined the meeting

11.1 Whole Institution Strategy for Mental Health & Wellbeing

11.1.1 The Board RECEIVED (reference **BT/18-19/024**), which was introduced by the Chair. The Chair set out the intention to delegate a small group to approve this strategy on behalf of the Board following the conclusion of the consultation process with other bodies, including Senate on 10 December 2018. It was agreed that Moira Hamlin, Nicky McCabe, Sally Patterson and Keith Syrett be appointed to provide the final approval.

11.1.2 JSq was invited to speak to the strategy. JSq highlighted the process followed to draft the strategies and referenced that the start point was the UUK Framework, which was done to ensure alignment with industry practice. It was further pointed out that the UUK Strategy focuses on student mental health and wellbeing and that UoB recognised the need for a "Whole Institution Strategy" which would align both the student and staff strategies.

11.1.3 JSq referenced that the drafting team had worked with Senior Tutors, Student Services and the Sabbatical Officers of SU to produce the initial draft, which was launched for consultation on World Mental Health Day (10 October). There had been considerable promotion of the consultation exercise with a range of communication of methods being used to engage with staff and students. It was

highlighted that the consultation exercise itself was considered to be a branch of the efforts within the institution to raise awareness. The plan for finalisation of the strategy was to collect the feedback received to share with UMT on 3 December and then Senate on 10 December before requesting approval from the Board sub-group.

- 11.1.4 JSq commented that the student response to the participation in the consultation had been positive with clear themes emerging around access to counselling and support. The staff survey was also well received and it has been felt that the consultation process has been very good. This has included engagement with union colleagues. The same framework and cornerstones will be used for the action plan, which will be driven by the comments received
- 11.1.5 SaP confirmed that she had been involved in the consultation exercise as a sabbatical and had also actively engaged with groups of students (e.g. those representing protected characteristics) to ensure that their voices were heard. A key point coming back was around ensuring there was representation of these groups within the counselling services and that the counsellors were competent to deal with serious topics such as sexual violence so that help could be provided when it was needed the most. SaP also confirmed that the new Residential Life and Wellbeing Services have been well received and that there is a system in place which means that these are regularly reviewed and responded to in terms of feedback. It was also highlighted that individuals were encouraged to respond to the consultation as well as the groups.
- 11.1.6 Staff members were able to contribute to both the staff and student consultations and it was raised that points on broader factors impacting wellbeing were also being considered.
- 11.1.7 The Chair asked for comments and questions. There was a high level of consensus that the initiative is very valuable and that drafting the strategy is a significant development for the University. The level and approach to consultation was welcomed by the Board and the amount of level of effort that had gone into the development of the position was appreciated.
- 11.1.8 It was commented that the Strategy would benefit from a clearer articulation of intended outcomes. It was argued that this would enable the Board to understand how activities were aligning to the achievement of the outcomes and whether progress was being made towards successful delivery. It was proposed that the dashboard for reporting to the Board should be built around the outcomes at an individual and institutional level. It was noted that the design of this dashboard would be subject to further consultation with the Board at the appropriate juncture.
- 11.1.9 It was observed that providing wider services for students is a positive development but that encouraging people to access them was a separate challenge. It was suggested that there is good practice in the US in terms of normalising the access of these services, which could help UoB to develop its approach. It was also highlighted that there are multiple layers of types of people with varying needs and that different types of support and service are required, for example someone who is anxious about pending work deadlines has a very different need to someone who has been the victim of sexual assault.
- 11.1.10 Further information was requested on "Report and Support". In response it was confirmed that this had been developed from a system that was in use at Manchester University and was in direct response to feedback from students. It is a useful channel for individuals who are uncertain as to whether an issue was sufficiently serious to warrant a report being made. It allows for those making a

report to choose whether to remain anonymous and enables patterns of behaviour to be identified as well as specific individual support requirements. It was confirmed that this had been deployed over summer and needs to be promoted in communication alongside other matters such as sexual consent. It was confirmed in response to a question that individual cases can be followed up as necessary if the reporter has chosen to provide their name/contact details. It was also confirmed that the tool is open to staff and students.

11.1.11 It was noted that it is important to capture overall health and resilience gains as part of the overall approach to giving individuals the ability to manage their own mental wellbeing.

11.1.12 The Chair noted that the issue should remain on the agenda for the Board and thanked management for the progress that had been made on this topic to date.

11.1.13 The Board APPROVED the appointment of the sub-group and DELEGATED AUTHORITY to the group to approve the strategy during December.

11.2 SPI Update

Alicia O'Grady and Claire Buchanan joined the meeting

11.2.1 The Board RECEIVED the SPI report (reference **BT/18-19/025**) which was introduced by SC, The Director of Strategy, Planning & Change. SC shared a presentation (on file) on the screen to explain how to interpret the information provided and the structure of the reporting of strategic performance.

11.2.2 SC highlighted three key areas where SPIs have changed: League Tables, Student Experience and Wellbeing. Each was taken in turn.

11.2.3 In respect of league tables, the following points were made: **[REDACTED: likely to prejudice commercial interests]**.

11.2.4 EL noted that there is a health warning with overly focussing on league tables and noted the differences between how these methodologies operate. It was shared that these methodologies can change at any time and result in a dramatic change in ranking. However, EL shared data to support the importance of co-publishing with international colleagues, which can drive an improvement in citations and citation values.

11.2.5 JSq took the floor to talk through Education and Student Experience KPIs and the following points were made: **[REDACTED: likely to prejudice commercial interests]**.

11.2.5.1 It was confirmed that Education and Student Experience Committee has undertaken a deep-dive into this area and the report, shared at the previous Board meeting, affirmed that there was a positive story to tell in terms of the actions being taken.

11.2.6 NC took the floor to discuss Our Staff & Ways of Working KPIs and worked through the presentation, noting that an update had been provided at the previous Board meeting. It was reconfirmed that in January a further update will be provided to the Board alongside the actions to be taken by the senior team. It was highlighted that there had been positive feedback from staff, noting the open meetings being held by HB and GO across the institution.

11.2.7 Chair gave thanks to the presenters and noted that the SPIs are provided to the board biannually. The floor was opened to questions.

11.2.7.1 In response to a question on the improved performance of Edinburgh University in the international rankings, EL and AOG shared that Edinburgh had focussed on increasing its research output; focussed their marketing in key international territories; and increased their international student recruitment activity.

11.2.7.2 [REDACTED: likely to prejudice commercial interests].

11.2.7.3 Following on, it was highlighted that there needed to be strong communications around “Assessment and Feedback” to help students to recognise all the various component activities that contribute to this. It was agreed by management that this is a critical point and that NSS is about perceptions. It is recognised that positive messaging can improve these perceptions. **[REDACTED: likely to prejudice commercial interests].**

Mark Ames, Claire Buchanan and Alicia O’Grady left the meeting

12 PROPOSALS FOR FUTURE ALUMNI ASSOCIATION

Steve O’Connor joined the meeting.

12.1 The Board RECEIVED the paper (reference **BT/18-19/027**), which was introduced by JG and EL.

12.2 EL introduced SOC to the room and highlighted that UoB is blessed with an active alumni network that are a huge benefit to the University. It was highlighted that the paper aims to set out how to achieve the balance between facilitating alumni to engage with each other and identify the levers which allow the University to engage with the Alumni.

12.3 JG referenced the start point for this work had been the KPMG review and that considerable work had been undertaken over the last 18 months in developing these proposals. She provided her opinion that the review of the Alumni Association has been thorough, comprehensive and inclusive, and included benchmarking with other universities in addition to discussions with CAAC, DARO and the wider alumni community.

12.4 The Board ENDORSED the approach and transition period being taken in the reform of the Alumni Association and recognised the level of effort in getting to the current position. An opinion was shared that the ultimate success of the proposals will be contingent on the quality of the Alumni Association Committee and the outcome of the election to appoint the Chair.

13 PROPOSALS FOR REFORM OF COURT

13.1 The Board RECEIVED (reference **BT/18-19/026**), which was introduced by the Chair with HB was invited to comment. HB set out his view that the proposals need to bring clarity to the role of Court and its powers and secondly that clarity needs to be brought to the contribution that Court could make.

13.2 HB noted that his view of Court is that it is a body which allows for engagement with external stakeholders and that the inclusion of internal parties, such as trustees, students and staff, on Court risked causing confusion. HB asked the Board for any views on whether students and staff should be admitted to Court as attendees, as had been done with the Senior Team, in particular noting the various mechanisms

that existed for both students and staff to engage with University Leadership, including formal governance fora such as Senate and Board of Trustees.

- 13.3 In response, there were views expressed that having a range of students as members of Court did not appear to create a hinderance to the operation of Court and that being able to hear and contribute to a wider set of perspectives on the University and its strategy was potentially very helpful to the student population.
- 13.4 There were also views expressed that noted the importance of staff representation on Court for similar reasons to the inclusion of students but it was agreed that Trustees should be “in attendance” at Court rather than being full members.
- 13.5 It was requested that the paper for Court includes greater detail and clarity on the vision for Court and how it will benefit the University in its new form.
- 13.6 In terms of submitting the proposals to Court, following a brief discussion, it was resolved that the optimal approach would be amended to submit a single motion to cover the full set of proposals.
- 13.7 The Board asked that its views were considered and DELEGATED the final decision on the submission of the proposals on Court to HB and DB.

14 STUDENT’S UNION MATTERS

- 14.1 The Board RECEIVED the Annual Accounts of the Students’ Union (reference **BT/18-19/028**) and NOTED its contents. There were no questions raised.
- 14.2 The Board RECEIVED the request to make changes to the Articles of Association of the Students’ Union (reference **BT/18-19/029**). Following a brief overview from SaP, APPROVED the change that will allow the Students’ Union to increase its number of sabbatical officers to seven.

15 COMMITTEE AND OTHER REPORTS

- 15.1 The Chair took the Committee Reports as read and asked the Board whether it was happy to approve the matters referred to it. The Board noted the contents of the reports and confirmed that all matters within the reports were to be approved
- 15.2 The Board ENDORSED the recommendation of the MAGG to appoint Professor Andrew Carr as the Alumni Association Trustee member of the Board from 1 January 2019
- 15.3 The Board APPROVED the appointment of Ms Jessica Cecil (incoming lay member of the Board) as the Chair of the Education and Student Experience Committee from 1 January 2019.
- 15.4 Committee Report on Student Appeal**
- 15.4.1 The Board RECEIVED the report from the Student Appeal panel (reference **BMT/18-19/033**) and the Chair invited MH to comment. MH introduced the report and set out the background for the case, noting that it was a distressing set of circumstances but that the decision of the of the University to suspend the student was upheld.
- 15.4.2 MH raised a concern that there is the potential for unintended consequences if the Fitness to Study policy is invoked too quickly although recognised that there is a

delicate balance in the use of this policy to protect students from adverse mental health outcomes.

16 EQUALITY AND DIVERSITY IMPLICATIONS

- 16.1 The Board reflected on topics which had equality and diversity implications, including in respect of the consideration of W-P support, BAME student access to support and the consultation exercise explicitly including student cohorts to ensure all voices were heard. The Board noted that it needed to satisfy itself that matters submitted to it had taken appropriate account of matters of equality and concluded that they had.

17 COMMUNICATIONS AND CONSULTATION

- 17.1 Members of the Board were reminded of the strict confidentiality of various matters discussed at the Board. The Chair would reflect, with the Executive, on how the day's discussions might be appropriately communicated to the wider University community, in particular the approach to mental health consultation and the importance of the communication in NSS.

18 AOB

- 18.1 MH and JB highlighted that this was the last meeting of the Chair and noted the many years of leadership that had been provided by DB to the Board. They both gave thanks for his contribution recognising his nine years as Chair of Trustees and the sterling contribution that he had made to the University.
- 18.2 The Trustees were reminded that there would be a short presentation after the Board meeting to share the success and impact of the Bristol Interns in China Programme. Head of Inclusion, Zoe Pither, and one of the undergraduate students who had participated in taking up work experience in China (Tom Mulvaney) would be sharing his personal experience of the programme.

Date of next meeting

The next meeting of Board of Trustees will take place on 25 January 2019.