

**MEETING OF THE BOARD OF TRUSTEES****Friday 22 November 2019****Wills Hall Conference Centre, Parry's Lane, Bristol, BS9 1AE****MINUTES**

Present: Mr J Boyer (Chair), Professor H Brady (Vice-Chancellor), Ms K Ashley, Ms J Cecil, Professor S Ellwood, Dr M Hamlin, Mr N Joicey, Dr J Khawaja, Mr J Palmer, Mr A Poolman (Treasurer), Dr A Raffel, Professor G Macdonald, Dr J Manley, Mr J McAlinden, Professor J Squires (Deputy Vice Chancellor (DVC) and Provost), Mr M Saddiq, Professor K Syrett.

In attendance: Dr Erik Lithander (Pro Vice Chancellor Global Engagement) (part meeting), R Kerse (Chief Operating Officer (COO)), Ms L Parr (Registrar & Secretary), Ms H Quinn (Clerk and Head of Governance).

Apologies: Ms Linda Fletcher

**1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS**

- 1.1 The Chair welcomed members to the meeting and noted the change of location and the student presence outside. He noted the particular challenge of the agenda, with substantial items for approval, and guidance issued from the Office for Students on a challenging timescale.
- 1.2 The Chair thanked Dr John Manley for his service to the Board of Trustees, noting that Dr Manley had joined the board in Jan 2011 and had completed three full and productive terms of office. He had been particularly effective in using his extensive professional experience to promote the consideration of important IT matters, including chairing the – IT committee. Dr Manley will become High Sheriff of Bristol in 2020.
- 1.3 Dr Manley thanked the Chair and stated that he had found it most rewarding to experience the University from the inside. He had particularly enjoyed meeting with staff and students and being invited to events. He commended the excellent graduation experience at Bristol and stated his appreciation for working with other Board members. He noted the significant contribution that the University makes to the City of Bristol and other communities. He concluded by noting that every facet of life is being disrupted by digital initiatives and that this will also affect Universities but that Bristol has the opportunity to be a leader in this area.

**2 DECLARATION OF INTERESTS**

- 2.1 There were no new declarations of interest.

**3 MINUTES OF PREVIOUS MEETING**

- 3.1 The minutes were APPROVED as a fair and accurate record of the meeting of 20 September 2019.
- 3.2 It was noted that the minutes could more fully capture the level of challenge and debate in the room. This will be taken into account going forward

**ACTION: Head of Governance**

**4 ACTIONS & MATTERS ARISING**

- 4.1 It was noted that the draft IT strategy will be presented to the Board in January.

**5 VICE-CHANCELLOR'S REPORT AND QUESTIONS (reference BT/19-20/013)**

- 5.1 RECIEVED the report of the Vice-Chancellor.

## 5.2 The following points were NOTED:

5.2.1 Manifestos from all the major parties, except for the Conservatives, had been published and that there were some common themes, including a commitment to increase funding for lifelong learning, but also polar opposites – particularly in relation to funding regimes. One impact of the election is that Dame Shirley Pearce's review of the Teaching Excellence Framework (TEF) has been delayed until after the election.

5.2.2 In relation to Brexit, the Smith Reid report was a helpful contribution, suggesting an additional £1.5bn investment is required annually to replace EU funding. The report identified three additional streams of funding – a quality related uplift, a general agility fund to react to international initiatives and an additional fund related to government priorities.

5.2.3 The Russell Group had met recently with Nicola Dandridge of the Office for Students (OfS). The Group had raised concerns about the relationship between Universities and the OfS and were seeking a proportionate & risk-based approach to intervention. The Group also raised concerns about the use of POLAR (the participation of local areas) as a measure for target setting, the subject level TEF and any future funding models.

5.2.4 Universities are taking a pro-active approach to government concerns around security issues related to international partnerships. A UUK working group has been established to develop guidance on a range of issues in this area.

5.2.5 **[REDACTED: likely to prejudice commercial interests]**

5.2.6 In relation to the UCU Industrial Action, primary concerns related to pay and pensions, gender pay gap, casualisation and workload issues. Bristol has made good progress in relation to gender pay gap, anti-casualisation and workload and has been open with staff that the University believes pay should be in line with inflation and that Bristol had advocated for a higher settlement. This has been a complex area, as many Universities were unable to fund a higher settlement, and 2/3 of institutions did not vote for strike action.

## 5.3 The following points were DISCUSSED:

5.3.1 With reference to the EHRC report, members questioned how the University was working to assess and review how to remove barriers for students to report issues. The report notes that there is overconfidence in student reporting across the sector. A Race Equality survey has been shared with students and staff which will identify barriers and improve awareness of available mechanisms. Response rates are being actively tracked and the survey has been jointly promoted with the Students Union. The results of the Race Equality survey will be presented to the EDI Oversight group in April for scrutiny.

5.3.2 It was confirmed that the University has maintained close contact with all of its students in Hong Kong, and had offered support as well as covering any costs of return.

5.3.3 The monitoring and intervention regime established by the Office for Students. Although Bristol has been placed on enhanced monitoring in relation to its Access & Participation Plan, there is no concern that targets will not be met. It is likely that Universities can expect increasing levels of reporting requirements from the OfS. It was noted that there is currently no real differentiation between institutions by the OfS in terms of monitoring and intervention, although this is a very fast-moving picture.

5.3.4 In relation to the Industrial Action, members noted that even though the University has reached out to staff and communicated effectively, strike action has been

agreed, and asked what else could be done. The Vice-Chancellor responded that staff engagement is the key to understand what compromises would be acceptable to staff and gave examples of key engagement activity. He also noted that Bristol has a particularly engaged staff base and that the right to strike must be respected.

## **6 KEY UNIVERSITY RISK REVIEW (reference BT/19-20/014).**

6.1 RECEIVED the Key University Risk Review, introduced by the Registrar.

6.2 The following points were NOTED:

6.2.1 The existing and future planned developments to the Risk Management Framework. A recalibration exercise had been undertaken with risk owners which had resulted in changes to risk scores. Revised scores had been agreed by University Executive Board and by Audit & Risk Committee.

6.2.2 The Register is a live document and subject to change in relation to external factors. Industrial Action as a risk has been recently scored and will be added to the Register.

6.2.3 That there had been substantial change to the Register since July 2019 and that Board needed to consider whether they were now assured in relation to the current position and scoring as well as the mitigation in place and the impact of such mitigation. It was confirmed that the changes to the register were a result of a process of re-evaluation and reflection on the risks, as well as a change to the scoring framework.

6.3 The following points were DISCUSSED:

6.3.1 The student recruitment risk, which has been replaced with a risk which focusses on maintaining quality. Members debated whether recruitment and quality should both be considered as separate risks, **[REDACTED: likely to prejudice commercial interests]** however, it was noted that this is the Key University Risk Register and that there are other monitored risks which are not considered as Key. Similarly, IT capability is a monitored risk where mitigation has resulted in a reduced risk score and is no longer shown on the Key University Risk Register

6.3.2 The Student Wellbeing risk, which has been scored as lower than the TEF risk, that this is due to the level of mitigation in place which has been reflected in the score. Further mitigation was noted in relation to the development of an action plan for engagement with high risk student groups

6.3.3 The interlinked nature of risk and how any correlation between risks can be captured, for example the link between research output and rankings, staff recruitment and finance. It was confirmed that correlation of risk is discussed and monitored in other fora, but is not specifically detailed in the Register.

6.4 The following points were AGREED:

6.4.1 That the Board could prioritise further discussions in relation to risk appetite via Audit & Risk Committee.

**ACTION: Chair of Audit & Risk Committee, Registrar & University Secretary**

6.4.2 That a new risk is developed which considers the University's ability to effectively compete in a future higher education market.

**ACTION: Registrar & University Secretary**

6.4.3 The University's risk profile.

## **7 STRATEGIC PROGRESS REPORT** (reference **BT/19-20/015**).

7.1 RECEIVED the Strategic Progress Report, introduced by the DVC & Provost

7.2 The following points were NOTED:

7.2.1 **[REDACTED: likely to prejudice commercial interests]**

7.2.2 **[REDACTED: likely to prejudice commercial interests]**

7.2.3 There is a strong link between citations and performance in global rankings. Bristol's performance has been historically strong in citations, however has dropped in the rankings due to bunching of Russell Group institutions in that range where a very small % change can have a significant impact.

7.2.4 **[REDACTED: likely to prejudice commercial interests]**

7.3 The following points were DISCUSSED:

7.3.1 Whether targets for domestic league tables were ambitious enough and members were reassured that these would be reconsidered if an upward trend was evident.

7.3.2 **[REDACTED: likely to prejudice commercial interests]**

## **8 STRATEGIC INTERNATIONAL PARTNERSHIPS** (reference **BT/19-20/016**).

8.1 RECEIVED a presentation on Strategic International Partnerships from the PVC Global Engagement

8.2 The following points were NOTED:

8.2.1 The importance of internationalisation to the University Vision and Strategy, and that an internationalisation strategy would be presented to the Board next year.

8.2.2 That the UK's overall decline in world rankings is due to increased competition in the marketplace, from other countries, many of whom have stated ambitions to improve their rankings.

8.2.3 That partnerships can be made up of many activities including education, research and mobility. **[REDACTED: likely to prejudice commercial interests]**.

8.2.4 The criteria for selection of partnerships:.. **REDACTED: likely to prejudice commercial interests]**.

8.2.5 That the next steps were to undertake a consultation with University Research Institutes (URI) and Specialist Research Institutes (SRI) to suggest prospective partners with the aim of **[REDACTED: likely to prejudice commercial interests]**.

8.3 The following points were DISCUSSED:

8.3.1 The importance of work in this area, and the relationship to world rankings. Members agreed that anchoring partnerships to research institutes was sensible and discussed the balance of bottom up consultation versus strategic consideration in the selection of partnerships. It was confirmed that the process would combine strategic consideration with engagement of colleagues, using relevant data to support decision making. Members agreed an ambition to be within the top 40 of international institutions.

8.3.2 [REDACTED: likely to prejudice commercial interests].

8.3.3 [REDACTED: likely to prejudice commercial interests]

8.3.4 That it was important to have a strategic framework to prioritise selection of all partnerships. It was noted that work is underway on a broader framework that can also be applied to industry and other partnerships. This framework will require input from the new Pro Vice-Chancellor Research when they are appointed.

## **9 TEMPLE QUARTER PROGRAMME & RISK UPDATE (reference BT/19-20/017)**

9.1 RECEIVED Temple Quarter Programme and Risk Update, introduced by the Chief Operating Officer (COO)

9.2 The following points were NOTED:

9.2.1 [REDACTED: likely to prejudice commercial interests]

9.2.2 [REDACTED: likely to prejudice commercial interests]

9.2.3 The impacts of the opening date including the revised financial appraisal. A more detailed analysis will be provided to Finance & Infrastructure Committee in December.

9.2.4 [REDACTED: likely to prejudice commercial interests]

9.3 The following points were DISCUSSED:

9.3.1 [REDACTED: likely to prejudice commercial interests]

9.3.2 That it was crucial to manage the required staffing changes well. Members requested that the COO continue to report on project management capability and impact on risk.

**Action: COO**

9.3.3 [REDACTED: likely to prejudice commercial interests]

9.3.4 [REDACTED: likely to prejudice commercial interests]

9.4 [REDACTED: likely to prejudice commercial interests]

## **10 AUDIT & FINANCIAL STATEMENTS (reference BT/19-20/018)**

10.1 RECEIVED the Audit and Financial statements.

10.2 The Treasurer introduced the Audit Committee's Annual Report & the Internal Auditors' Annual Report. The following points were NOTED:

10.2.1 That the internal audit model had been co-sourced between an external head of internal audit (RSM) and in-house audit staff. This had resulted in improved detail and quality of reports. The internal auditor had given partial assurance on risk, control and governance, but in every case they were reasonably assured that mitigation and plans were in place to respond positively to their findings.

10.2.2 The Audit & Risk Committee has worked well with the Internal Auditors and the Executive and were assured that work is moving in the right direction. The committee will continue to review resource allocation and prioritisation. Software is being implemented to track audit progress which, once implemented, will deliver reporting to each meeting.

- 10.3 APPROVED the Audit Committee's Annual Report for 18/19 **(BT/19/20/018 a)**.
- 10.4 APPROVED the Internal Auditors Annual Report for 18/19 **(BT/19/20/018 b)**.
- 10.5 The COO introduced the External Auditor's management letter and the providers management response, the following points were NOTED:
- 10.5.1 The most recent correspondence with the external auditor and their audit of data underpinning the accounting valuation of the UBPAS pension. As the potential extrapolated error is immaterial, the auditor agreed that this should not be adjusted.
- 10.5.2 That Audit & Risk Committee had met separately with the external auditors and had signed off the management letter. It was agreed to feed back to the external auditor that the designation on the management letter (Dear Sirs) is not appropriate.  
**ACTION: Treasurer**
- 10.6 APPROVED the external auditor's management letter and the provider's management response to this for the 2018-19 **(BT/19/20/018 c)**.
- 10.7 APPROVED the signing of the Letter of Representation
- 10.8 The COO introduced the Annual Report & Financial Statements, the following points were NOTED:
- 10.8.1 The report had been considered by Audit & Risk Committee and University Executive Board and that it had been agreed that Bristol would follow sector reporting practice in relation to accounting for USS.
- 10.8.2 All requested changes to biographies had been made.
- 10.9 APPROVED the 2018/19 Annual Report & Finance Statements **(BT/19/20/018 d)**, subject to minor changes to the Remuneration Report.
- 11 ANNUAL ACCOUNTABILITY RETURN – FINANCIAL SUSTAINABILITY** (reference **BT/19-20/019**)
- 11.1 RECEIVED the Annual Accountability Return, introduced by the COO.
- 11.2 The following points were NOTED:
- 11.2.1 That guidance had been issued by the Office for Students on the 28 October, and that timescales for completion had been challenging. The Chair noted his thanks to the staff involved and to the Finance & Infrastructure Committee who had held an extraordinary meeting to consider the draft return.
- 11.2.2 Due to the postponement of Temple Quarter student number plans had been reworked. The position presented would be short lived and a revised position will be brought to the Board next year, however, it is sufficient to be submitted to the regulators.
- 11.2.3 That the stress testing scenarios had been informed by the Key University Risk Register.
- 11.3 APPROVED the Commentary, the 'Business Plan' and the Financial and Student Number Forecast spreadsheet return; and DELEGATED AUTHORITY to the COO and Provost acting jointly to approve any immaterial changes to these returns. Any material amendments will be agreed by the Chair of the Finance & Infrastructure Committee and the Chair of the Board of Trustees acting jointly.

11.4 APPROVED the Business Plan.

**12 ACADEMIC QUALITY & STANDARDS REPORT (reference BT/19-20/020).**

12.1 RECEIVED the Academic Quality and Standards report, introduced by the DVC

12.2 NOTED that the report had been considered by Academic Quality & Standards Committee, Senate and University Executive Board.

12.3 APPROVED the Academic Quality & Standards Report.

**13 ENDOWMENT FUNDS (reference BT/19-20/021).**

13.1 RECEIVED: the Endowment Funds report, introduced by the COO

13.2 NOTED that the Board are the Trustees of the University's endowments and have delegated responsibility to the Finance & Infrastructure Committee. The funds have performed as expected and our carbon footprint has reduced as a result of divestment from fossil fuels.

13.3 APPROVED the schedule of investment unit values for the period 1 August 2018 to 31 July 2019.

**14 CHAIR'S REPORT (reference BT/19-20/022).**

14.1 RECEIVED the Chair's report.

14.2 The following points were NOTED

14.2.1 The content of the report and suggestions for the Board Development Day. Members were asked to send any feedback or suggestions for the Board Development Day to the Head of Governance

**ACTION: Board Members**

14.2.2 The process for appointment of Pro Chancellors and the progress in recruitment.

14.3 **[REDACTED: personal information]**

14.4 NOMINATED Dr Andrew Sheng to Court as a Pro Chancellor, from 1 January 2020 to 31 December 2022.

14.5 NOMINATED Dr Jackie Cornish to Court as a Pro Chancellor, from 1 January 2021 to 31 December 2023.

14.6 The Treasurer left the room while his re-appointment 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 2020 – 31 December 2021.

**15 REPORT FROM THE COO (reference BT/19-20/023).**

15.1 RECEIVED the Report from the COO.

15.2 The following points were NOTED:

15.2.1 The finalisation of the 2018 USS valuation. The scheme had been finalised in line with Option 3, which was the preferred option for 81% of employers, including Bristol. The contribution rates are fixed until October 2021 and another valuation will be conducted in March 2020. If the 2020 valuation is not concluded by October 2021, there would be significant increase in contributions.

15.2.2 An external review of lessons learned from the Fry Building project is underway and progress will be reported to Finance & Infrastructure Committee in February 2020, and to the Board in April 2020.

15.3 The following points were DISCUSSED:

15.3.1 The financial performance for the first two months of financial year 2019/20.[REDACTED: likely to prejudice commercial interests].

15.3.2 The development of the Professional Services Charter. Members commended the work by the COO and the Registrar & University Secretary in leading this work and noted that it remains important to join up this work with an academic staff charter to avoid a significant gap between values.

15.3.3 The recent ruling by the Office of the Independent Adjudicator (OIA) which suggests that student complaints could be successful in achieving fee refunds, where institutions have not put effective mitigations in place. Members asked whether appropriate mitigation had been put in place for students (e.g. those with disabilities) who may be disproportionately impacted. The Executive confirmed that they had been working closely with Student Services and the Students Union.

15.4 APPROVED that The University's borrowing limit continues to be £535m This will be presented to Court.

15.5 APPROVED changes to the University's Endowment Fund Management, Borrowing and Banking mandates to reflect personnel changes, as follows

15.5.1 Rathbones

<b>Name</b>	<b>Position</b>
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
Edward Reeves	Head of Treasury
Steph Mustoe	Head of Financial Planning

15.5.2 Barclays Loan Agreements

<b>Name of Authorised Signatory</b>	<b>Title</b>
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
Lucinda Parr	Registrar
Mick Axtell	Deputy Chief Financial Officer

15.5.3 RBS Revolving Credit Agreement

<b>Authorised Signatory</b>	<b>Title</b>
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
Lucinda Parr	Registrar
Mick Axtell	Deputy Chief Financial Officer

15.6 APPROVED the Modern Slavery Statement.

**16 REPORT FROM THE DVC & PROVOST** (reference **BT/19-20/024**).

16.1 RECEIVED the Report from the DVC & Provost.

16.2 The following points were NOTED:

16.2.1 The appointment of Professor Paddy Ireland and Professor Tim Peters as job-share, interim Pro Vice-Chancellor for Research.

16.2.2 The Dental School partnership working report provided in the Reading Pack. Relevant issues are moving forward and relationships are developing well. Board will receive a full options paper at its next meeting.

16.2.3 The development of an action plan in relation to the challenges presented by the EHRC report. Noted the recent appoint of Professor Olivette Otele as Professor of the History of Slavery who will report directly to the DVC & Provost and will embark on a conversation with the city about slavery and its legacy to shape future developments.

16.2.4 The progress of the Sustainability Council, and a range of planned activity for the 29<sup>th</sup> November Climate Strike.

16.3 NOTED the revisions to the Freedom of Speech Policy which now includes reference to the limitation of rights of others, gender identity and gender expression and an update to clarify that peaceful protest is a right but should not shut down debate.

16.4 APPROVED a revised version of the University of Bristol Freedom of Speech Code of Practice

16.5 NOTED the revisions to the External Speaker Policy. A new risk assessment tool has been developed with the Students' Union to guide the event organiser which clarifies that any mitigations will be specific to the events. Any events requiring escalation will be considered by the DVC & Provost as decision maker.

16.6 DISCUSSED the External Speaker Policy. Members questioned the level of risk that will be tolerated. It was noted that the guidance is written from the assumption that an event will be allowed to proceed with the necessary mitigation. If there is high level of risk identified without mitigation then action can be taken, for example, delaying the event until security can be available. The DVC & Provost confirmed that no events were stopped or cancelled in 2018/19.

16.7 APPROVED a revised version of the University of Bristol External Speaker Policy.

16.8 NOTED the recommendation from Senate that the University adopt the IHRA definition of anti-Semitism. It was also noted that and that a number of other institutions, and the Students Union have adopted this definition.

16.9 DISCUSSED the adoption of the definition, and the accompanying examples. While the definition itself has not been controversial, the examples which accompany it have caused concern. Direct representations had been received from staff and

students, some arguing strongly in favour of their adoption and others firmly opposed to this. There has also been press interest in this issue.

- 16.10 DISCUSSED the importance of balancing the adoption of this definition, with institutional duties under freedom of speech and public sector equality duties. Members noted that the recommendation to Senate was crafted to reflect this balance of responsibilities. The DVC & Provost confirmed that the definition is not legally binding but would be used to guide our work. The DVC & Provost also confirmed that any definitions would be applied in a way that is consistent with our responsibilities in relation to freedom of speech and public equality duty.
- 16.11 NOTED that Senate also recommended the adoption of other definitions in relation to other protected groups. Members agreed that it was reasonable to adopt the definition in full, but agreed it was important to encourage other groups to bring forward definitions which would make them feel safer.
- 16.12 APPROVED the University's approach to the IHRA Definition of Antisemitism. Board members agreed the following statement

*"The University of Bristol has agreed that we will be adopting in full the International Holocaust Remembrance Alliance (IHRA) working definition of antisemitism. We will also start to consult on the adoption of additional definitions relating to other minority groups that may also feel vulnerable to discrimination and hatred. All such definitions will be applied by the University in a manner which is consistent with our legally-binding commitments to freedom of speech and to the rights of all students and staff to discuss difficult and sensitive topics, provided that this right is exercised responsibly, within the law, and with respect for others who may have differing views. We take this opportunity to restate that there is no place for any racism, bullying or discrimination at the University of Bristol and that this should be a place where all feel safe, welcomed and respected, regardless of gender, gender identity, religion, race, sexual orientation, disability, age or social background."*

- 16.13 AGREED that any future definitions to be adopted should be considered by the Board.

**17 REPORT FROM THE REGISTRAR (reference BT/19-20/025).**

- 17.1 RECEIVED the Report from the Registrar.

- 17.2 The following points were NOTED:

17.2.1 The University's operational mitigation in response to the planned Industrial Action. The Senior Team have been engaged with the Union, collaborating on key messages where possible. The Silver task force meets daily during the period of the strike and are focussing on enhancements to wellbeing and study support, as well as ensuring business continuity across Education Services. Work is being undertaken with Schools & Faculties to understand and capture impact down to programme level. The Student Information Service is being used to triage complaints and relevant security preparations are in place. A reportable event has been submitted to the Office for Students.

17.2.2 The progress in tendering for an external communications and PR partner. A shortlist of two is under consideration, both with offices in Bristol and London.

17.2.3 Lynn Robinson will be leaving her post as Deputy Registrar in July 2020. This is part of the work to shape professional services support for the student experience.

17.2.4 SLSP implementation had gone well and that lessons are being learnt in how to work better with Schools & Faculties. This revised understanding is being used in

planning for future implementations. There have been some issues with data loading which are being managed.

- 17.3 DISCUSSED admissions & recruitment figures. [**REDACTED: likely to prejudice commercial interests**]
- 17.4 NOTED the proposed amendments to the Ordinances. These changes are to bring the Ordinances in line with the changes to Charter & Statutes already agreed for Court. APPROVED amendments to Ordinances as set out in the Reading Pack.
- 17.5 APPROVED the Prevent Monitoring Return.
- 18 REPORT FROM FINANCE & INFRASTRUCTURE COMMITTEE** (reference **BT/19-20/026**).
- 18.1 RECEIVED the Report from Finance & Infrastructure Committee, introduced by the Chair of the Committee.
- 18.2 NOTED the reports of the Finance and Infrastructure Committee meetings held on the 22 October 2019.
- 18.2 APPROVED the Financial Framework as RECOMMENDED by the Finance and Infrastructure Committee meeting on the 22 October 2019.
- 18.3 APPROVED the Financial Strategy as RECOMMENDED by the Finance and Infrastructure Committee meeting on the 22 October 2019 (Appendix 2).
- 19 REPORT FROM AUDIT & RISK COMMITTEE** (reference **BT/19-20/027**).
- 19.1 RECEIVED the Report from Audit & Risk Committee, introduced by the Chair of the Committee.
- 19.2 The following points were NOTED
- 19.2.1 The Committee had considered the Value for Money Statement for publication in the University Annual Report.
- 19.2.2 The Committee is able to provide assurance to the Board of Trustees that the University's arrangements for risk management are adequate and effective.
- 19.2.3 The Committee was assured that management was taking appropriate action with regard to Temple Quarter Enterprise Campus.
- 19.2.4 The Committee discussed and considered the management representation letter within the External Audit Annual Report and confirmed that it was comfortable with the representations proposed.
- 19.2.5 The Committee recommended to the Board that the Annual Report and Financial Statements was an appropriate and reasonable representation of the financial position of the University for the year ended 31 July 2019 based on the sources of assurance available to it.
- 20 REPORT FROM NOMINATIONS COMMITTEE** (reference **BT/19-20/028**).
- 20.1 RECEIVED the report of the Nominations Committee, introduced by the Chair.
- 20.2 NOTED the report of the Nomination Committee.
- 20.3 APPROVED the nomination of Dr Madhu Bhabuta as a member of the Board of Trustees and member of Audit and Risk Committee effective from 1 January 2020. (see para ref 2.1 and Appendix A).

**21 REPORT FROM EQUALITY, DIVERSITY & INCLUSION OVERSIGHT GROUP**  
(reference **BT/19-20/029**).

21.1 RECEIVED the report of the EDI Oversight Group, introduced by the Chair of the group.

21.2 NOTED that the EDI Oversight Group would provide an overarching framework for student and staff activity in this area and noted the planned workshop with UMT on the 2<sup>nd</sup> December which would look at leadership and accountability of Senior staff in this area.

**22 ANY OTHER BUSINESS**

22.1 Further thanks were noted to Dr John Manley on his last Board meeting.

22.2 [REDACTED: personal information]

**Date of Next Meeting: Thursday 2<sup>nd</sup> and Friday 3<sup>rd</sup> April 2020**