

**MEETING OF THE BOARD OF TRUSTEES**

**Friday 18<sup>th</sup> November 2022**

**Burges Salmon**

**MINUTES**

**Present:** J Boyer (Chair), E Welch (Vice-Chancellor), O Adesanya, G Bowen, K Bright, A Carr, J Cecil, I Craddock, L Fletcher, H Gorst, J Khawaja, A Poolman (Treasurer), F Quek, A Raffel, C Relton, S Robertson, M Saddiq, J Squires (Deputy Vice Chancellor (DVC) Provost, remotely)

**In attendance:** Lucinda Parr, (Registrar & University Secretary), Robert Kerse (COO), Hannah Quinn (Head of Governance), Barra Mac Ruairi (Chief Property Officer for items 8 and 9), Jane Norman (Dean of Health Sciences for item 12), Asha Sahni (Governance Officer, items 16 and 17)

**Apologies:** N Joicey, M Bhabuta

**1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS**

- 1.1 The Chair welcomed members, and noted apologies, in particular welcoming Harrison Gorst who had been appointed as a new student Trustee.
- 1.2 The Board offered congratulations to Jessica Cecil who had recently been appointed as a non-Executive Director for the Digital Catapult.

**2 DECLARATION OF INTERESTS**

- 2.1 None were received.

**3 MINUTES OF PREVIOUS MEETING**

- 3.1 The minutes of the previous meeting of the Board of Trustees on 23<sup>rd</sup> September 2022 were APPROVED as a fair and accurate record.

**4 ACTIONS & MATTERS ARISING**

- 4.1 All items were in progress or complete.

**5 VICE-CHANCELLOR'S REPORT AND QUESTIONS (reference BT/22-23/011)**

- 5.1 RECEIVED the paper. The Vice-Chancellor (Evelyn Welch) introduced the paper.
- 5.2 The following points were NOTED:
  - 5.2.1 That two colleagues had been successful at the recent Times Higher Education Awards, with [Francesco Fornetti](#) being highly commended for most innovative teacher of the year and [Andrew Radford](#) winning Outstanding Research Supervisor of the Year.
  - 5.2.2 Positive messages from the recent budget announcements, particularly in relation to maintaining the research budget and multiple references to skills and innovation funding. However, predictions for national growth and household income were sobering and would impact staff.
  - 5.2.3 That Gillian Keegan had been appointed as Secretary of State for Education, and Robert Halfon as Universities minister. George Freeman had been appointed as Minister for Science, Research and Innovation and had been a strong supporter of both Bristol and innovation. The University had also engaged

- with Labour, including a visit from Matt Western, Shadow Minister for Further Education and Universities, who is also a Bristol graduate.
- 5.2.4 Recruitment for the Chief Financial Officer (CFO) position was progressing well, with a need to balance speed with engagement of a wide range of stakeholders.
  - 5.2.4 Veronica Hope-Hailey had been appointed as Dean of the Business School further to her retirement from the University of Bath last year, where she had created a high performing, well ranked business school.
  - 5.2.5 Plans for the future of the PVC Student Experience responsibilities.
  - 5.2.6 A recent all-staff live stream around pay and pensions, and the planned strike action by UCU and Unison. Pay was the main concern, with a sense that it had not kept up with cost pressures over time. VCs were pressing government to recognise the issues. UCU messaging had centred around senior team pay, and challenges to justify salaries. UNISON colleagues were concerned that their industrial action had received less focus, compared to academic staff.
  - 5.2.7 That the DVC & Provost had launched a consultation on academic structures, and a Senate working group had been constituted to support consultation through the development of a green and then white paper. The aim would be for streamlined executive governance, opportunities for interdisciplinarity and encouraging innovation. The current structure felt too fragmented, and the suggestion was for fewer and larger faculties. Any proposals for changes to Schools and Faculties would need to be approved by the Board, further to Senate consultation. There was also a Professional Services working group which would feed into consultations.
  - 5.2.8 That the Registrar had commenced a review of the professional services model, aiming to simplify structures, provide alignment with the Strategy and enable joined up working. The aim was to establish these structures from 1<sup>st</sup> February 2023.
- 5.3 The following points were DISCUSSED:
- 5.3.1 Trustees were concerned about the reputational impact of losing the PVC SE role, particularly amongst students, and potential impact in representing the student voice and supporting the Students Union officers. The Vice-Chancellor stated that Student Experience should not be the responsibility of one individual, but an institutional responsibility. The workload of the role had been assessed and all elements allocated to new or existing roles. Whilst it was important to maintain the significant progress made in this area, one individual was not able to manage everything. Student Experience would be embedded and mainstreamed through all activity. While the PVC had been a powerful voice, it was important that all staff were responsible. This had been noted by the Student Minds charter as the best approach.
  - 5.3.2 The role of COO/Registrar who had oversight of all Professional Services was common in the sector and was often paired with a CFO who held accountability for spending. Other elements, such as Estates and IT, needed to work together and be led by the academic needs of students and staff.
  - 5.3.3 That Bristol had a strong tradition of strike action however, staff cared about the student experience and tried to mitigate the impact on students. Nationally, UCU had balloted on pay and pensions, however it was not yet clear what a good outcome would like look. UNISON and Unite had made clear demands, however, these were unaffordable for Bristol and nationally. There was some action that could be taken locally, dependent on budgets – for example, a further unconsolidated payment, or a review of the pay scales to use more spine points. In either case, difficult financial decisions would be required to fund these initiatives.
  - 5.3.4 The institution would take a consistent approach in relation to withholding pay for strike and action short of a strike. Work was ongoing to measure and manage impact on students. Strike action fell on Wednesday or Friday, both days with had much less timetabled teaching. The Industrial Action Task & Finish Group had met to conduct scenario planning and look ahead at a

potential marking boycott. Updates would be included in the Registrar & University Secretary's report going forward.

ACTION: Head of Governance

- 5.3.5 That there was not a consistent view of the strike action amongst students, however the SU policy was to support strike action. There would be a varied impact on students, dependent on their programme of study. Some students had already been significantly impacted by lost teaching, and despite mitigations in place, believed their results would have been better without the disruption, which could impact their employment prospects.
- 5.3.6 The impact on staff morale of the cost-of-living crisis and other challenges, alongside the expectations of delivering on an ambitious strategy. The need to negotiate a pay settlement which was affordable but also addressed staff needs. With no increase in HUG fees for years, there was no ability to solve this without making sacrifices elsewhere. It would be particularly important to maximise commercial and innovation income.

5.4 APPROVED a reduction in the number of Pro Vice-Chancellors from four to three.

## **6 STRATEGIC PROGRESS UPDATE (reference BT/22-23/012)**

6.1 RECEIVED the paper. The Deputy Vice-Chancellor & Provost (Judith Squires) introduced the item.

6.2 The following points were NOTED

- 6.2.1 Progress against the Strategic Progress Indicators as detailed in the paper.
- 6.2.2 The Red rating of progress in relation to the Carbon Net Zero (CNZ) target.

6.3 The following points were DISCUSSED

- 6.3.1 The clarity and quality of the paper provided.
- 6.3.2 Potential improvements to the progress reports, considering a consistent approach to scoring and a more objective commentary. Some SPIs were more nascent and were still developing.
- 6.3.3 The ways which the Board could engage with the progress reports, for example, the Board could require additional time to be spent on areas with less progress, or request that the Strategy Implementation Board made investments to move the dial. The Board should be highlighting issues to the Executive to then respond to and report to the Board on progress and challenges.
- 6.3.4 The challenge of achieving Carbon Net Zero. While this was a particular challenge that the Board had requested be included in the Strategy, it was a complex issue [REDACTED: likely to prejudice commercial interests]. Trustees discussed the approach to take – whether it was better to have an aspirational target which may not be achieved or to review aspirations.
- 6.3.5 That Bristol had some public perception as a sector leader in this area, having declared a climate emergency, but this would be challenging to maintain progress to CNZ [REDACTED: likely to prejudice commercial interests]. The Board considered whether it would be useful to include milestones along the journey.
- 6.3.6 That the RAG rating could be unnecessarily binary and may not best reflect the multi-dimensional journey.
- 6.3.7 The challenge of making progress towards top 10 in the UK without significant NSS improvement, although some reforms to NSS were being considered
- 6.3.8 The need to think carefully about PGR recruitment to compete with our peers and in relation to the talent pipeline, particularly given a planned reduction in Doctoral Training Centres.

## **7. SIZE & SHAPE UPDATE (reference BT/22-23/013)**

7.1 RECEIVED the paper. The Deputy Vice-Chancellor & Provost (Judith Squires) introduced the item.

7.2 The following issues were NOTED:

- 7.2.1 Progress to date and next steps relating to the University's future Size and Shape.
- 7.2.2 **[REDACTED: likely to prejudice commercial interests]**
- 7.2.3 Progress had been discussed at the Strategy Implementation Board, and with Faculties, considering plans for each School.
- 7.2.4 That the project was now moving into Phase 2, Research, which had started with discussion of research priorities at the University residential.
- 7.2.5 Phase 1 plans and analysis had been incorporated into the long-term financial plan and were being carried forward as part of the Integrated Planning Process to agree final student numbers and projections.
- 7.2.6 A further update would be provided to the Board in May 2023.

ACTION: Head of Governance

7.3 The following issues were DISCUSSED:

- 7.3.1 The challenges of recruiting staff and students into growth areas **[REDACTED: likely to prejudice commercial interests]**.
  - 7.3.2 That in relation to the research element, the need to consider and support existing research, as well as investing in new areas as the pipeline to establish high performing research could be long. There were three clear research areas of strength in health, sustainability, and the creative industries, although there was a need to grow capacity in the creative industries and better align the University's sustainability research.
  - 7.3.3 Concerns about the impact of growth on the student experience, the estate, local housing supply and the potential for increased loneliness in larger cohorts. The DVC & Provost confirmed that approaches to delivery would be different, and space planned accordingly. Residential accommodation was a priority and colleagues were working collectively with UWE and the City to address this.
  - 7.3.4 The link between size and shape and any academic reorganisation. The academic structures were being designed to encourage and promote interdisciplinarity, and could result in one larger Faculty, or pair of Faculties leading each of the three priority research areas.
  - 7.3.5 The need to have a distinct brand for the Business School. The recent appointment of a Dean of the Business School would develop this vision and bring it to the Board
- ACTION: Dean of Business School/DVC & Provost
- 7.3.6 The risk of reliance on recruitment from China and developments in growing other markets. Expansion provided an opportunity to grow programmes which would appeal to different markets.
  - 7.3.7 Whether by increasing the proportion of international students, it would be harder for local students to access the University. The DVC & Provost confirmed that by 2029/30 most students would either be international or from widening participation backgrounds. It was important to retain investment and progress in WP whilst meeting civic aspirations and being welcoming for local students. Careful consideration was being given to flexible and lifelong learning programmes to attract mature and local students and to rebalance WP funding from outreach to support.
  - 7.3.8 That there would be some hard constraints on growth in certain areas, for example, the professional programmes. There were new opportunities for medical education rather than growing the existing UG provision, and the ability to recruit international students outside of the cap.
  - 7.3.9 **[REDACTED: likely to prejudice commercial interests]**. The University needed to provide what students need now and in future, rather than looking back to the experience which staff may have had when they were students. **[REDACTED: likely to prejudice commercial interests]**

**8 FINANCIAL & STUDENT NUMBER FORECASTS FOR SUBMISSION TO THE OfS (NEW LONG TERM FINANCIAL PLAN) (reference BT/22-23/014)**

- 8.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item. The Chief Property Officer was also in attendance for this item.
- 8.2 The following points were NOTED:
- 8.2.1 That the forecasts had been recommended by Finance & Infrastructure Committee
  - 8.2.2 That the Board was asked to approve the regulatory submission to the OFS which related to the University's financial sustainability and gave the OFS an indication of future plans, but also formed part of the institution's internal financial planning discipline.
  - 8.2.3 That the plan was modest and reflected significant ongoing commitments in fundamental change programmes. It provided a blueprint for the next few years.
  - 8.2.4 **[REDACTED: likely to prejudice commercial interests]**
- 8.3 The following points were DISCUSSED:
- 8.3.1 The link with the Access & Participation Plan. The regulatory focus was tilting toward student success and retention in comparison to recruitment.
  - 8.3.2 **[REDACTED: likely to prejudice commercial interests]**
  - 8.3.3 The need to prioritise capital investment funding across a range of priorities, with consideration of the CNZ impact. Internal discussion was scheduled for the New Year and would be discussed with the Board in March.  
ACTION: Head of Governance
  - 8.3.4 That by approving this plan, the Board was not being asked to make a decision about the New University Library (NUL) timeline. The forecasts pointed to the challenges and were a representation of the best estimate right now.
  - 8.3.5 **[REDACTED: likely to prejudice commercial interests]**
  - 8.3.6 The five major capital challenges, which included supply and affordability of residential accommodation, Carbon Net Zero, Temple Quarter, the New University Library and how to fit the estate together.
  - 8.3.7 That in terms of bed spaces, the aim was to reach a total of 13,500 from the current 9,000, however there was also a need to consider accommodation for students after their first year.
  - 8.3.8 The tension between achieving CNZ and being a global Top 50 institution, particularly whether this could require compromising research to deliver carbon savings. Whilst there were tough choices to be made, it would be possible to support Schools to shrink carbon use in research areas.
- 8.4 The following were APPROVED:
- 8.4.1 The student number and financial forecasts to 2026/27 for submission to the OfS [See Appendix 3]. These would become the new Long Term Financial Plan [Appendix 1].
  - 8.4.2 The revised Capital Programme [Appendix 2].

## **9 PROVISIONAL 2023/24 BUDGET (reference BT/22-23/027)**

- 9.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 9.2. The following points were NOTED:
- 9.2.1 **[REDACTED: likely to prejudice commercial interests]**.
  - 9.2.2 That the provisional budget had been considered by the Finance & Infrastructure Committee.
- 9.3 The following issues were DISCUSSED
- 9.3.1 The need for careful prioritisation and communication of such, in relation to strategy implementation. Effective Strategy delivery would require prioritisation, empowering colleagues and providing clear direction to help them manage their time.

- 9.3.2 That there were no significant changes to the risks and opportunities set out in the paper; however, while there were some additional opportunities with utility cost estimates coming down, this cost area remained volatile.
- 9.3.3 **[REDACTED: likely to prejudice commercial interests]**.
- 9.3.4 That the Executive did not consider that our risk appetite was slowing progress or limiting opportunities.
- 9.3.5 The impact of the city planning system on developing residences, and the sometimes-political view of student growth. Student residences were not subject to the same charges as others – e.g., students paying reduced Council Tax, and could be seen as less of an asset to the city. The need to work with local political leaders to change this view.

9.4 PROVISIONALLY APPROVED the 2023/24 Budget

## **10 ANNUAL REPORT & FINANCIAL STATEMENTS (reference BT/22-23/015)**

- 10.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 10.2 The following were APPROVED:
  - 10.2.1 The Audit and Risk Committee's Annual Report for 2021/22 **(BT/22-23/015 a)** Recommended by the Audit & Risk Committee
  - 10.2.2 The Internal Auditors Annual Report for 2021/22 **(BT/22-23/015 b)** Recommended by the Audit & Risk Committee
  - 10.2.3 The external auditor's report and Letter of Representation for 2021-22 **(BT/22-23/015 c)** Recommended by the Audit & Risk Committee
  - 10.2.4 The 2021/22 Annual Report & Financial Statements **(BT/22-23/015 e)** Recommended by the Audit & Risk Committee
  - 10.2.5 AUTHORISED the Chair and the Vice-Chancellor to sign the Annual Report & Financial Statements and the Letter of Representation, including any minor changes to the letter, on their behalf.
- 10.3 The following issues were DISCUSSED:
  - 10.3.1 CONSIDERED the Going Concern assessment **(BT/22-23/015 d)**
  - 10.3.2 The ability to provide value for money for the taxpayer and for students and the impact on students of Industrial Action. The Board could seek assurance from the Value for Money statement in the Annual Report.

## **11. ENDOWMENT FUNDS ANNUAL PERFORMANCE & UTILISATION REPORT (reference BT/22-23/016)**

- 11.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 11.2 DISCUSSED the summary of the endowment investment performance report presented to FIC at its meeting of 3 Nov 2022.
- 11.3 APPROVED the unit prices for the General Pool and Trustee Security Pool of the University's endowment for 2021/22 presented in section 2.9 of the attached report.

## **12. PROJECT POPPY (reference BT/22-23/017)**

- 12.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item. The Dean of Health Sciences (Jane Norman) was in attendance for this item, supported by a presentation.
- 12.2 The following points were NOTED:
  - 12.2.1 **[REDACTED: likely to prejudice commercial interests]**
  - 12.2.2 **[REDACTED: likely to prejudice commercial interests]**
  - 12.2.3 **[REDACTED: likely to prejudice commercial interests]**
  - 12.2.4 **[REDACTED: likely to prejudice commercial interests]**

- 12.3 The following points were DISCUSSED:
- 12.3.1 That the imminent departure of the COO and the Dean of Health Sciences, had helped to progress activity. The Dean of Health Sciences' leadership role would be taken forward by the Head of the Vet School.
  - 12.3.2 **[REDACTED: likely to prejudice commercial interests]**
- 12.4 **[REDACTED: likely to prejudice commercial interests]**
- 12.5 **[REDACTED: likely to prejudice commercial interests]**
- 12.6 **[REDACTED: likely to prejudice commercial interests]**
- 12.7 **[REDACTED: likely to prejudice commercial interests]**
- 12.8 **[REDACTED: likely to prejudice commercial interests]**
- 12.9 **[REDACTED: likely to prejudice commercial interests]**
- 12.10 **[REDACTED: likely to prejudice commercial interests]**
- 12.11 **[REDACTED: likely to prejudice commercial interests]**
- 12.12 **[REDACTED: likely to prejudice commercial interests]**
- 12.13 **[REDACTED: likely to prejudice commercial interests]**
- 13. CHAIR'S REPORT** (reference **BT/22-23/018**)
- 13.1 RECEIVED the paper. The Chair of the Board (Jack Boyer) introduced the item.
- 13.2 **RECOMMENDED to COURT** the re-appointment of Andrew Sheng and Alexander Wilmot-Sitwell as Pro-Chancellors, both for a second three-year term, on the recommendation of the Vice-Chancellor.
- 13.3 NOTED the decisions taken between meetings and the remainder of the report.
- 14. REPORT FROM COO** (reference **BT/22-23/019**)
- 14.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 14.2 The following points were DISCUSSED:
- 14.2.1 The financial performance for the first two months of the financial year that will end on 31st July 2023 and the forecast financial outcome for 2022/23, including whether management was taking appropriate action to address areas of underperformance.
  - 14.2.2 Continuation rates, which would be confirmed by census data on 1st December 2022 and the need to address continuation issues for students.
  - 14.2.3 Blended working and the balance between wellbeing of staff and student needs for on campus support. The policy made it clear that the needs of the service had to be considered first, meaning that working patterns would vary between teams.
  - 14.2.4 The assurance behind the Modern Slavery Statement, which was partly due to principal spend being procured through sector or national frameworks.
- 14.3 APPROVED the Modern Slavery Statement.
- 14.4 CONSIDERED the annual report and financial statements for the University of Bristol Students' Union for the year ended 31st July 2022 to ensure that the financial affairs of the Union had been properly conducted.

14.5 NOTED the Temple Quarter Enterprise Campus update included at Section 3.0.

**15. REPORT FROM DVC & PROVOST** (reference **BT/22-23/020**)

15.1 RECEIVED the paper. The DVC & Provost (Judith Squires) introduced the item.

15.2 NOTED the report of the DDVC & Provost.

15.3 APPROVED the University's Annual Statement on Research Integrity (**Appendix A**) subject to the inclusion of a statement on inclusion.

15.4 The following points were DISCUSSED:

15.4.1 That TEF would continue but without the metric of the NSS overall student satisfaction score. Three years of data would be required and there would likely be challenges with the Assessment & Feedback and the Student Support data. The Students Union would be required to write their own independent TEF submission.

15.4.2 Progress in addressing the Gender Pay Gap.

15.4.3 Significant consultation on the freedom of speech complaints process with the EEDI Oversight Committee, JCNC, the Students Union and others, which had led to the documents presented to the Board. Key changes addressed the need for the process to be better understood, with more frequent updates and shorter timescales.

15.4.4 Challenges with students inviting external speakers who then cannot be sanctioned for any problematic behaviour. The DVC & Provost noted changes in the policy to respond to learning and best practice. A risk assessment was in place for all events, with high-risk events being escalated and mitigations considered. Mitigations might include security, closed ticketing or an experienced Chair, so that the event could take place safely.

15.5 APPROVED a new procedure to address staff and student complaints relating to free speech/academic freedom (**Appendix B**).

15.6 APPROVED changes to the existing Student Complaints Procedure (**Appendix C**) and

15.7 NOTED the associated guidance (**Appendix D** – contained in the **Reading Pack**) and requested that links be added to related procedures, and any acronyms expanded.

15.8 The Board congratulated the DVC & Provost on her appointment as Chair of the Russell Group DVC Network.

**16. REPORT FROM REGISTRAR & UNIVERSITY SECRETARY** (reference **BT/22-23/021**)

16.1 RECEIVED the paper. The Registrar & University Secretary (Lucinda Parr) introduced the item. The Head of Governance also spoke to this item.

16.2 The following points were NOTED:

16.2.1 That good progress was being made in relation on Project Horizon and a substantive item would be presented to the Board in the spring.

16.2.2 That a business case was in place for the Professional Services Operating Model and discussions were progressing.

16.2.3 That while the admissions data reflected the very early stage in the process, applications to professional programmes were down slightly on last year, but for very oversubscribed programmes.

16.2.4 Information provided in relation to the Prevent return.

16.2.5 Proposals to make changes to the Ordinances in relation to the Honorary Degrees Committee and Trustee sabbaticals.

16.3 The following points were DISCUSSED:



- 16.3.1 The potential EDI benefits of trustee sabbaticals, which would enable Trustees to pause their term of office in cases of, for example, maternity, ill health, or career development. During this time, they would cease to be a Trustee.
  - 16.3.2 That any sabbatical period would need to be in the best interests of the University and considered on its merits. Trustees would be identified online and in annual reports as being on sabbatical.
  - 16.3.3 That the Nominations Committee would develop a policy to support the Ordinances, which would include set review periods and consideration by Nominations Committee of skills and expertise remaining on the Board.
  - 16.3.4 The review approach would allow a conversation before return in relation to any changes in skills or expertise, and any required due diligence (e.g., refreshed Fit and Proper Persons process) to be completed.
  - 16.3.5 That the Nominations Committee could consider an alternative term to sabbatical where it felt this could be misinterpreted as relating to the Full-Time (sabbatical) Officers of the Students Union.
  - 16.3.6 That the Honorary Degrees Committee had been disproportionately large and that the changes were designed to improve efficiency, effectiveness, and diversity, and include a student member. The Terms of Reference had not been revised as part of the constitution review.
  - 16.3.7 That were further opportunities to include a diverse range of members, for example, Court member or local representatives, although this would increase the size of the Committee. The changes presented to the Board could be considered a first step and reviewed again after the Committee had met.
  - 16.3.8 The need to ensure a diverse group of stakeholders were consulted in relation to the branding programme
- 16.4 APPROVED changes to Ordinance 4 in relation to the Honorary Degrees Committee, subject to updating any references to the Monarch
- 16.5 APPROVED changes to Ordinance 2 in relation to Trustee Sabbaticals
- 16.6 APPROVED the Annual Report on Safeguarding and AUTHORISED the Chair of the Board to sign the Accountability Declaration as part of the Prevent Return to the Office for Students.

**17.REPORT FROM NOMINATIONS COMMITTEE** (reference **BT/22-23/022**)

- 17.1 RECEIVED the paper. The Chair of the Nominations Committee (Jack Boyer) introduced the item.
- 17.2 The following points were DISCUSSED:
- 17.2.1 Whether an additional member could be the Chair of a Committee or a Task & Finish Group. This was permitted within the Ordinances; however, another member would need to present the report to the Board.
  - 17.2.2 Trustees questioned whether the Pensions Task & Finish Group should become a committee as it would be approving submissions to consultations on behalf of the Board.
- ACTION: Head of Governance
- 17.2.3 Whether the Board had adequate IT expertise further to the departure of Madhu Bhabuta. The Chair confirmed that the skill set of Freddie Quek addressed this issue.
- 17.3 APPROVED the re-appointment of Jonathan Punter for a final term from 1st January 2023 to 31st December 2025 as an additional member on the Finance and Infrastructure Committee and that Jonathan Punter also continue to be the member of the Pensions Task and Finish Group (as the member of the Finance and Infrastructure Committee with significant pensions experience) stipulated by the Task and Finish Group's Terms of Reference.

- 17.4 DELEGATED to the Nominations Committee, the appointment of an interim University Treasurer for a 7-month term from 1st January 2023 to 31st July 2023.
- 17.5 NOTED that the Board had via email approved the appointment of Harrison Gorst as a Student Trustees from 1st November 2022 to 30th June 2023.
- 17.6 NOTED that the Board had via email approved the appointment of Ruth Day as a Student Trustee on the Equity, Equality, Diversity, and Inclusion (EEDI) Oversight Committee from 1st November 2022.
- 17.7 NOTED the Report of the Nominations Committee.
- 18. REPORT FROM FINANCE & INFRASTRUCTURE COMMITTEE (reference BT/22-23/023)**
- 18.1 RECEIVED the paper. The Chair of the Finance & Infrastructure Committee (Andreas Raffel) introduced the item.
- 18.2 DISCUSSED the Modern Network approval which would improve the digital experience, enabling scaling and growth and reflecting the increased data volumes. **[REDACTED: likely to prejudice commercial interests]**
- 18.2 APPROVED that contracts are entered into for each of the three lots comprising the Modern Network programme **[REDACTED: likely to prejudice commercial interests]**
- 18.3 **[REDACTED: likely to prejudice commercial interests]**
- 18.4 NOTED the conclusions drawn from the OfS report on financial sustainability of HE providers in England and 2020-21 TRAC returns and the relative position of the University of Bristol as a result.
- 18.5 **[REDACTED: likely to prejudice commercial interests]**
- 18.6 **[REDACTED: likely to prejudice commercial interests]**
- 19. REPORT FROM AUDIT & RISK COMMITTEE (reference BT/22-23/024)**
- 19.1 RECEIVED the paper. The Chair of the Audit & Risk Committee (Andy Poolman) introduced the item.
- 19.2 APPROVED the Audit & Risk Committee Terms of Reference 2022-2023
- 19.3 NOTED the remainder of the report, particularly that there were only two red risks, reduced from ten during the pandemic.
- 20. REPORT FROM EEDI OVERSIGHT COMMITTEE (reference BT/22-23/025)**
- 20.1 RECEIVED the paper. The Chair of EEDI Oversight Committee (Jessica Cecil) introduced the item.
- 20.2 APPROVED a minor change to Ordinance 4, Terms of Reference
- 20.3 NOTED the summary of discussions at the EEDI Oversight Committee meeting on 26 September 2022, which included consideration of University memberships of external organisations, as requested by the OFS and whether the University was getting value for money.
- 21. REPORT FROM REMUNERATION COMMITTEE (reference BT/22-23/026)**
- 21.1 RECEIVED the paper. The Chair of Remuneration Committee (Mohammed Saddiq) introduced the item.

21.2 NOTED the report of the meeting.

21.3 APPROVED the revised Terms of Reference.

21.4 APPROVED the Annual Report of the Remuneration Committee.

**22. ANY OTHER BUSINESS**

22.1 The Chair offered thanks to departing members of the Board.

**23. DATE OF THE NEXT MEETING:** 3 February 2023