



OPERATIONS BOARD TERMS OF REFERENCE & MEMBERSHIP 2024-25

1.	Authority
1.1	The Operations Board is established by the University Executive Board (UEB).
1.2	The Operations Board has no delegated powers of its own, and any decisions taken remain those of the Chief Operating Officer and Registrar or individual members (in accordance with their delegated and sub-delegated powers). The exception to this is when the Operations Board sits as the Professional Services Transformation Board (see 4.1).
2.	Purpose of the Operations Board
2.1	The Operations Board will provide a forum to co-ordinate operational services across the institution to support both the delivery of the University Strategy and day-to-day Professional Services operations.
3.	Membership and Quorum
3.1	<p>Chief Operating Officer (Chair)</p> <p>Executive Director for Education and Student Success (Deputy Chair)</p> <p>Chief Digital Information Officer</p> <p>Chief People Officer</p> <p>Chief Property Officer</p> <p>Directors of Faculty Operations</p> <p>Executive Director of Faculty Operations</p> <p>Executive Director of Global Engagement</p> <p>Executive Director of Research & Innovation</p> <p>Executive Director of Strategic Communications & Marketing</p> <p>Executive Director of Strategic Planning & Transformation</p> <p>General Counsel</p> <p>Head of Governance & Interim Deputy University Secretary</p> <p>Strategic Finance Director</p> <p>University Secretary</p>
3.2	A nominated academic representative will be invited to attend all meetings. Other Professional Services colleagues and/or academic leads will be invited to attend to contribute for specific agenda items.
3.3	Delegates are the exception rather than the rule and should be agreed with the Chair or Deputy Chair, in advance. Delegates should be empowered and prepared to speak and make decisions on behalf of their constituency at meetings.
3.4	The quorum necessary decision making is one third of the membership (rounded up to the nearest whole number) including the Chair or Deputy Chair.
4.	Specific Duties & Responsibilities
4.1	<ul style="list-style-type: none"> • Consider developments and any challenges within the remit of each member. • Consider issues escalated by the Academic, Capital and Enabling Portfolio Boards and take decisions as appropriate. • Monitor and review arrangements for business continuity and operational recovery. • Monitor and review Professional Services operations including priorities and plans across divisions including: <ul style="list-style-type: none"> o Proposing and agreeing service level agreements.

	<ul style="list-style-type: none"> o Taking decisions to ensure that these are aligned with the University Strategy and divisional budgets. o Ensuring performance is consistent with the University's planning framework. • Monitor organisational arrangements and systems for health and safety, including reviewing the systems and assurance processes in place for Health & Safety and escalate any issues to UEB. • Monitor the Integrated Planning Process (IPP) including any emerging operational related issues, taking decisions to ensure the effectiveness and efficiency of the IPP process. • Review and monitor progress against relevant action plans e.g NSS, staff and pulse Surveys, ensuring that action owners are delivering required outcomes. • Review actual and emerging operational risks through divisional Risk Registers, interrogating and challenging risks below the Key University Risk Register and escalating to UEB as appropriate. • Stand up Task & Finish/Silver/Bronze groups as needed to respond to key institutional risks as they arise (e.g. industrial action) and receiving the final reports from such groups to ensure wider institutional learning. • Sit as the Professional Services Transformation Board (PSTB), considering business and making decisions as the PSTB as needed at the beginning of each meeting. There is a separate PSTB Terms of Reference document.
5.	Accountability and Reporting
5.1	The Operations Board will report to UEB.
5.2	<p>The following groups will report to the Operations Board</p> <ul style="list-style-type: none"> • Business Continuity Steering Group • Essential Training Governance Group • Safeguarding Oversight Group • Structure of the Academic Year (SAY) Project • TQ Campus Operations
5.3	Time-limited Task & Finish groups may be established to manage or interrogate specific risks or issues as required.
5.4	A record of actions and decisions will be kept and shared with UEB.
5.5	Members are expected to share relevant information with their teams to ensure effective cascade of information and agreed messages.
6.	Frequency of Meetings
6.1	Fortnightly.
7.	Effectiveness Monitoring and Compliance with Terms of Reference
7.1	To monitor and review its effectiveness and efficiency annually including the relevance of its remit, authorities and powers as stipulated in its Terms of Reference, and its membership.
8.	Support for Operations Board Meetings
8.1	A member of the Chief Operating Officer's team will be the Secretary to the Operations Board, with the Head of Governance retaining oversight of the overall Governance Framework and adherence to the terms of reference.
	<p>Approval date: 1 October 2024 Revised version: January 2025</p> <p>Review date: September 2025</p> <p>Contact: pa-registrar@bristol.ac.uk</p>