

**OPERATIONS BOARD
TERMS OF REFERENCE & MEMBERSHIP 2023-24**

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 Registrar & University Secretary or individual members (in accordance with their delegated and sub-delegated powers).
2.	Purpose of the Operations Board
2.1	The Operations Board will provide a forum to co-ordinate operational services to support both the University's day-to-day operations and the delivery of the University Strategy.
3.	Membership
3.1	Registrar & University Secretary (Chair) Executive Director for Education and Student Success (Deputy Chair) The Professional Services Leads
3.2	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. Delegates should be empowered and prepared to speak and make decisions on behalf of their constituency at meetings.
3.4	The quorum necessary for matters requiring recommendations is one third of the membership (rounded up to the nearest whole number) including the Registrar & University Secretary or the Executive Director for Education and Student Success.
4.	Specific Duties & Responsibilities
4.1	Monitor and review: <ul style="list-style-type: none"> • Priorities and plans across Divisions, ensuring that these are aligned with the University Strategy. • Action plans arising from key sources of service user feedback e.g., Cubane, Pulse Surveys and ensure the action owner aligns with delegated authorities • Institutional returns before sign-off by Accountable Officer. • Actual and emerging operational risks through Faculty and Divisional Risk Registers, interrogating and challenging risks below the Key University Risk Register. • The Professional Services Integrated Planning Process (IPP) including any emerging operational issues and risks emerging and the effectiveness and efficiency of the IPP process. • Arrangements for business continuity and operational recovery. • The activities of and outputs from the Groups reporting to it.
4.2	Advise its membership on: <ul style="list-style-type: none"> • Any operational items referred by members, providing feedback and challenge on decisions required. • Ways in which to raise overall performance across Divisions and encourage a cross-institutional culture of innovation and improvement, seeking opportunities to optimise the contribution of Professional Services Divisions within the University and within national and international communities.

	<ul style="list-style-type: none"> Key institutional change and improvement programmes to implement change and realise benefits, providing leadership in relation to for example, Professional Services Target Operating Model.
4.3	<p>Advise:</p> <ul style="list-style-type: none"> UEB of any operational risks arising in connection with the day-to-day operation of the University and implementation of the University Strategy. The Registrar & University Secretary and the Executive Director for Education and Student Success on procedures which are high profile and sensitive.
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
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	7 meetings a year.
6.2	Additional meetings can be called, and business conducted by email between meetings if required.
7.	Effectiveness Monitoring and Compliance with Terms of Reference
7.1	<p>To monitor and review its effectiveness and efficiency annually including the relevance of:</p> <ul style="list-style-type: none"> 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 Governance Team will be Secretary to the Operations Board.
	<p>Approval date: October 2023 Review date: January 2024 Contact: governance@bristol.ac.uk</p>