

MEETING OF THE BOARD OF TRUSTEES

Friday 19th November 2021

Meeting held at Burgess Salmon

MINUTES

Present: Mr J Boyer (Chair), Professor H Brady (Vice-Chancellor), Dr M Bhabuta, Ms G Bowen, Mrs K Bright, Professor A Carr, Ms J Cecil, Dr S Clarke, Ms L Fletcher, Mr N Joicey, Dr J Khawaja, Ms Ore Adebisi, Mr A Poolman (Treasurer), Professor C Relton, Mr M Saddiq, Mr S Robertson, Professor J Squires (Deputy Vice Chancellor (DVC) Provost), and Mr K Sithamparapillai

In attendance: Hannah Quinn (Head of Governance), Robert Kerse (Chief Operating Officer), Lucinda Parr (Registrar and University Secretary), Professor Jane Norman (Dean of Health Sciences for item 10) Professor Sarah Purdy (PVC Student Experience for item 11), Claire Buchanan (Chief People Office for item 11), Mark Butler (GGI), Rosie Atack (GGI)

Apologies: Dr Andreas Raffel

1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS

1.1 The Chair welcomed members, noting apologies.

2 DECLARATION OF INTERESTS

2.1 There were none.

3 MINUTES OF PREVIOUS MEETING

3.1 The minutes of the previous meeting of the Board of Trustees on 24 September 2021 were APPROVED as a fair and accurate record, subject to the following updates

3.1.1 To update the NSS section (8.4.2) of the minutes to show the level of Board challenge.

3.1.2 Update 4.1 to show that Mr Andy Carr (not Mr Andy Poolman) would be part of the review panel.

4 ACTIONS & MATTERS ARISING

4.1 NOTED the action register

5 VICE-CHANCELLOR'S REPORT AND QUESTIONS

5.1 The following points were NOTED:

5.1.1 Political changes, including the cabinet reshuffle and forthcoming civil servant changes. Relevant changes included Kwasi Kwarteng; George Freeman and Nadim Zahawi. James Wharton had been appointed as Chair of OFS, Nicola Dandridge had resigned as CEO and Chris Millward had also resigned as Director of Fair Access and Participation.

5.1.2 That the Comprehensive Spending Review, while far from perfect, was a good outcome for the University sector given the pressures on the Treasury. It had affirmed the importance of research, innovation and enterprise and included a rise in annual research & development spending to £20bn by 2024/25, representing an increase in public spending of c. 35%. Of this, core funding for UKRI and the national academies would increase by £1.1bn pa by 24/25 (compared to 21/22).

5.1.3 That further details were awaited on the development of ARIA, and the outcomes of the Nurse Review and Review of Research Culture.

- 5.1.4 That the decision on Augar had been delayed, and a possible reduction of the student loan repayment threshold from £27k to £22k was being explored. Further announcements were expected.
 - 5.1.5 That in relation to Covid, the case rates in the City of Bristol were slightly higher than the English national average and were on an upward trajectory. More broadly across the South-West case numbers were significantly higher than the UK and the local health system was at the highest state of emergency.
 - 5.1.6 At the University case rates were lower than the background rates of transmission and there remained no evidence to support transmission in teaching spaces. The revised messaging around face coverings had landed well thus far in the University and City, with members of the City Partnership Board commending the leadership position taken. More practically ongoing support was being provided to students and staff and the recruitment of additional covid marshals was underway.
 - 5.1.7 That 54 institutions had voted for strike action in relation to pay and conditions, 37 on pensions and 33 on both, including UoB. UCU had called for 3 days of strike action from 1st to 3rd December. Less than 10% of eligible pension members voted for the strike which was a weak mandate but was likely to lead to disruption for students. The Industrial Action Strategic Task Force had formally convened and a rota was being developed for UEB members to visit picket lines and speak to staff.
 - 5.1.8 That UoB had a strong participation in COP 26, and that the SU were holding a Climate Change event today which the Vice-Chancellor would join later.
 - 5.1.9 The development of the new HE Freedom of Speech Bill 2021. The Russell Group had developed a statement, stating that while the sector supports the principles of the Bill, and the centrality of freedom of speech, the measures set out in the Bill were not clear and proportionate, and could compromise free speech, increase bureaucracy and costs. There were still outstanding concerns including the balance between the proposed legislation and existing obligations under equality law and counterterrorism legislation, how the law would interact with existing complaints procedures and what the specific roles and responsibilities of the new Free Speech Champion.
 - 5.1.10 That there were around 18,000 students waiting to graduate, which would require 54 ceremonies. This was an emotive issue for students and debate continued on whether a traditional Bristol graduation in the Great Hall could be delivered, or whether larger ceremonies at Ashton Gate stadium would be required.
 - 5.1.11 The national issue of drink spiking and sexual violence. There had been no on-campus incidents but Bristol students had been affected when in city venues. The joint message from the PVC Student Experience and SU had been well-received. The University had appointed Sexual Violence Liaison Officers and was continuing to liaise with the Police.
 - 5.1.12 The development of the local innovation ecosystem and the imminent opening of Unit DY. An update on Bristol Innovations would be brought back to the Board, and a desire to arrange a visit for the Board was noted.
 - 5.1.13 That despite the impact of Covid and wider uncertainty, staff had continued to deliver an excellent experience to students, conduct outstanding research and progressed with our civic and business engagement. Staff were commended for their continued efforts.
- 5.2 The following points were DISCUSSED
- 5.2.1 The regional perception that the South-West had been deprioritised as it offered less political gains. The Vice-Chancellor noted the approaches taken to engage with Ministers and acknowledged that the South-West was not as joined up as other regions. However, the University was taking parallel approaches, working through the Russell Group, partnering with other regions in their levelling up agendas, and using advocates including alumni and industry partners to speak on our behalf.

- 5.2.2 That the CSR had been positive and more funding was available than expected. The need to focus on delivery over the short term and to consider the wider economic impact and regional dynamics, as illustrated within the Oxford Economics Report. That there were opportunities in relation to green technology.
- 5.2.3 The impact of Horizon Europe funding and the potential negative perceptions of partnering with the UK. The predicted impact on staff of any increased funding for research, and whether the University had capacity to write grants and influence funders.
- 5.2.4 Bristol's approach in relation to drink spiking. The University had engaged in cross city initiatives, including "Bristol Night Out" and had co-ordinated messaging with the City and the Police.
- 5.2.5 The status of the professional services Merit Pay scheme, which had been paused during the pandemic. It was confirmed that this would be reviewed to provide better equity in outcomes.

6 UNIVERSITY STRATEGY (reference BT/21-22/014)

- 6.1 RECEIVED the paper. The DVC & Provost (Judith Squires) introduced the item, supported by a presentation.
- 6.2 The following points were NOTED:
 - 6.2.1 That this was the final draft of the Strategy 2030 and University Values, and the culmination of work that started in the summer of 2020 and had since been iterated several times with the Board, Senate, University staff, student and other stakeholders.
 - 6.2.2 Further to the main University Strategy, work was underway on sub-strategies, implementation plans and KPIs which would be critical to successful implementation.
 - 6.2.3 Sub-strategies would include SMART objectives designed to enable the achievement of the Aims in the University Strategy. Implementation Plans would detail the main activities we would need to commission, resource, and implement to realise strategic aims and objectives. Performance Indicators would include specific measures used to monitor progress against strategic objectives. Strategic Performance Indicators were a sub-set of the KPIs which would be used to report progress periodically to UEB and the Board of Trustees.
 - 6.2.4 Governance arrangements would include specific roles and responsibilities in relation to the delivery of the Strategy and its thematic Sub-Strategies; the channels through which UEB will assure itself of progress; information and reporting arrangements to UEB and the Board of Trustees. The Board saw an illustrative example of how this would work with the Education & Student Experience aims, objectives and key performance indicators.
 - 6.2.5 That the Board would receive an update on KPIs and SPIs at its next meeting.
 - 6.2.6 That the Oxford Economics Report had been commissioned to support the strategy and illustrates our national and regional impact. That this report would be re-run since the 2020/21 year on which the analysis was based was atypical due to COVID.
- 6.3 The following points were DISCUSSED:
 - 6.3.1 The importance of explicitly stating our ambition to be within the global top 50 institution, and our NSS ambitions. It was agreed that a specific reference would be added to reflect global top 50 and, in relation to teaching excellence, UK top 10.
 - 6.3.2 Whether the ambitions of the strategy could negatively impact the risk register, particularly in relation to workload, wellbeing, space and cybersecurity. The DVC & Provost noted that the enablers addressed our aims in relation to infrastructure, workload and supporting students, which included mitigating risk, for example additional staff numbers to meet any student increase. She also noted the previous Board discussions on size and

shape, and that while implementing the strategy involves growth, a reasonable academic restructuring would be considered over the next decade. Each Faculty was developing proposals in this area.

- 6.3.3 The impact of the aspiration around carbon neutrality which would require difficult decisions and a clear framework.
 - 6.3.4 The importance of meeting staff, student and City expectations in relation to sustainability, and the desire to be a leader in this area. Trustees challenged the Executive to reconsider the commitment as drafted. The DVC & Provost noted that this had been subject to much debate, and would require significant investment, and impact on other areas. It was accepted that this was clearly important and getting it wrong could impact on student and staff recruitment, however to make a stronger commitment would require difficult financial decisions.
 - 6.3.5 How Bristol's strategy compared to sustainability commitments across the sector. While LSE had committed to being carbon neutral, other institutions had taken a similar position to Bristol. In some cases that commitment had been met through offsetting, which had been disputed.
 - 6.3.6 That the vision should include a bullet point on teaching excellence, to balance the multiple references to research and that within the reporting dashboard, each overarching statement should be measured for the Board.
 - 6.3.7 How the implementation of the Strategy would be managed, funded and organised. The DVC & Provost noted plans for Strategy governance which would be brought back to the Board, which included a digital monitoring tool which could be linked to the Risk Register.
 - 6.3.8 The need to integrate student and staff wellbeing into all aspects of the Strategy, linking our actions to our values.
 - 6.3.9 The need to consider the balance of ambition and resources in the language used.
 - 6.3.10 In relation to the useful aspects of the Oxford Economics Report, the schematic picture on page 10 and figure 5 on page 14 were noted.
- 6.4 The Board of Trustees APPROVED the University Strategy 2030, subject to the changes in relation to top 50, top 10 and Net Zero, and the University Values, noting thanks to the DVC & Provost and all colleagues involved

7. KEY UNIVERSITY RISK REVIEW (reference BT/21-22/015)

- 7.1 RECEIVED the paper. The Registrar & University Secretary (Lucinda Parr) introduced the item. The Chair of Audit & Risk Committee also contributed.
- 7.2 The following issues were NOTED:
 - 7.2.1 The University's risk profile and the controls in place to manage the Key University Risks.
 - 7.2.2 That this paper reflected the situation at the time of writing, and that the risk environment was still changing rapidly.
 - 7.2.3 That 11 risks remained in the red zone, of which six were Covid related and that these had been interrogated at Audit & Risk Committee. There had generally been less than 5 red risks at one time pre-pandemic.
- 7.3 The following issues were DISCUSSED
 - 7.3.1 The risk of Industrial Action, which had risen since the time of writing the report. Much of the USS issues were outside of the institution's control. UBPAS would be discussed by FIC in December.
 - 7.3.2 That there had been no change to the cyber risk, although there had been good progress in managing the risk, there was still significant exposure.
 - 7.3.3 The accessibility of the KURR and the potential to include an indication of risk velocity within the register.
 - 7.3.4 **[REDACTED: Information for future publication]**

7.4 CONSIDERED the overall level of risk and accepted the Risk Profile as presented, while acknowledging that this was outside the normal risk tolerance.

8 ANNUAL REPORT AND FINANCIAL STATEMENTS (reference BT/21-22/016)

8.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.

8.2 The following points were NOTED:

8.2.1 The early issue of the pack in advance of the meeting.

8.2.2 The engagement and support of the Audit & Risk Committee.

8.2.3 That this was the third year of working within the current audit model, and that it continued to work well.

8.2.4 The focus on Value for Money from the Office for Students during the pandemic, and that quality had been maintained even while education had been provided in a different format.

8.2.5 That all items had been completed, there was nothing outstanding, and there was no further information of which the Executive were aware and had not been included.

8.3 APPROVED the Audit and Risk Committee's Annual Report for 20/21 (**BT/21-22/016 a**) recommended by the Audit & Risk Committee.

8.4 APPROVED the Internal Auditors Annual Report for 20/21 (**BT/21-22/016 b**) recommended by the Audit & Risk Committee.

8.5 APPROVED the external auditor's report and Letter of Representation for 2020-21 (**BT/21-22/016 c**) recommended by the Audit & Risk Committee.

8.6 CONSIDERED the Going Concern assessment (**BT/21-22/016 d**).

8.7 APPROVED the 2020/21 Annual Report & Financial Statements (**BT/21-22/016 d**) recommended by the Audit & Risk Committee

8.8 AUTHORISED the Chair and the Vice Chancellor to sign the Annual Report & Financial Statements and the Letter of Representation on their behalf and can agree any minor amendments.

8.7 The Chair of the Board acknowledged the work of the Audit & Risk Committee and the COO.

9 ENDOWMENT FUNDS ANNUAL PERFORMANCE & UTILISATION REPORT

(reference **BT/21-22/017**)

9.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item. The Treasurer, Andy Poolman, also spoke to this item.

9.1 NOTED that the Board of Trustees were also the Trustees of the endowment funds, of which 90% were held in perpetuity and the income was spent on student hardship, awards and bursaries. Trustees were responsible for ensuring this money was invested appropriately and that the University complied with the Bristol Acts which governed the endowments.

9.2 DISCUSSED the summary of the endowment investment performance for the year ended 31 July 2021 which had performed well in relation to income and decarbonisation.

9.3 DISCUSSED the selection of asset managers and noted that Rathbones were selected based particularly on their sustainable investment credentials and had performed well. They had been appointed for 5 years and would have to re-tender next year.

- 9.4 APPROVED the updated Endowment Investment Policy (Appendix 1) and impact investment targets, which are recommended by the Finance & Infrastructure Committee.
- 9.5 APPROVED the unit prices for the General Pool and Trustee Security Pool of the University's endowment.

10 PROJECT POPPY (reference BT/21-22/018)

- 10.1 [REDACTED: likely to prejudice commercial interests].

11. ANNUAL MENTAL HEALTH & WELLBEING REPORTS (reference BT/21-22/019)

- 11.1 RECEIVED the paper. The DVC & Provost (Judith Squires) introduced the item. The PVC Student Experience, Sarah Purdy, and the Chief People Officer, Claire Buchanan, were also in attendance virtually to answer questions.
- 11.2 DISCUSSED the Annual Mental Health and Wellbeing Reports (Staff & Students), which detail the achievements and challenges during 2020/21 and priorities for 2021/22.
- 11.3 The following points were NOTED:
- 11.3.1 That it had been a challenging year in terms of the volume of wellbeing requests and significant capacity challenge with external statutory organisations. That the University was working with the City and had invested an additional £430,000.
 - 11.3.2 That the student population was showing higher levels of depression and anxiety, and that financial issues were key. Additional hardship support had been provided by Alumni and the University.
 - 11.3.3 That 10,000 students had accessed services, and 2,500 had received counselling. Specific work had been undertaken with LGBT+ students and students from BAME backgrounds.
 - 11.3.4 That the staff population were also experiencing heightened levels of anxiety and challenge, particularly in relation to work life balance. That the University had responded effectively to provide online support. Over £385,000 had been invested overall.
 - 11.3.5 That the level of services to staff had increased, with additional funding for counselling. The Wellbeing Week had been a success, and activities continued throughout the year.
 - 11.3.6 There was a key focus on improving work life balance, and a planned survey to staff on blended working would include health and wellbeing questions. Other issues included support for personal tutors, and a review of the staff training offer.
- 11.5 The following points were DISCUSSED:
- 11.5.1 The impact on staff of supporting students, which had been recognised and was being addressed.
 - 11.5.2 Whether there had been any impact on recruitment and attrition of staff. The Chief People Officer noted that it had become more difficult to recruit since the pandemic.
 - 11.5.3 Work on prevention as well as treatment of staff issues, including focus on contract security and workload. Staff were being supported to consider what they can stop doing, and workload impact was being considered through the Integrated Planning Process.
 - 11.5.4 That students normally had to wait three weeks to see a counsellor, which was much better than the City rate of more than six weeks. There was also a one day triage system which would speak to students and make referrals to a student's GP or to the local crisis team as appropriate.
 - 11.5.5 The need to support line managers to support their teams. Additional line manager surgeries had been scheduled to provide advice and support.

- 11.5.6 The key issue of expectation management, being clear on the role of the University to support students, rather than as a provider of health or mental health services. This applies to student and family expectations.
- 11.5.7 Ongoing concerns around issues with provision outside of the University. While internally we can increase our wellbeing support, regionally there was a lack of capacity for referrals to other services. The University was working with UWE, local commissioners, and public health to look at this issue for the entire City.
- 11.5.8 The measure in relation to ease of finding support and plans for a new case management system to provide a single point of access to improve triage, tracking, managing information between services and create efficiencies. The potential impact of increasing the ease of finding support on service capacity. The ability to use data from this system to map the student journey.
- 11.5.9 The low response rate of the student survey. The PVC Student Experience confirmed that this was one route for gathering information, and work was ongoing with the Students Union and the Student Wellbeing Network. Student networks had been invited to meetings of the Mental Health & Wellbeing group as part of deep dives into particular areas. Student voice was well represented and students were keen to come forward.

12. CHAIR's REPORT (reference BT/21-22/021)

- 12.1 RECEIVED the paper. The Chair of the Board, Jack Boyer, introduced the item.
- 12.2 NOTED the update from the Effectiveness Review Steering Group.
- 12.3 NOTED the decisions taken between meetings.
- 12.4 NOTED the content of the report.

13. REPORT FROM COO (reference BT/21-22/022)

- 13.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 13.2 DISCUSSED the financial performance for the two months ended 30 September 2021 and the forecast financial outcome for 2021/22, including whether management is taking appropriate action to address areas of underperformance. Forecasts were being revised to account for inflation and increased energy costs. The delegation to the DVC & Provost and COO to release funds for teaching and research.
- 13.3 APPROVED the Modern Slavery Statement
- 13.4 The following points were DISCUSSED:
 - 13.4.1 Industrial action in relation to pay and pensions. The COO noted that only 7% of members nationally had voted to take action. Plans were in place to support staff and mitigate impact on students. The Students Union had not yet decided whether to support the strike. That pay would not be deducted for action short of a strike at this point.
 - 13.4.2 That there had been a successful meeting with donors to the TQ Research Hub, and the Board would also have a chance to visit in advance of the Board meeting. There had been some challenges in procurement in relation to IT equipment, but these were being addressed through the purchasing of components and commissioning of development work.
 - 13.4.3 That the Digital Strategy was progressing well, and that FIC would receive a further update in December. Audit & Risk Committee would also receive a Cyber update in January.
 - 13.4.4 The backlog in dealing with service desk tickets, which was being actively managed but had impacted users. Staff Trustees confirmed the impact on the ability of staff to perform their roles and the need to build resilience.

13.4.5 The major incidents in relation to the student records system. Performance and testing were being reviewed and improvements had been identified.

14. STUDENTS UNION ACCOUNTS (reference **BT/21-22/023**)

- 14.1 RECEIVED the paper. The Chief Operating Officer (Robert Kerse) introduced the item.
- 14.2 CONSIDERED the annual report and financial statements for the University of Bristol Students' Union for the year ended 31 July 2021 to ensure that the financial affairs of the Union have been properly conducted.

15. REPORT FROM DVC & PROVOST (reference **BT/21-22/024**)

- 15.1 RECEIVED the paper. The DVC & Provost (Judith Squires) introduced the item.
- 15.2 NOTED the report of the Deputy Vice-Chancellor and Provost.
- 15.3 NOTED the Annual Report of the Ethics of Research Committee (Appendix 1).
- 15.4 The following points were NOTED:
- 15.4.1 Two appointments had been made to Associate PVC roles, reporting to the PVC Research. Recruitment activity was progressing in relation to the PVC Global role.
- 15.4.2 The appointment of the Bristol Illustrious Visiting Professor Mamokgethi Phakeng from the University of Cape Town.
- 15.5 The following points were DISCUSSED:
- 15.5.1 The due diligence process in relation to naming of assets, which were set out in the Policy and guidelines for the naming of University buildings, centres, posts and awards ("Naming Policy")
- 15.5.2 The progress on the appointment of a Head of Business School, which had been advertised externally.
- 15.5.3 Plans for the reintroduction of the merit scheme, to provide equity for Professional Services staff, now that Academic Progression processes had been reopened. The DVC & Provost noted concerns about the fairness of the merit scheme, further to analysis of allocation data and plans for this to be reviewed before reintroduction.

16. REPORT FROM REGISTRAR & UNIVERSITY SECRETARY (reference **BT/21-22/025**)

- 16.1 RECEIVED the paper. The Registrar & University Secretary (Lucinda Parr) introduced the item.
- 16.2 NOTED the content of the report. The Industrial Action Task Force had been stood up and was looking at student complaints and refund requests, as well as capturing data from Schools & Faculties at unit level. Additional wellbeing and study support had been provided, as well as clinics for staff and comprehensive briefing materials. Additional dialogue with the Unions was ongoing.
- 16.3 APPROVED the Annual Report on Safeguarding and NOTED the new governance arrangements.
- 16.4 AUTHORISED the Chair of the Board to sign the Accountability Declaration as part of the Prevent Return to the Office for Students.
- 16.5 DISCUSSED the PGT application demographics and new initiatives for scholarships, and new funding. DISCUSSED the impact of grade inflation.

17. REPORT FROM NOMINATIONS COMMITTEE (reference **BT/21-22/026**)

- 17.1 RECEIVED the paper. The Chair of the Board of Trustees (Jack Boyer) introduced the item. Each candidate left the room while the Board voted on their appointment.

- 17.2 APPROVED the Nominations Committee Terms of Reference 2021-2022 at Appendix A.
- 17.3 APPROVED the appointment of Mr Andrew Poolman as the University Treasurer for a one-year term from 1 January 2022 to 31 December 2022.
- 17.4 APPROVED the re-appointment of Julie Goldstein for a final term from 1 January 2022 to 31 December 2024 as an additional member on Audit and Risk Committee.
- 17.5 APPROVED the appointment of Stephen Robertson as the Deputy Chair of Audit and Risk Committee for an initial term from 20 November 2021 to 31 December 2023.
- 17.6 APPROVED the appointment of Gillian Bowen as the Deputy Chair of Equality, Diversity and Inclusion Oversight (EDI) Committee for an initial term from 20 November 2021 to 31 December 2023.
- 17.7 APPROVED the appointment of Nick Joicey as the Deputy Chair of Finance and Infrastructure Committee for an initial term from 20 November 2021 to 31 December 2024.
- 17.8 APPROVED the appointment of Linda Fletcher as the Deputy Chair for Remuneration Committee for an initial term from 20 November 2021 to 31 December 2024.
- 17.9 APPROVED the extension of a vacancy for an Academic Trustee member on Finance and Infrastructure Committee to 28 February 2022.
- 17.10 APPROVED the extension of a vacancy for an Academic Trustee member on Pensions Task and Finish Group to 28 February 2022.
- 17.11 NOTED the appointment of Freddie Quek as the Governance Apprentice from 1 September 2021-31 August 2022
- 17.12 NOTED the Report of the Nominations Committee.
- 18. REPORT FROM FINANCE & INFRASTRUCTURE COMMITTEE (reference BT/21-22/027)**
- 18.1 RECEIVED the paper. The Chair of the Board of Trustees (Jack Boyer) introduced the item.
- 18.2 NOTED that the Board had APPROVED the updated University Endowment Investment Policy and APPROVED a minimum percentage of the endowment portfolio to be invested in projects with positive ESG characteristics (50%), aligned with the UN sustainability goals (an additional 15%) and having a specific and measurable sustainability goal (an additional 5%). **(BT/21-22/017)**.
- 18.3 NOTED the report of the Finance & Infrastructure Committee meeting held on 22 October 2021.
- 19. REPORT FROM AUDIT & RISK COMMITTEE (reference BT/21-22/011)**
- 19.1 RECEIVED the paper. The Chair of the Audit & Risk Committee, Andy Poolman, led on this.
- 19.2 APPROVED the Audit & Risk Committee Terms of Reference 2021-2022 at Appendix A.
- 19.3 NOTED the contents of the report.

- 20. REPORT FROM EDI OVERSIGHT COMMITTEE** (reference **BT/21-22/029**)
- 20.1 RECEIVED the paper. The Chair of the EDI Oversight Committee, Jessica Cecil, led on this.
- 20.2 NOTED the report of the meeting on 5 October 2021.
- 20.3 NOTED and DISCUSSED the EDI Annual Report which serves as the Committee's Annual Report to the Board of Trustees.
- 20.4 NOTED two key issues for the Committee, in relation to Freedom of Speech and the Naming Consultation.
- 21. REPORT FROM REMUNERATION COMMITTEE** (reference **BT/21-22/030**)
- 21.1 RECEIVED the paper. The Chair of the Remuneration Committee, Mohammed Saddiq, led on this.
- 21.2 NOTED the report of meeting.
- 21.3 APPROVED the revised Terms of Reference.
- 22. UPDATE ON VC APPOINTMENT PROCESS** (reference **BT/21-22/020**)
- 22.1 RECEIVED the paper. The Chair of the Board of Trustees (Jack Boyer) introduced the item. Mark Butler, Hugh Brady, Judith Squires and Robert Kerse left the meeting.
- 22.2 The following points were NOTED:
- 22.2.1 That the search was progressing well, although there had been fewer international candidates than anticipated.
- 22.2.2 That Bristol was held in high regard amongst candidates, and feedback from the recruitment partner had included excitement about the opportunities for Temple Quarter, an opportunity for regional leadership, a sense of building on a foundation of strength and an understanding of the need to drive forward on both research and education.
- 22.2.3 Some questions had arisen around our culture of philanthropy, and our level of international presence and partnerships.
- 22.3 The following points were DISCUSSED:
- 22.3.1 Whether remuneration may have been an inhibiting factor in overseas recruitment. The Chair noted that this had not been raised by candidates.
- 22.3.2 Stages in the recruitment process which included pre-interviews with the recruitment partner, appointment panel interview, focus group, media assessment and a campus tour.
- 22.3.4 That there had been a motion at the Student Union Council asking that the Vice-Chancellor be made an elected position.
- 22.3.5 The risk in waiting for up to 12 months for an appointed candidate to take up their post. The Chair acknowledged that it was preferred for the appointed candidate to start as soon as possible, however, an interim VC would be appointed if required.
- 22.3.6 Engagement with Bristol City Council and other regional authorities. The Chair confirmed that he had spoken with the Mayor and colleagues from Western Gateway and WECA as part of the consultation process.
- 23. ANY OTHER BUSINESS**
- 23.1 NOTED Trustees' wish to tour the TQEC site, and AGREED to schedule this before the next Board meeting
- ACTION: Head of Governance
- 23.2 AGREED to extend the planned tour of NCC tour to all Trustees members.
- ACTION: Head of Governance
- 23.3 AGREED to schedule a future agenda item on whole institution exposure to China, to include censorship, student numbers, cybersecurity and research funding.

ACTION: Head of Governance

24. DATE OF THE NEXT MEETING: 4 February 2022.