



MEETING OF THE BOARD OF TRUSTEES

Friday 5 February 2021

Meeting held via Zoom

MINUTES

Present: Mr J Boyer (Chair), Professor H Brady (Vice-Chancellor), Ms K Ashley, Dr M Bhabuta (part-meeting), Ms G Bowen, Professor A Carr, Ms J Cecil, Professor S Ellwood, Ms L Fletcher, Mr N Joicey, Dr J Khawaja, Ms Ore Odubiyi, Mr J Palmer, Mr A Poolman (Treasurer), Dr A Raffel, Mr M Saddiq, Mr S Robertson, Professor J Squires (Deputy Vice Chancellor (DVC) and Provost), Professor K Syrett.

In attendance: Robert Kerse, Lucinda Parr, Hannah Quinn (Clerk and Head of Governance).

Apologies: None

1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS

- 1.1 The Chair welcomed members, noting that this was the first full Board meeting for Gillian Bowen and Stephen Robertson.
- 1.2 The Chair noted thanks to the Executive and to all staff and students for their continued hard work.

2 DECLARATION OF INTERESTS

- 2.1 Jason Palmer declared an interest in item 16, Registrar's Report, and would not vote on the revised Students Union articles

3 MINUTES OF PREVIOUS MEETING

- 3.1 The minutes were APPROVED as a fair and accurate record of the Board meeting of 20 November 2020.

4 ACTIONS & MATTERS ARISING

- 4.1 NOTED the action register and that all Chair's Actions were recorded in the Chair's Report.
- 4.2 NOTED the recent decision to cancel the Honorary Degrees Committee in March 2021, and to pause the process while ceremonies were not able to be held. The relevant action on the Vice-Chancellor would be carried over to when the process restarted.

5 VICE-CHANCELLOR'S REPORT AND QUESTIONS

- 5.1 The Vice-Chancellor addressed the Board. The following points were NOTED.
 - 5.1.1 The ongoing impact of lockdown, particularly on staff morale and the impact on workload of responding to frequent changes in national and local guidance. That the Vice-Chancellor and Deputy Vice-Chancellor & Provost had held 30 – 40 small group meetings with staff to discuss workload and morale.
 - 5.1.2 The recent positive media coverage of the efforts of our medical students working with the NHS.
 - 5.1.3 The continued close partnership working with Public Health England and the advice of our own Scientific Advisory Group. The monitoring of the new mutation in the Kent variant, which had been found in Bristol.

- 5.1.4 The continued importance of clear and timely communications with staff and feedback received via the Pulse surveys.
 - 5.1.5 Government guidance confirming that all but a small number of programmes would be online until 8 March 2021. That scenario planning included modelling for remaining online until Easter.
 - 5.16 The recent Government announcement on additional funding for student support and the position regarding rent rebates.
 - 5.17 Confirmation that there will be no subject level Teaching Excellence Framework (TEF) but that the current institutional level TEF would be received.
 - 5.18 That the more significant recommendations of the Augar review had been delayed until the next Comprehensive Spending Review
 - 5.19 The percentage of students who had returned to Bristol since Christmas, in some cases contrary to guidance and clear communications. That the majority of students were behaving well, and were also contributing to the local community through volunteering.
 - 5.20 Concerns about the need to prolong some courses in order for students to meet the requirements to graduate.
- 5.2 The following points were DISCUSSED:
- 5.2.1 That there were no plans to make tuition fee refunds to students. That provision had been in line with government advice and our own commitments. Costs of delivering education, including digital infrastructure, student support and making the campus COVID-19-secure had increased in relation to the pandemic.
 - 5.2.2 Growing pressure for interest on student loans to be suspended although this was not supported by the Minister.
 - 5.2.3 The current position in relation to the Research Excellence Framework (REF) with no significant concerns about the submission. That leniency to revise the submission after the deadline had been agreed.
 - 5.2.4 Plans to promote the student hardship fund to students, including targeted communications to specific groups, and efforts to reduce any associated stigma.
 - 5.2.5 Efforts to reduce staff workload including the "Its Okay To..." campaign, reduction in major change initiatives and local discussions to encourage identification of work that could be paused, stopped or delayed. Discussions with Trade Unions to seek their input in this area.
 - 5.2.6 The impact on staff and student mental health and indications that this is a sector wide issue. Further data on the Pulse survey was presented in the DVC Report and the annual Student Mental Health & Wellbeing Survey would run again this year. The recent investments in staff wellbeing and work with Bristol City Council volunteering team to reach out to students. The importance of carefully monitoring any period of transition for staff and student wellbeing.
 - 5.2.7 That no additional fees would be charged if courses had to be extended past the end of term.
 - 5.2.8 That Faculties and Divisions had been holding engagement meetings and workshops around the development of the new strategy, considering how the education model will change post pandemic.
 - 5.2.9 The improvement in Bristol's position relative to UK peer institutions and the need to maintain that improvement. The opportunity through the Strategy Refresh to evaluate where the University needs to invest or disinvest to be able to compete globally.
 - 5.2.10 The Trustees expressed their thanks to the Executive for their leadership.

6 OVERSEAS RECRUITMENT & DIVERSIFICATION (reference **BT/20-21/0034**)

- 6.1 RECEIVED the paper. The Registrar and University Secretary introduced the Pro Vice-Chancellor Global Engagement and the Director of External Relations.

6.2 The following points were NOTED:

- 6.2.1 That initiatives were currently being deployed to maximise diversification. The need to deploy targeted initiatives in an agile fashion to grow some areas of the student population and not others.
- 6.2.2 Comparative data which showed that Bristol's reliance on China as a source market was not exceptional within the Russell Group. The importance of protecting the investment in China, and spreading Chinese recruitment across levels of study and disciplines.
- 6.2.3 Consideration of larger strategic questions in informing these initiatives, for example, the possibility of moving beyond traditional models of delivery could ease the pressure on diversity.
- 6.2.4 That the priorities moving forward would be to build on the success of initiatives already in place **[REDACTED: likely to prejudice commercial interests]**

6.3 CONSIDERED the University's approach to the diversification of the international student body. The following points were DISCUSSED:

- 6.3.1 **[REDACTED: likely to prejudice commercial interests]**
- 6.3.2 The potential volatility of the Chinese market and concerns about attempts to control freedom of speech. The Pro Vice-Chancellor Global Engagement confirmed that the scale of demand for higher education from Chinese students could not be accommodated in-country. It was noted that despite political tensions between Australia and China, there had been no subsequent impact on recruitment of Chinese students by Australian institutions.
- 6.3.3 That while the University of Bristol had not experienced any freedom of speech issues in relation to China, it was an issue to be monitored.
- 6.3.4 **[REDACTED: likely to prejudice commercial interests]**
- 6.3.5 The perceived need to balance the internationalisation agenda with the commitment to be a global civic University. The Pro Vice-Chancellor Global Engagement confirmed that he did not consider this to be a conflict of priorities, but that the University had the opportunity to be locally embedded whilst also working internationally. The significant enrichment that international students delivered in their communities.
- 6.3.6 Opportunities to develop more online provision for international students, looking at markets that would not impact recruitment to the University's face to face provision, and models of blended learning with shorter periods in Bristol.
- 6.3.7 **[REDACTED: likely to prejudice commercial interests]**
- 6.3.8 The impact of Covid on A Level equivalent qualifications globally and the need to maintain a quality cohort. The Executive noted resource invested in analysis of international qualifications.
- 6.3.9 That there should be no impact from internationalisation on widening participation targets, and that plans were ongoing to support the integration of home and overseas students through the Global Lounge provision of (currently virtual) events, and the introduction of a buddy scheme.
- 6.3.10 Discussions with specialist online providers to enter into partnership, capitalising on their experience and learning from others.
- 6.3.11 The impact of Brexit on EU student fees, and the ability to use existing strategic links to mitigate the reduction in EU student numbers. It was noted that while it is unlikely that a significant drop in applications can be prevented, work was ongoing to focus conversion activity to segmented populations of EU applications. **[REDACTED: likely to prejudice commercial interests]** Further details of the Turing scheme were awaited.
- 6.3.12 That there were some undergraduate programmes which currently recruited EU students, but no international students, which could see a drop in diversification. The Pro Vice-Chancellor Global Engagement confirmed that initiatives, including scholarships, were being deployed strategically to address this issue.
- 6.3.13 That development of transnational education would be a significant undertaking and would more likely be built around our strengths in research

- as a joint overseas research institute, with more high value PGT and PGR programmes.
- 6.3.14 The risk in reliance on postgraduate one-year programmes, particularly from China. The Vice-Chancellor noted the University's level of risk as compared to the Russell Group, and the need to generate surplus to cross-subsidise research. That this issue was also being considered as part of the Strategy refresh process and would be part of the discussion at the March and May Board meetings.
- 6.3.15 The importance of reputation and brand management in attracting and retaining student markets.
- 6.3.16 The desire to replicate Bristol's success with UG and PGT recruitment, at PGR level.
- 6.3.17 How online programmes can generate revenue without further stress on the estate, and also capture the imagination of students, increasing face-to-face recruitment from the same country. The focus would be ideally on niche areas, which provided a compelling offer but were also transferable to face to face programmes.
- 6.3.18 That an effective network of high-quality recruitment agents was also a lever for recruitment. That Bristol held tight control on issues of brand and brand reputation, and worked closely with agents, bringing them to campus, holding an agent conference and enabling them to meet students embedded in the University's processes. That staff were working with agents in all time zones to ensure they were well prepared and informed to deliver on the Bristol promise.
- 6.3.19 In terms of student recruitment, Trustees sought further information as to Bristol's particular USPs, and the market perception of the University brand. Further information would be shared outside the meeting.

Action: Director of External Recruitment

7 SPECIAL RESOLUTION: CHARTER & STATUTES (reference BT/20-21/0035)

- 7.1 RECEIVED the paper. The Registrar & University Secretary introduced the item. The Deputy University Secretary & Director of Legal Services was in attendance for this item.
- 7.2 NOTED the changes to the Charter & Statutes since the last presentation to the Board in September 2020.
- 7.3 APPROVED an amendment to the Statutes (Appendix Two) that the drafting at 1.1.2 (c) be reflected in 1.1.2 (d) and 1.1.3.
- 7.4 APPROVED, by Special Resolution, subject to Privy Council approval, the following resolutions:
- 7.4.1 The amendment of the existing Charter of the University by adopting, subject to an Order in Council, the provisions of the draft Charter attached at **Appendix 2** as the Charter of the University in substitution for and to the exclusion of the provisions of the existing Charter which are capable of amendment by such Order, subject to any amendments which the Board considers to be expedient or necessary and/or which are required or recommended by the Privy Council.
- 7.4.2 The amendment of the existing Statutes of the University by adopting, subject to an Order of Council, the provisions of the draft Statutes attached at **Appendix 4** as the Statutes of the University in substitution for and to the exclusion of all provisions of the existing Statutes, subject to any amendments which the Board considers to be expedient or necessary and/or which are required or recommended by the Privy Council.
- 7.5 NOTED the draft Ordinances in the Reading Pack. Trustees were encouraged to send further feedback to the Head of Governance as desired.

8 BREXIT IMPACT ASSESSMENT (reference BT/20-21/036)

- 8.1 RECEIVED the presentation. The Chief Operating Officer introduced the item.
- 8.2 The following points were NOTED:
- 8.2.1 The relatively low short-medium term impact that Brexit and the UK-EU Trade and Cooperation Agreement is anticipated to have on the University's people, financial condition and its ability to achieve its strategic ambition.
 - 8.2.2 The need to position the University strategically within Europe to leverage prosperity and support the University's ambitions to be back in the global top 50 rankings.
- 8.3 The following points were DISCUSSED
- 8.3.1 The benefits of increasing scholarships and the relative merits of the more/smaller or less/larger awards for different markets.
 - 8.3.2 The need to consider the diversity of the University's student population as the proportion of EU students declines.
 - 8.3.3 That EU students made up 5% of the current UG population and an increasing postgraduate population. That it was easier to differentiate the University's brand and offer at postgraduate level.
 - 8.3.4 The opportunities to build on existing longstanding partnerships and recent progress with Cape Town University which could be replicated with EU partners.
 - 8.3.5 The benefits of dual academic appointments which can improve access to EU funding.
 - 8.3.6 How to integrate EU students within an international strategy and using existing bilateral agreements to support this including Max Planck and World Universities Network.
 - 8.3.7 That staff mobility elements of the Erasmus scheme had not had significant take up at Bristol and that student mobility had been discussed as part of the earlier item (BT/20-21/034).
 - 8.3.8 The risk of the re-emergence of a nationalist narrative post-Brexit which could impact student experience and lead to an increase in hate crimes.

9 ANNUAL FINANCIAL RETURNS & COMMENTARY (reference BT/20-21/037)

- 9.1 RECEIVED the Additional Pack. The Chief Operating Officer introduced the item.
- 9.2 CONSIDERED the revised inputs to the University's financial projections from those previously approved by the Board.
- 9.3 The Chief Operation Officer highlighted the proposed increases in the capital programme allowance for the Temple Quarter Enterprise Campus to reflect the earlier provision of research facilities (including BDFI) in another location on the new campus in advance of CM1. The Board would be presented with a business case for the research facilities at the 12 February workshop.
- 9.4 The following points were DISCUSSED
- 9.4.1 The recording of heritage assets and the University policy for reporting. The Chief Operating Officer agreed that the policy should be reviewed.
ACTION: Chief Operating Officer
 - 9.4.2 The likelihood of changing fee levels in response to Augar.
 - 9.4.3 Scenario planning and stress testing, as set out in the paper.
- 9.5 APPROVED the revised Capital Programme presented at Appendix 2.
- 9.6 APPROVED the proposed submission to the University's regulator the Office for Students (OfS), as presented at Appendix 3.

10 WIDENING PARTICIPATION (reference BT/20-21/038)

10.1 RECEIVED the paper. The Deputy Vice-Chancellor & Provost introduced the item. The Director of Home Recruitment & Conversion and the Deputy Director of Home Recruitment & Head of Education Partnerships joined the meeting, supported by a presentation.

10.2 NOTED the update on the University's progress on the widening participation and Access and Participation Plan (APP) targets for 2020-2025.

10.3 NOTED the potential impact of the Covid-19 pandemic on students from under-represented groups and the steps taken to mitigate this.

10.4 The following points were NOTED from the presentation:

10.4.1 That statistical data was important to satisfy the regulator, but also provided opportunities to understand the University's interventions.

10.4.2 That internal and external targets had been exceeded but that there was always more to do, particularly to challenge long held perceptions of Bristol, which could take time to shift.

10.4.3 The need to take a radical approach and disrupt established processes to identify students with potential who are at educational and domestic disadvantage.

10.4.4 The Bristol Scholars programme which is embedded in all Bristol schools and allows Headteachers to recommend students with potential who are considered for offers up to 4 grades below tariff at A Level. Support is provided for the application process and also once Bristol Scholars arrive.

10.4.5 The profound change in the recruitment landscape due to the pandemic and the need to respond with an even greater responsibility for social justice. The aim to continue to be sector leading, build on community links and partnership working.

10.5 The following points were DISCUSSED:

10.5.1 Whether targets set were challenging enough. It was noted that the OfS had established ambitious targets and consistent data collection which had improved the ability to conduct cross-sectoral comparisons. The opportunity to set new targets alongside the development of the new strategy.

10.5.2 The opportunity to engage with the business community to support the development of a diverse workforce through work experience and mentoring. That Bristol Scholars guaranteed internships for students who were interested.

10.5.3 That league tables often looked at historical data and did not portray the progress made.

10.5.4 Opportunities to consider part time and non-standard delivery particularly through Temple Quarter developments

10.5.5 The inclusion of private schools within the Bristol Scholars programme

10.6 APPROVED the approach taken to make rapid progress against those areas where the University was currently not meeting targets.

10.7 The Chair thanked the visitors for the presentation and confirmed that a further update would be circulated outside of the meeting to address outstanding questions on part-time study, the inclusion of private schools in the Bristol Scholars Programme, graduate destinations and work with the local community and business.

ACTION: Head of Governance

11 POWERING NET ZERO, FURTHER, FASTER, FAIRER

11.1 The Deputy Vice-Chancellor & Provost introduced the Pro Vice-Chancellor Research & Enterprise supported by Professors Sam Williamson, David Fermin and Valeska Ting.

11.2 The following points were NOTED:

- 11.2.1 The real-world challenge in relation to energy, transport, food, water and land use. The establishment of a GW4 initiative on Net Zero.
 - 11.2.2 The UK Government challenge to meet net zero by 2050, to provide a better than 50% chance to avoid catastrophic climate change. That Net Zero was a technical, social, legal and commercial challenge.
 - 11.2.3 Whilst significant progress had been made in decarbonising electricity use, this only made up 20% of the energy consumed.
 - 11.2.4 Developments in renewable energy sources and how this can be integrated into existing infrastructure, for example, solar panels as part of windows
 - 11.2.5 Bristol's unique position with UK partners to consider hydrogen generation from the molecular level to development of devices and materials.
 - 11.2.6 Work with nuclear energy in partnership with EDF, including testing to show that it was possible to safely extend the current fleet of nuclear reactors by 10 years, saving approximately £4bn in infrastructure and energy generation.
 - 11.2.7 The importance of considering efficiency as well as developing new materials and processes. Work with media providers to support their net zero work considering the impact of digital services, energy consumption, and corporate sustainability, changing how organisations work with, and consume data.
 - 11.2.8 Research to improve the efficiency of electrical energy conversion. The development of local rail electrification.
 - 11.2.9 Work to support the Global South to access affordable, reliable and sustainable energy for all. Projects in the Amazon and Nepal, and partnerships with UNHCR and Practical Action to support energy access for displaced people.
 - 11.2.10 Opportunities for interdisciplinary research around sustainable consumption, just transitions and climate change.
- 11.3 The following points were DISCUSSED:
- 11.3.1 How Temple Quarter (TQ) developments could accelerate this agenda. It was noted that TQ could provide a living lab with the chance to build a low carbon system and demonstrate how it worked; links with BDFI would be a key enabler and business operations on site would allow greater links.
 - 11.3.2 Whether there was more to be done to exploit and promote Bristol's strengths in this area. It was noted that work was underway to pull research together within the institution and across the GW4 partnership and promote the University's strengths.
 - 11.3.3 What work was underway in relation to measuring embedded carbon. It was confirmed that there had been success in monitoring and modelling environmental emissions in partnership with the Met Office and with weather stations across the world.
 - 11.3.4 Links with the aerospace industry, and work on the future of flight. Projects were underway in relation to the miniaturisation of power sources and electrification of flight. Work with partners on hydrogen propulsion and a 30 year horizon scanning project with the Aerospace Technology Initiative.
 - 11.3.5 The role of the University in preparing and contributing to COP 26. The Pro Vice-Chancellor Research & Enterprise would be in attendance, as would the Cabot Institute. The GW4 NetZero team would make a presentation.
 - 11.3.6 The opportunity to work with the Henry Royce Institute on composites and nuclear research. Bristol was represented on their Governing Board by the Chair of the Board of Trustees, and PhD students had access to facilities.

12 KEY UNIVERSITY RISK REVIEW (reference BT/20-21/039)

12.1 RECEIVED the Report. The Registrar & University Secretary introduced the item.

12.2 NOTED the University's risk profile and the controls in place to manage the Key University Risks. The paper was intended as a light-touch exception update which reflects the situation at the time of writing, and the risk environment continues to change very rapidly.

12.3 NOTED the removal of the risk: 0B Brexit and the reintroduction of the risk: 2D Research Delivery.

12.4 NOTED the development of a document mapping risks to agenda items considered by the Board which would be included in the Reading Pack for future meetings.

ACTION: Head of Governance

12.5 NOTED the satisfaction of the Audit & Risk Committees in the Board's consideration and ownership of risks.

12.6 DISCUSSED the acknowledged disproportionate impact of the pandemic on students from liberation backgrounds and whether that would suggest an increased impact score, or whether there was a way to capture the variable nature of risk on different groups, and the longer term impact.

ACTION: Registrar & University Secretary

12.7 CONSIDERED the overall level of risk and ACCEPTED the Risk Profile as presented, while acknowledging that this is outside the normal risk tolerance.

13 CHAIRS REPORT (reference BT/20-21/040)

13.1 RECEIVED the report. The Chair introduced the report.

13.2 NOTED the membership of the Board and Senate Effectiveness Review Steering Group.

13.3 NOTED the changes to Board meetings and Court Workshop.

13.4 NOTED the decisions taken between meetings.

13.5 NOTED the Board Forward Planner (Reading Pack).

14 COO UPDATE REPORT (reference BT/20-21/041)

14.1 RECEIVED the paper. The Chief Operating Officer introduced the item.

14.2 CONSIDERED the financial performance for the 5 months up to 31 December 2020, including whether management is taking appropriate action to address areas of underperformance (See Section 1.0 & Appendix 1).

14.3 CONSIDERED the 2020-21 budget update (see Section 1.0).

14.4 CONSIDERED the latest developments and potential outcomes from the USS 2020 valuation (see Section 2.0).

14.5 The following points were NOTED

14.5.1 The rent rebate offered to students and the rate of return of students to campus which was higher than anticipated.

14.5.2 A reduction in the rate of payment of accommodation fees by students and a review of the student debt collection policy with the Students Union. Once the rent rebate credit had been applied, all students would receive a call to offer hardship funding and follow up on payment.

14.5.3 There had been no net increase in withdrawal or suspension rates; however, higher levels of tuition fee debt than previous years highlighted that there may be further PGT students who had not yet paid or formally declared their intention to withdraw or suspend.

14.6 The following points were DISCUSSED

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

- 14.6.2 The likelihood of further rent rebates and plans to seek approval from the Board. The Executive confirmed that if rent rebates were outside of the agreed parameters this would be referred to the Board for decision.
- 14.6.3 The difficult position of the USS pension scheme, with benefit reform likely within the calendar year. The potential for industrial action in relation to pension reform and the need to manage the position carefully. That the differing opinions on the strength of the covenant and the lack of agreement of the moratorium were cause for concern. The Pensions Task & Finish Group would consider a consultation response and report back to the Board

15 DEPUTY VICE CHANCELLOR AND PROVOST'S REPORT (reference BT/20-21/042)

15.1 RECEIVED the paper. The Deputy Vice Chancellor and Provost introduced the item.

15.2 NOTED the report of the Deputy Vice-Chancellor & Provost.

15.3 DISCUSSED and APPROVED the Annual Quality Assurance report. The report was provided to give assurance that the conditions of registration with the Office for Students were being met. NOTED thanks to all staff who had been delivering education under challenging circumstances.

15.4 The following points were NOTED

- 15.4.1 The summary of Pulse survey results.
- 15.4.2 The dispute with UCU which had not been resolved. The Union was seeking a commitment for teaching to be online only until the end of the academic year, but the University was maintaining the position of providing blended learning and following government and PHE guidance.
- 15.4.3 That scenario planning was underway and included four options for student return.
- 15.4.4 That workload was still a key issue and initiatives were underway to identify work which could be stopped, paused, rescheduled or streamlined.
- 15.4.5 Early indication of plans to create a Business School which would be covered further as part of the strategy discussion. This was a key area of provision where ambitions were not being realised in comparison to competitors.
- 15.4.6 Revised timelines for strategy development, to support consultation.

15.5 The following points were DISCUSSED

- 15.5.1 Opportunities for the Board to engage further in the Decolonisation conversation, including student led webinars and the FutureLearn course.
ACTION: Head of Governance
- 15.5.2 The appetite of the Board to further discuss the size and shape of the University, and the emerging conversations around the Business School plans as part of the strategy discussion. The importance of being able to compete or differentiate ourselves in a crowded field, whilst protecting income streams.
ACTION: DVC & Provost
- 15.5.3 Response rates from the Pulse surveys and the high measures of stress and workload pressures among staff. The Executive confirmed that there was no opportunity to compare this against the sector robustly, and noted initiatives to address workload. Engagement with the "It's Okay To..." campaign was good, but it was early in this process of cultural change.

16 REGISTRAR'S REPORT (reference BT/20-21/043)

16.1 RECEIVED the paper. The Registrar & University Secretary introduced the item.

16.2 NOTED the content of the report. **[REDACTED: likely to prejudice commercial interests]**

16.3 DISCUSSED the importance of managing applications to understand conversion rates to avoid any overshoot in student recruitment. A cautious approach was being taken to

offer making. The level of returners from suspension was also being modelled within this process.

16.4 APPROVED the changes to the Student Union Articles which had been approved by the Bristol SU Trustee Board and Student Council.

17 REPORT FROM THE NOMINATIONS COMMITTEE (reference **BT/20-21/044**)

17.1 RECEIVED the paper. The Chair introduced the item.

17.2 NOTED the Report of the Nominations Committee including the approvals that were made by the Board via email in the week commencing 18 January 2021 and which were effective from 25 January 2021.

18 REPORT FROM THE FINANCE AND INFRASTRUCTURE COMMITTEE (reference **BT/20-21/045**)

18.1 RECEIVED the paper. The Chair of the Finance & Infrastructure Committee (Andreas Raffel) introduced the item.

18.2 NOTED the rest of the report and decision of the Finance and Infrastructure Committee meeting held on 12 December 2020.

19 REPORT FROM THE AUDIT & RISK COMMITTEE (reference **BT/20-21/046**)

19.1 RECEIVED the paper. The Chair of the Audit & Risk Committee (Andy Poolman) introduced the item.

19.2 NOTED the report of the Audit & Risk Committee.

20 ANY OTHER BUSINESS (reference **BT/20-21/046**)

20.1 NOTED thanks to the Executive for a comprehensive report on the IT Strategy.

21 Date of Next Meeting: Temple Quarter Briefing – Friday 12 February 2021.