

## **Council**

### **MINUTES AND ACTION**

NB text in BLACK is for publication

4 April 2019

1000-1600

Council Chamber, Northcote House

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#### **Council Meeting**

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	<b>Action Summary</b>	<b>Owner</b>	<b>Deadline</b>
ACTION 7.01	Circulate to Council Office for Students letter: 'Financial viability and sustainability: information for governing bodies.	Secretariat	23 May meeting papers
ACTION 16.01	Council suggested a deep dive issue for next year: support for students and wellbeing.	Secretariat	2019/20

## Attendees

### Present

Sarah Turvill	Pro Chancellor and Chair
Professor Sir Steve Smith	Vice-Chancellor
Richard Atkins	Pro Chancellor
Gerry Brown	Independent Member
Dr Sarah Buck	Pro Chancellor
Graham Cole	Independent Member
Kiron Farooki	Independent Member
Grace Frain	President, Students' Guild
Professor Mark Goodwin	Deputy Vice-Chancellor (External Engagement)
Professor Dave Hosken	Senate Representative
Salam Katbi	Independent Member
Professor Janice Kay	Provost
Professor Caroline MacEwen	Independent Member
Sir John O'Reilly	Independent Member
Alison Reed	Independent Member
Izi Robe	Exeter President, FXU
Professor Wendy Robinson	Senate Representative
Alison Rose	Professional Services Representative
Richard Sargeant	Independent Member
Dr Anni Vanhatalo	Senate Representative
Glenn Woodcock	Independent Member

### Secretary

Mike Shore-Nye	Registrar and Secretary
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### With

Ian Blenkharn	Director of Education and Student Experience (in attendance for item 16)
Alan Hill	Chief Information and digital Officer (in attendance for item 6)
Andrew Connolly	Chief Financial Officer
Tracy Costello	Chief Executive, Students' Guild
Susan Fallon	Deputy Secretary to Council (Minutes)
Professor Brendan Godley	Professor of Conservation Science/Director of the Centre for Ecology and Conservation (in attendance for item 3)
Tim Gordon	Student Marine Biologist (in attendance for item 3)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Craig Nowell	Director of Campus Infrastructure and Operational Support Services (in attendance for item 15)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Interim Director of People Services
Mark Sawyer	Head of Wellbeing (in attendance for item 16)
Nicola Sinclair	Head of Widening Participation and UK Student Recruitment (in attendance for item 17)

### Apologies

Jo Binding	Independent Member
Judy Hargadon	Independent Member

## **1. CHAIR'S INTRODUCTION**

The Chair welcomed Professor Carrie MacEwen to her first meeting as an Independent Member of Council.

There were no unreported conflicts of interest to declare.

It was noted the Provost, Registrar and Secretary, Richard Sargeant and Glenn Woodcock would join the meeting at 1100.

## **2. RESEARCH OPPORTUNITIES AND PRIORITIES AND REF 2021 PREPARATIONS (CNL/19/45)**

The Deputy Vice-Chancellor (DVC) Research presented "Vision and impressions of the University of Exeter framing our Research and Impact Strategy" noting some first impressions of research at Exeter, including:

- Exeter's extremely vibrant research culture spread across all of the six Colleges.
- The high level of impact for Exeter's research.
- Exeter's forward-looking interdisciplinary.
- A clear vision for Colleges.

The DVC Research outlined the influence of external and internal environmental factors, and the challenges they pose. He noted the need to adapt to changes to funding; to optimise partnerships; to nurture interdisciplinary; to develop synergies with other University strategies; and to maximise cost recovery & efficiency. He emphasised the critical need that Exeter remains a research-intensive university and strengthens the links between teaching and research, which will also improve our cost recovery.

Council discussed how Exeter works internationally and how to focus activities and partnerships, including the high level of connectedness with EU partners, where circa 60% of Exeter published papers have an EU co-author. The need for the culture in the institution to value working with international partners was emphasised, as was the need for a strong and coordinated global strategy.

The DVC Research outlined the University's REF preparations and the changes for the coming REF.

The DVC Research noted two key questions the University strategy must address: the level of growth Exeter should consider; and to consider the balance between continuing to build in areas of strength and investing into new areas.

## **3. EXETER MARINE PRESENTATION**

In attendance: Professor Brendan Godley and Tim Gordon

Professor Brendan Godley introduced #Exeter Marine; a 'banner' for the marine research happening in different places at the University of Exeter. Professor Godley outlined the large number of academic staff (c.350) working in the marine sphere, dominated by natural sciences but found across all six Colleges. He informed Council of the funding marine receives, the diversity of the research and the impact and real world engagement achieved. The global nature of marine research was discussed and the 'blue economy' rejuvenating coastal areas. The University believes there are gains to be made by connecting marine research in the University. The University has also invested in a staff member to promote Exeter's marine reputation and is engaging students and alumni in the marketing.

Tim Gordon a student marine biologist studying human impacts on natural acoustics in the ocean presented his PhD thesis.

Council members thanked both Professor Godley and Tim Gordon and noted what passion people have in the marine realm. Other points raised where:

- Is there philanthropic and other fundraising activity #Exeter Marine can be used for.
- What action is Exeter taking on plastics on our campuses?
- The international dimension of marine research and other connections Exeter might seek that would be empowering.

#### **4. MINUTES OF THE MEETING OF 28 FEBRUARY 2019 (CNL/19/33)**

The minutes of the meeting 28 February 2019 were agreed as an accurate record.

#### **5. STANDING COMMITTEE ACTION (CNL/19/34)**

The Chair informed Council of the University of Exeter's response to the UUK consultation on the USS 2018 valuation. The response was shared with the Council Standing Committee on 5 March 2019 and approved by the Chair of Council.

#### **6. MATTERS ARISING INCLUDING DELEGATED GOVERNANCE AND APPROVALS FOR THE DIGITAL PROGRAMME (CNL/19/35)**

In attendance: Alan Hill

The Chief Information and Digital Officer updated Council following questions arising at Council on 28 February 2019. Additions include a clearer annual reporting and approvals cycle and specifically seeking approval for the high-level programme for the remainder of 18/19 and 19/20.

Council **AGREED** the proposal for an Executive Digital Board and Council Sub-group and **NOTED** the high-level digital programme of work for the rest of this financial year and 2019/20. Council would consider a delegated approvals process for the digital programme when the new digital manager is in place, therefore current processes for approval of investment would be maintained.

#### **7. VICE-CHANCELLOR'S REPORT AND PERFORMANCE SUMMARY (CNL/19/36)**

The Vice-Chancellor provided his report to Council and noted:

- Brexit planning and draft agreement on rules for Horizon Europe that runs from 2020 onwards. The University is holding weekly Brexit scenario planning meetings; has gap funded ERASMUS for next year; communicating extensively with colleagues; and has set aside a contingency in case of no deal.
- Augar Review expectations and the effect on fees and possible differential funding.
- The Office for Students letter: 'Financial viability and sustainability: information for governing bodies'.
- The use of unconditional offers in the sector (note Exeter does not use unconditional offers).

Council discussed:

- Increased regulation and the need to work with the regulator.
- The increased use of Longitudinal Educational Outcomes (LEO) data by politicians.
- QS University rankings.

- Extensive negative messaging about universities in the UK media.
- Potential reform in the university sector and Exeter positioning itself as a strong research partner and a regional anchor institution, central to the UK's research and industrial strategy.

**ACTION 7.01: Circulate to Council Office for Students letter: 'Financial viability and sustainability: information for governing bodies.'**

## **8. REPORT FROM SENATE**

Professor Wendy Robinson provided an update from Senate; she stated that there has been one Senate meeting since the last Council meeting which covered the following main items:

- ESI update
- CLES College strategy
- Capital strategy update
- Education strategy discussion
- Discussion around the annual review of admissions data
- Annual review of student wellbeing and the student cases annual report
- REF2021 and the development of the research and impact strategy

Ways of Working, one of the strands that came out of the VCEG residential last September, was also discussed but there was more discussion needed and therefore the Provost has arranged a further meeting to which Senators have been invited on 15 May 2019.

Senators had also been invited to a meeting on 3 April for those interested in more information about the Digital Strategy.

The Senate members of Council noted in this academic year we have seen our 'ways of working' acted out with Senate and in the last 12 months the role of Senate has become clearer and there has been more positive engagement.

## **9. DUAL ASSURANCE REPORT**

The Chair invited Dual Assurance leads to update Council. The Global Dual Assurance independent lead suggested that the University present a complete detailed costed proposal on Global plans and that Council holds a significant debate on the matter.

## **10. REPORT FROM AUDIT COMMITTEE**

The Chair of Audit Committee provided an update to Council on the work of the Committee. He stated that the Committee had focused on efficiency and value for money at the institution.

## **11. SPRING REPORTS GUILD & FXU (CNL/19/37 AND CNL/19/38)**

The Guild President outlined to Council Exeter Students' Guild student experience for the Spring Term, noting:

- The recent student elections, including those for academic representatives.
- NUS membership and challenges.
- The recruitment process for a new Chief Executive Officer for the Guild.
- The current Guild budgeting process which needs to reflect the rapid change to the needs of students.

- The education and teaching awards scheduled for the end of April.
- A focus on welfare and wellbeing, which the Guild is working closely with the University on.
- Consideration of the Vice-President for postgraduate students' position becoming full time.
- Further work on equality, diversity and inclusivity.
- Sustainability from the student body in Go Green Week.
- Working with the University on the institution's application to become a University of Sanctuary.

Council discussed partnership working with the Guild and students and the need to reach the whole student community. Different ways to engage with students were discussed including the Big Rep Meetings, Sabbatical Officers engagement with students and the need to move away from traditional forms of student engagement. It was noted that there is a need to show students engagement is good for future employability.

The Guild President noted that the biggest non-financial challenge to her successor will be the pace of change in the student body that the Guild needs to understand and respond to; and that they will not be able to be a one size fits all student union.

The FXU Exeter President updated Council including:

- The stability in the student union in Cornwall as a result of having a CEO in position for two years.
- Recent FXU elections.
- The result of the Student Life survey.
- The Truro student experience.
- Campus 2020 discussions – creating a sense of space and belonging.
- A future united sports strategy for Cornwall campuses.
- The different needs of UG and PG students.
- The difference between Exeter and Falmouth students in take up of FXU services.
- The Voices festival – building cultures of belonging in Higher Education.
- A Cornwall alumni conference, targeting alumni with leadership roles.

The Vice-Chancellor stated the importance of the University's partnership with the students and thanked the Guild and FXU for dealing with the pace of change in student unions at present.

**12. PROFESSIONAL SERVICES (PS) SAVINGS UPDATE (CNL/19/39)**

**13. STRATEGIC FUTURES GROUP UPDATE (CNL/19/40)**

**14. SECOND FINANCIAL FORECAST (CNL/19/42)**

The Chief Financial Officer (CFO) presented the second financial forecast for 2018/19.

The CFO alerted Council that the University would have to record a £70m deficit for the year as a result of the increase in pension liabilities from the USS 2017 valuation. There is a deficit recovery plan in place and a new 2018 valuation with a lower liability could possibly be agreed before the end of June. Universities in the sector exposed to USS will also be reporting the increase pension liability and for most this will also result in reporting a deficit. The USS pension scheme has a valuation every three years, so future liability may change.

## **15. CAPITAL PLAN (CNL/19/41)**

The Director of Campus Infrastructure and Operational Support Services provided an update to Council on the capital fund which was agreed in 2016. He outlined the four work programmes within the capital plan: Estate, IT, Digital and Equipment strategies. The main alterations to the plan this year has been to create a new programme of investment to support the Digital Strategy over the next five years. The plan can be seen through the relationship to each of the University's sovereign strategies as well as by campus.

Council discussed the following points:

- Investment in Truro, noting this is a building the University does not own.
- The dependency between the savings plan and the capital plan.
- Concern that later years of capital expenditure in the plan are low.
- Refurbishment budgets and maintenance backlogs.
- Strategic use of space.
- Consideration for what is essential in the plan and what could be cut if capital expenditure had to be reduced.

## **16. WELLBEING REPORT (CNL/19/43)**

In attendance: Ian Blenkarn and Mark Sawyer

The Director of Education and Student Experience and Head of Wellbeing Services provided a report on wellbeing services over the past year and information on the current review of wellbeing student services and the concept of being a compassionate university.

Noted was:

- An increase in demand which was mirrored across the sector.
- Increased innovation, including being the first university to have NHS presence on campus.
- The service is still stretched, especially with provision for speciality therapies.
- Highest number of referrals is in the first few months of the academic year and therefore the need to create a sense of belonging and community as soon as possible, alongside other measures to increase the resilience of new students.
- That 16-25 year olds are most at risk as this is the most common age for onset of mental health issues and mental illness.
- Link between pastoral care and academic commitments and the role of academic tutors and Hub welfare support advisors.

Council had a wide ranging discussion, including:

- The use of digital Cognitive based therapies.
- The work of the Mood Disorders Centre at the University and support for students from the Centre's work.
- Clinical trainees at the University.
- Prevention as well as reactive service.
- Health information on students pre-arrival.
- Transition from university into the workplace.
- Creating a more compassionate campus.
- Alumni and philanthropic fundraising support for the service.
- The relationship with Doctoral College; the risk of the Wellbeing Service to appear to be for undergraduates.

Council thanked all those involved in the support provided to students and the support that also is given to their families. The Vice-Chancellor stated that the mental health of our



students is one of the major concerns for the University. He said the University has been shocked and slightly scared by the immense rise in case load and he gave a sincere and heartfelt thanks to the Director of Education and Student Experience, the Head of Wellbeing Service and the team involved. He stated the University are very proud of what those working in Wellbeing Services do.

**ACTION 16.01: Council suggested a deep dive issue for next year: support for students and wellbeing.**

**17. ACCESS AND PARTICIPATION FIVE YEAR STRATEGY (CNL/19/44)**

In attendance: Nicola Sinclair

The Chair thanked the Head of Widening Participation and UK Student Recruitment for the excellent paper and stated that Council should be guided by VCEG but would like to see a plan as ambitious as could be realistically achieved, and the maintenance of a state school target.

Council would be guided by VCEG and Senate; Council members were encouraged to send to the Secretariat any feedback and it was agreed that final comment from Council will be from the Education Dual Assurance lead.

**18. PROJECT NORTH PARK: UPDATE FOR APRIL COUNCIL MEETING (CNL/19/46)**

The Registrar and Secretary informed Council that Project North Park building options were currently being developed. The revised Outline Business Case would be put to Council in July 2019, and if approved work will then commence on the detailed stage of design.

Council endorsed the revised approach to the business case and **APPROVED** a further draw down to support this process. Council **APPROVED** the extension to car park B so that Project North Park plans can continue.

**19. MATTERS BROUGHT FORWARD FROM PART II (CNL/19/47)**

Council **APPROVED**:

- Affixing the Seal **(CNL/19/48)**
- University Terms and Academic Calendar 2019-20 **(CNL/19/56)**, noting that a number of the Committee meetings are in the process of being rescheduled
- Renewal of Professor Janice Kay as Provost and Senior Deputy Vice-Chancellor for a five-year term with effect from August 2019 **(CNL/19/60)**
- Renewal of Professor Andrew Thorpe as Pro-Vice-Chancellor and Executive Dean (College of Humanities) for a final five-year term with effect from August 2019 **(CNL/19/60)**

**20. CHAIR'S CLOSING REMARKS**

The following papers were noted:

- Draft Audit Committee minutes: 1 March 2019 **(CNL/19/49)**
- Draft Senate Minutes: 13 March 2019 **(CNL/19/50)**
- Capital Investment Group: February 2019 **(CNL/19/51)**
- Student Experience Advisory Board Minutes: 5 December 2018 and 14 February 2019 **(CNL/19/52 and CNL/19/53)**
- Set Squared Update **(CNL/19/54)**
- Academic Promotions **(CNL/19/55)**
- Graduation Summer 2019 (Dates of Ceremonies/Honorary Graduands) **(CNL/19/57)**

- Annual Report on Investments **(CNL/19/58)**
- Student Cases Annual Report **(CNL/19/59)**

COUNCIL & COMMITTEES

REGISTER OF INTERESTS 2018/19

Members

Sarah Turvill	Willis Towers Watson (Director of UK Subsidiary; Pensioner); Yarmouth (IOW) Harbour (Commissioner); Grays Inn (Bencher)
Sarah Buck	BSW Consulting (Consultant); Institution of Structural Engineers (Ethics Committee); Joint Board of Moderators (Board Member)
Richard Atkins	Department for Education (Engaged as FE Commissioner)
Professor Sir Steve Smith	UUK (Board Member); Russell Group (Board Member); UCAS (Chair of Board); LEP (Board Member); Employers Education Trust (Board Member)
Professor Janice Kay	Royal Devon & Exeter NHS Foundation Trust (Non-Executive Director); Advance HE (Board Member); Office for Students (Deputy Chair Teaching Excellence Framework); Office for Students (Chair – Teaching Excellence Framework (Subject Level Pilot)); Office for Students (Learning Gain Steering Group Member)
Professor Mark Goodwin	<i>Cornwall and Isles of Scilly LEP (Board Member); Northcott Theatre (Trustee); Exeter College (Governor); St Luke's Foundation (Trustee)</i>
Jo Binding	National Union of Students (Trustee); The Student View (Chair of Trustees)
Gerry Brown	NovaQuest Capital (Director)
Graham Cole	Advisory Board to Bath University Business School (voluntary, 2 meetings per year)
Kiron Farooki	None
Grace Frain	None
Judy Hargadon	Restorative Solutions (non-Executive Director); Harkness Fellows Association (Trustee)
Professor Dave Hosken	FX+ (Board Member); CSM Trust (Board Member); Falmouth MCT (Board Member)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)

Professor Caroline MacEwen	<i>Academy of Medical Royal Colleges (Chair); Tayside Health Board (Consultant Ophthalmologist); Scottish Government/CMO (Clinical Lead); NHS Education for Scotland (Associate Postgraduate Dean); NHS Improvement (Clinical Lead GIRFT Programme); Moorlands Eye Charity (Trustee)</i>
Sir John O'Reilly	<i>A*STAR (Board Member and Chairman of the Science and Engineering Research Council; Ministry of Education, Singapore (Panel Member, Quality Assurance for Universities; ERA Foundation Ltd (Chairman); University of Huddersfield (wef 010918 - Royal Academy of Engineering Industrial Visiting Professor); Royal Commission for the Exhibition of 1851 (Board Member); UCL (Visiting Professor); Royal Academy of Engineering (Member, Enterprise Committee &amp; Selection Committee for Enterprise Fellowships); Institution of Engineering and Technology (Chair, Search/Selection Committee, A F Harvey Engineering Research Prize); Koerber Stiftung (Chair, Search Committee, European Science Prize); Carnegie-Mellon/Portugal Programme (Chair, External Review Committee)</i>
Alison Reed	British Airways plc (Non-Executive Director); NewDay Ltd (Non-Executive Director); CGI Group Inc (non-Executive Director)
Izi Robe	Falmouth and Exeter Students' Union (Trustee)
Alison Rose	None
Professor Wendy Robinson	University College Dublin (External Examiner 2017-2020)
Richard Sargeant	ASI Data Science (Employer)
Anni Vanhatalo	None
Glenn Woodcock	<i>Centre for Science and Policy, University of Cambridge (Policy Fellow Alum); City Science Corporation Limited (Chairman); Cloudsoft Corporation Limited (Shareholder); Exeter City Futures Community Interest Company (CEO and Founder); Exeter College (Governor); Global City Futures Limited (Director); Grenadier Paternoster Limited (Director); Low Carbon Limited (Director); Low Carbon Foundation (Director); Low Carbon Oxygen Limited (Director); Oxygen House Limited (Director); Oxygen House Group Limited (Director); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sparx Limited (Director)</i>

## In attendance

Andrew Connolly	Peninsula Innovations Ltd (Director); University of Exeter Consulting Ltd (Director); Falmouth Exeter Plus (Director)
Tracy Costello	Spouse is a University of Exeter employee
Neil Gow	Microbiology Society (President until 31 December 2018)
Mike Shore-Nye	Association Heads of University Administration (Elected Member of Executive Committee); Cubane Uni Forum Steering Group (Russell Group Nominee); Ted Wragg Multi Academic Trust (Institutional Member); Employers Pension Forum USS Group (Member)
Professor Tim Quine	University Vocational Awards Council (Non-Exec Director); Tianjin University (Honorary Professor)

## Other Committees

Bettina Rigg	Veale Wasbrough Vizards LLP (Employee); 2 day secondment at LSE covering for the Head of Legal, effective from 1 October 2018 until 10 January 2019
David Dupont	Diabetes UK (Member of Clinical Studies Group researching Type 1 Diabetes); Operation Imprezza (Charity Trustee Director); Pennon Group Plc (Shareholding)
Simon Enoch	Viave Limited (Director); Consultant Solicitor at Jurit LLP