

Council**MINUTES AND ACTION**

NB text in BLACK is for publication

11 July 2019

1000-1900

Council Chamber, Northcote House

CONTENTS:**Council Meeting**

| No. | Item |
|------------|--|
| 1. | Chair's Introduction |
| 2. | Minutes of the meeting of 23 May 2019 |
| 3. | Vice-Chancellor's Report |
| 4. | Performance Report and Future Strategic Planning |
| 5. | Equality, Diversity and Inclusivity Annual Report & Plan |
| 6. | Statement on Research Integrity 2018-19 |
| 7. | University Ethics Committee and Dual Assurance Annual Report 2018-19 |
| 8. | Student President Reports |
| 9. | Report from Senate |
| 10. | Report from Audit Committee |
| 11. | Risk Report |
| 12. | Digital Programme Update |
| 13. | Professional Services Savings Update |
| 14. | Creating a Sustainable Future: Strategic Futures Savings Plans |
| 15. | Budget 2019/20 and Later Year Financial Plans to 2023/24 |
| 16. | South West Water's Centre for Resilience in the Environment, Water and Waste |
| 17. | Funding Approval: Business Case – Project North Park |
| 18. | Funding Approval: Business Case – A Fully Integrated Digital Research Support Capability |
| 19. | Funding Approval: Business Case – Network Refresh |
| 20. | Funding Approval: Cornwall Innovation and Research Park |
| 21. | Tariff and Clearing Strategy Discussion |
| 22. | Approval of the Education Strategy |
| 23. | Strategic Discussion |
| 24. | Matters Brought Forward from Part II |
| 25. | Chair's Closing Remarks |

| | Action Summary | Owner | Deadline |
|-------------|--|-------------------------------------|--|
| ACTION 2.1 | The issues raised during the strategic discussion at the 23 May 2019 Council meeting should be further discussed at the VCEG Residential meeting in September 2019 and the Executive's responses reported back to Council at the November 2019 away day. | Registrar and Secretary | November 2019 Away Day |
| ACTION 2.2 | The University's responses to the USS Joint Expert Panel consultation and the UUK Consultation on USS 2018 Valuation be made available to Council via BoardPacks. | Secretariat | |
| ACTION 3.1 | Members of Council to consider when they can visit our Cornwall campuses and contact the Secretariat to arrange. | Secretariat | |
| ACTION 3.2 | The Chair to nominate a member of Council as Cornwall lead. | Chair of Council | November Council Nominations Committee |
| ACTION 4.1 | NSS discussion to be scheduled for the October Council meeting including the NSS action plan. | Secretariat/ DVC(Education) | October 2019 Council meeting |
| ACTION 5.1 | The University to communicate internally and externally about the Equality, Diversity and Inclusivity achievements and plans. | Provost/Director of People Services | |
| ACTION 5.2 | Equality, Diversity and Inclusivity to be on the Council agenda termly. | Secretariat Team | |
| ACTION 18.1 | KPI to identify the value of the investment in the Integrated Digital Research Support Capability is presented to a future Council meeting. | Registrar and Secretary | October 2019 Council meeting |
| ACTION 22.1 | In order to measure success – a report on the impact of the Education Strategy 2019-2025 should be brought to Council in 12-18 months. | DVC Education | October 2020 Council meeting |
| ACTION 23.1 | The continuation of the strategic discussion from the May Council meeting was deferred until early next academic year due to a lack of time. | Secretariat Team | November 2019 Council away day |

Attendees

Present

| | |
|----------------------------|---|
| Sarah Turvill | Pro Chancellor and Chair |
| Professor Sir Steve Smith | Vice-Chancellor |
| Richard Atkins | Pro Chancellor |
| Jo Binding | Independent Member (joined by video conference) |
| Gerry Brown | Independent Member |
| Dr Sarah Buck | Pro Chancellor |
| Graham Cole | Independent Member (morning session only) |
| Kiron Farooki | Independent Member |
| Grace Frain | President, Students' Guild |
| Professor Mark Goodwin | Deputy Vice-Chancellor (External Engagement) |
| Judy Hargadon | Independent Member |
| 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

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| Mike Shore-Nye | Registrar and Secretary |
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In attendance

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| Andrew Connolly | Chief Financial Officer |
| Tracy Costello | Chief Executive, Students' Guild |
| Susan Fallon | Deputy Secretary to Council (Minutes) |
| Professor Neil Gow | Deputy Vice-Chancellor (Research and Impact) |
| Jacqueline Hodges | Deputy Secretary to Council |
| Professor Tim Quine | Deputy Vice-Chancellor (Education) |
| Imelda Rogers | Director of People Services |

With

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| Alison Armstrong | Digital Programme Director (in attendance for item 11) |
| Richard Brazier | Professor of Earth Surface Processes (in attendance for item 16) |
| Nathan Burden | Assistant Director Service Delivery (in attendance for item 19) |
| Jane Chafer | Director of Communications and Corporate Affairs (afternoon session) |
| Dorcas Cowan | Equality, Diversity, Inclusivity and Wellbeing Manager (in attendance for item 5) |
| Nicky Cunningham | Impact and Partnership Development Manager (in attendance for item 16) |
| Alan Hill | Chief Information and Digital Officer (in attendance for items 12 and 19) |
| Patrick Hoyle | President Elect, Students' Guild |
| Chris Lindsay | Director of Compliance, Governance and Risk (in attendance for item 11) |
| Hugh McCann | Director of Estate Services (in attendance for item 17) |

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| Craig Nowell | Director of Campus Infrastructure and Operational Support Services (afternoon session) |
| Gill Preston | Programme Manager, Strategic Delivery Unit (in attendance for item 17) |
| Joe Rigby | Exeter President FXU |
| Gail Seymour | Research Ethics and Governance Manager (in attendance for items 6 and 7) |
| John Vickery | Project Director, Project North Park (in attendance for item 17) |
| Dr Michael Wykes | Director of Policy, Planning and Business Intelligence (in attendance for item 4) |

1. CHAIR'S INTRODUCTION

The Chair welcomed Patrick Hoyle (Guild President Elect), Joe Rigby (Exeter President FXU) and Jacqueline Hodges, Deputy Secretary to Council as observers to the Council meeting.

The Chair noted the recommendation by the Council Nominations Committee in Part II papers (CNL/19/110) to appoint Andrew Greenway as a Class II Independent member for an initial three-year term of office with effect from 1 August 2019. The appointment was **APPROVED** by Council.

DECISION: Appointment of Andrew Greenway as a Class II Independent member for an initial three-year term of office with effect from 1 August 2019.

There were no new declaration of interests from Council members reported at the meeting.

2. MINUTES OF THE MEETING OF 23 MAY 2019 (CNL/19/85)

The minutes of the meeting of 23 May 2019 were **APPROVED** as an accurate record of the meeting.

Following from the strategic discussion held at the meeting, it was agreed that the issues would be further discussed at the VCEG residential meeting in September 2019 and a report from this would be discussed at the Council away day in November 2019.

ACTION 2.1: The issues raised during the strategic discussion at the 23 May 2019 Council meeting should be further discussed at the VCEG Residential meeting in September 2019 and the Executive's responses reported back to Council at the November 2019 away day.

The Chief Financial Officer (CFO) updated Council on the work undertaken by the Council subcommittee for pensions which had met twice and agreed the University's responses to the second USS Joint Expert Panel consultation and the UUK Consultation on USS 2018 Valuation. The CEO stated that Council should be looking to see how the USS pension scheme could be converted into a sustainable scheme.

ACTION 2.2: The University's responses to the USS Joint Expert Panel consultation and the UUK Consultation on USS 2018 Valuation be made available to Council via BoardPacks.

The Chair proposed that there would be both a male and female Independent member of Council named on the Speak Out Guardian policy; Council agreed this to be Pro-Chancellors Richard Atkins and Sarah Buck.

DECISION: Richard Atkins and Sarah Buck to be named in the University's Speak Out Guardian policy as a point of referral for the Speak out Guardians to call upon if needed.

3. VICE-CHANCELLOR'S REPORT (CNL/19/86)

The Vice-Chancellor provided an update to Council and provided a summary of the Augar Review of post 18 education. The Vice-Chancellor noted that the government has not announced its response to the Review and if any elements of it will be implemented. He informed Council that currently the University had to budget with the current fee level with no inflation

Council noted that the Augar Review had become a catalyst for political discourse on the numbers attending university; the availability of other forms of post 18 education; the costs of three-year residential undergraduate degrees. Council also noted the current uncertainty in the higher education sector.

The Vice-Chancellor also highlighted:

- The Office for National Statistics announcement that its new method of accounting for student loans would increase the deficit for 2018-19 by £10.6bn.
- Significance of the MoU between the University and Exeter College and its importance to the region. He noted the outstanding sector leading relationship the University has with the College.
- Concerns that changes to student loan debt repayments could be socially regressive.
- That the Secretary of State had requested universities to stop using unconditional offers, (note Exeter does not use unconditional offers).
- That for the first-time applicants within the UCAS system can release themselves from their firm offer after they have received their results and apply to another university.
- The proposed appointment of a Pro-Vice-Chancellor for Cornwall. Council welcomed the proposal but noted it would involve complex matrix management issues and would potentially require access to funding for pump priming new Cornwall initiatives. The Students' Union President welcomed the re-structure of the senior management team and urged the University to involve the SU at a more strategic level. The Chair encouraged Council members to visit the Cornwall campuses (and St Luke's); and agreed that with the retirement of Judy Hargadon a new Council member would be appointed as Cornwall lead.

ACTION 3.1: Members of Council to consider when they can visit our Cornwall campuses and contact the Secretariat to arrange.

ACTION 3.2: The Chair to nominate a member of Council as Cornwall lead.

4. PERFORMANCE REPORT AND FUTURE STRATEGIC PLANNING (CNL/19/87)

In attendance: Dr Michael Wykes, Director of Policy, Planning and Business Intelligence

The Director of Policy, Planning and Business Intelligence joined the meeting and introduced the report. He noted that Exeter continues to perform increasingly well, but in the context of an ever-improving competitive sector. Exeter returning to the top 10 in the Guardian League was noted as significant. The Director of Policy, Planning and Business Intelligence informed Council that a balanced score card rather than one main KPI has been Exeter's approach and is recommended, however international student income is a very significant measure.

Council had a detailed discussion on the recent NSS results. The DVC Education emphasised that Exeter must ensure a culture of pursuit of excellence and ambition for education must be instilled in all Departments and Academics in the University.

Senate and Executive members on Council provided some insight into the challenges of the NSS process in providing an assessment of the quality of feedback students received and of students' awareness of where action had been taken by the University to actively respond to any issues raised.

In response to NSS results, focus was to be placed on subjects that had underperformed to identify what could be done to make improvements, with student voice to receive particular consideration. Members of Council asked that future analysis of the results also include a diagnosis of where significant score increases had been achieved at other institutions. It was also requested that measures be implemented to assess how the University was performing in terms of value for money within the context of areas examined by the NSS.

Council raised concerns that education achievements, outstanding practice and impact is not being communicated to students.

The Chief Executive of the Students' Guild informed Council that the result on question 26 of the NSS ("the students' union (association or guild) effectively represents students' academic interest") is brought into question as 46% of students' answer was neither agree nor disagree. The Guild is considering communications with students around the question. She also noted the increasing challenge of communications due to increasingly segmented audiences.

ACTION 4.1: NSS discussion to be scheduled for the October Council meeting including the NSS action plan.

5. EQUALITY, DIVERSITY AND INCLUSIVITY ANNUAL REPORT & PLAN (CNL/19/88A & 88B)

In attendance: Dorcas Cowan, Diversity, Inclusivity and Wellbeing Manager

Council expressed their thanks to Salam Katbi and Kiron Farooki for their involvement with this portfolio. The Director of People Services provided an update to Council including:

- The close working with the Provost Commission;
- Achieving Athena Swan silver award;
- The new menopause and family friendly policies;
- The reducing gender pay gap and success on being recognised for our gender equality work and sector leading policies. A recognition that now there is a need to focus on the BAME pay gap and make sure other characteristics are brought to the same level as gender over the next five years;
- The success of the Speak Out reporting tools;
- Work undertaken on the grievance procedure;
- The improvements gained from the learnings from the Bracton Society review;
- The improved student induction.

The Director of People Services informed Council that the new engagement strategy puts inclusivity at the heart of it, but not all areas of important work being carried out are joined up and this needs to be a focus for the University. She noted the new Equality, Diversity and Inclusivity vision will take the institution from compliance to cultural competency and it will ensure all systems and process have no bias in them. Council challenged the institution to make targets more challenging. Council also noted the possible tension for an elite institution and to ensure that access and participation plans help to recruit talent and potential of people from diverse backgrounds.

ACTION 5.1: The University to communicate internally and externally about the Equality, Diversity and Inclusivity achievements and plans.

ACTION 5.2: Equality, Diversity and Inclusivity to be on the Council agenda termly.

DECISION: Council approved the Equality, Diversity and Inclusivity plan.

6. STATEMENT ON RESEARCH INTEGRITY 2018-19 (CNL/19/89)

In attendance: Gail Seymour, Research Ethics and Governance Manager

The DVC Research as the Establishment Licence Holder and Chair of University Ethics Committee presented the annual report and statement on research integrity. He also noted the five areas which will be the focus of work in 2019/20:

- Research Integrity - a strengthened Concordat to support Research Integrity and compliance.
- Clinical research - growth in clinical research/trials, working to streamline processes, improve governance and transparency.
- Good practice in research and data integrity - embedding principles of good practice and supportive research culture within new R&I strategy and piloting measures to improve data integrity.

- Implementation of revised research ethics framework - strengthening standards and consistency across institution.

Council noted the importance of:

- Clinical trials and the commercial implementations.
- Transparent research and publishing protocols.
- Reproducibility of data.

DECISION: Council APPROVED the Statement on Research Integrity 2018-19 allowing it to be published.

7. UNIVERSITY ETHICS COMMITTEE AND DUAL ASSURANCE ANNUAL REPORT 2018-19 (CNL/19/90)

In attendance: Gail Seymour, Research Ethics and Governance Manager

Council received the annual report of the University Ethics Committee and Dual Assurance. Council noted that Carrie MacEwen is now lead for the Dual Assurance and on Ethics Committee.

8. STUDENT PRESIDENT REPORTS (CNL/19/91 AND CNL/19/92)

Council welcomed the Student president's reports and noted:

- The change of name for FXU which will in future be referred to as 'The Students' Union' by its members, Falmouth University, the University of Exeter and FXPlus, and external stakeholders such as the local community, media and others will refer to them as 'Falmouth and Exeter Students' Union'.
- That the Students' Union have appointed a new CEO, Sarah Davey who is currently deputy CEO at Plymouth Students' Union.

The Students' Union (SU) President raised the issue of a shared campus as a challenge for them; they would like to see better lines of communication between Exeter and Falmouth universities and a vision and identity for the campus as a whole. Council congratulated the President on her and her colleague's achievements in the past year. Council also praised the success of the 'Big Rep' idea and the ROS system and noted the NSS score is significantly higher for the SU in Cornwall than Exeter.

The President of the Guild had to leave the meeting briefly and her report was taken as read.

9. REPORT FROM SENATE

Professor Wendy Robinson reported that Senate had met on 26 June 2019 and discussed the EDI strategy; Confirmation and Clearing Strategy; Education Strategy; Student Contract; Safeguarding Framework; Statute amendment on Council terms for Professional Services and Senate members and Honorary Graduated Nominations; all of which were on the Council agenda in part I or part II papers with any amendments that Senate requested.

Senate had also discussed the student digital check in pilot and the MyProgress dashboard; and further enhancements to the Senate which have been informed by the 'Ways of Working' session held for Senate. There had also been an opportunity for Senators to attend a session on University finances and management information.

Senate had held an election, open to all members, to replace Professor Dave Hosken on Council as his term comes to an end on 31 July 2019. Professor Andrew McRae had won the election and would be appointed to Council from 1 August 2019 for a term of three years.

10. REPORT FROM AUDIT COMMITTEE

The Chair of Audit Committee provided an update from the meeting on 19 June 2019. He noted that it had been Judy Hargadon's final meeting and offered his thanks on behalf of Council for her considerable contribution as both a long-term Audit Committee member and as Dual Assurance lead for Risk.

He reported that the DVC Research had attended the last Committee meeting to discuss the research strategy and plans to deal with the gap between research cost and income. A follow-up discussion on the matter was scheduled for the next academic year. Project North Park had also been subject to scrutiny by the Committee, as had cyber security and utilisation of the University's assets.

11. RISK REPORT (CNL/19/93)

In attendance: Chris Lindsay, Director of Compliance, Governance and Risk

The Director of Compliance, Governance and Risk joined the meeting and presented the final risk report for 2018/19. He stated that management had high visibility of the key risks and updated Council on the recent risk audit.

Judy Hargadon noted the review of risk by the Professional Services Leadership Team (PSLT) is of good quality and has made a significant improvement to risk management. She stated that risk should not be seen as a Professional Services issue and academic leaders need to discuss institutional risks more; highlighting the importance of ownership of risks across the organisation. She indicated that the University is robust in recognising risk and dealing with it.

The Chair noted that risk reporting had improved significantly since the establishment of the risk Dual Assurance and congratulated Judy Hargadon and the Director of Compliance, Governance and Risk on this.

DECISION: Council approved the risk report.

12. DIGITAL PROGRAMME UPDATE (CNL/19/94)

In attendance: Alan Hill, Chief Information and Digital Officer and Alison Armstrong, Digital Programme Director

The Council lead for digital, Richard Sargeant, updated Council stating that funding and skills are now successfully in place for the digital programme and the University is in a position to respond to the increased expectation from students and staff. He informed Council that he is optimistic about the future plans and expressed his thanks for their support of other Independent Council members, in particular Jo Binding and Glenn Woodcock.

Council welcomed the new interim Digital Programme Director to the meeting. She updated Council that the appropriate contacts are in place and the overall delivery timeline gives a sense of priority. She assured Council that the University is delivering benefits at the earliest possible stage.

Council discussed agile technologies that would allow testing with users and early lessons learnt. The Digital Programme Director stated the University is focused on the needs of the users and is trying to get it right first-time round. She also raised concern that the governance

of the digital investment and the requirement of multiple business cases and complex approvals, which could slow down progress.

Council noted the potential benefits to all in the University and asked the staff to consider communications that promote the positive benefits of digital transformation for all. Council also asked that digital check-in mistakes have been learnt and hope to see a much improved system in the new academic year. Council also discussed the staff training needed so that technologies and people are aligned.

The curation of the University websites was discussed and the Director of Communications and Corporate Affairs assured Council that there is a piece of work being undertaken to reduce significantly the numbers of webpages.

Council members asked for more outcomes and KPIs to accompany the business cases and the inputs provided.

Council thanked Richard Sargeant and congratulated him and the staff team for the progress on the digital strategy.

15. BUDGET 2019/20 AND LATER YEAR FINANCIAL PLANS TO 2023/24 (CNL/19/97)

The Chief Financial Officer (CFO) reported on the financial performance this year, stating that EBITDA is ahead of budget and that there had been a £10m increase in capital expenditure. He noted that, as previously informed, the University would have to account for the USS deficit accounting charge, so would expect to record a £68m deficit. This deficit position will be replicated across the sector for those institutions within the USS scheme.

The CFO outlined the risks to the budget from the USS pensions and Brexit. He stated the Brexit risks, if they materialise, will not be sudden and the full impact will not be felt for 3-4 years. He assured Council that risk mitigation strategies are planned. He also noted positive effects on the budget could be the QR grant increasing above inflation next year and the demographic increase in 18-year olds from 2020 onwards.

The CFO noted the increase in depreciation costs to the University caused by the digital investment and stated that business cases need to show the return on investment to remain sustainable. He also noted that greater headroom had been created in the capital fund as a response to Council feedback in May; the unallocated budget has been increased to £3.5m pa to allow for risks and opportunities.

Alison Reed the Council finance lead assured Council that the institution is well aware of the level of uncertainty and is putting plans in place to deal with it. She stated the importance to firm up the plans in the next year and work to cutting costs out of all parts of the business.

The Chair of the Audit Committee congratulated the CFO for exercising financial control over the year.

Council also noted the opportunities that may arise as a result of the increase in students coming to the UK from China and the potential increase from India dependant on the visa changes proposed.

Council noted the 4th Forecast update for 2018/19; and the 5-year financial plans to 2023/24.

DECISION: Council approved the 2019/20 budget.

16. SOUTH WEST WATER'S CENTRE FOR RESILIENCE IN THE ENVIRONMENT, WATER AND WASTE

In attendance: Nicky Cunningham, Impact and Partnership Development Manager
Richard Brazier, Professor of Earth Surface Processes

Nicky Cunningham, Impact and Partnership Development Manager, and Richard Brazier, Professor of Earth Surface Processes, joined the meeting and presented the new South West Water's Centre for Resilience in the Environment, Water and Waste.

The meeting discussed how the Centre will influence government policy; link with Professor Brazier's international research; explore similar opportunities with other water companies; realise the implications for leadership and training; link with the Environment Agency; and develop the relationship with the Doctoral College.

Council stressed the value of the relationship that had been developed and sought to understand how the University can do this again and embed these ways of working across the institution.

Council expressed their thanks to Professor Brazier, Nicky Cunningham and the IIB team.

17. FUNDING APPROVAL: BUSINESS CASE - PROJECT NORTH PARK (CNL/19/98 & CNL/19/125)

In attendance: Hugh McCann, Director of Estate Development
Gill Preston, Programme Manager, Strategic Delivery Unit
John Vickery, Project Director, Project North Park

The Vice-Chancellor presented this major strategic investment, stating it would maintain Exeter's ability to attract and retain the very best research groups. He stated to Council his confidence in being able to invest in Project North Park without exposing the University financially. The Vice-Chancellor gave his full support for the proposal and cautioned Council on the risks of not investing in these facilities.

Council had a full discussion, reviewing the business case including - the NPV and IRR; the three major risks to the University's sustainability (USS pension costs, Brexit and a reduction in student fees) and mitigating actions should they occur; the ability to re-profile the capital fund; and options on profiling of expenditure and decisions on Project North Park.

The Scrutiny Group support the business case but recommended Council to:

- Approve detailed design.
- Split the approval stages so that Council approval of the building contract is closer to the start of construction in December 2020, rather than the current request of May 2020.
- Give further consideration to reducing the number of cellular offices from the current 15% of the total floor area.
- Provide details of how the vacated space will be used.

Council members noted:

- The project is dependent on growth, so whilst very supportive, suggest moving forward steadily and making commitments at the latest possible stage.
- With the aim to protect the University from the current financial uncertainties, more details should be shared around contingency plans with the Audit Committee.
- Thanked the Scrutiny Committee for their work which was considered an example of good governance and gave Council members confidence to support the investment.

- The inter-disciplinary nature of the project that could lever greater funding for the University, bring in the human dimension of science research, and reflected the direction of travel in research.
- The risks to Exeter of not making this investment.
- Risks to student experience if there are delays in approvals and therefore a delay in the completion; especially for postgraduate students.
- Sustainability of the building and the operation of the building. It was noted that the building is planned to be carbon neutral.

DECISION: Council unanimously supported the proposal and approved detailed design. The final approval for the building costs to be considered at the Council meeting on 9 July 2020.

18. FUNDING APPROVAL: BUSINESS CASE - A FULLY INTEGRATED DIGITAL RESEARCH SUPPORT CAPABILITY (CNL/19/99)

The Registrar and Secretary presented the business case for the investment, informing Council that the benefits realised would include efficiency savings. The DVC Research added that academics had been widely consulted on the system and tests had been positively received. Richard Sergeant supported the investment stating it improves the academic experience and delivers cost savings.

DECISION: Council approved planned capital funds to implement a fully integrated research management capability; with the condition that some sort of KPI to identify the value of the investment is developed and presented to Council at a future Council meeting.

ACTION18.1: That a summary KPI to identify the value of the investment in the Integrated Digital Research Support Capability is presented to a future Council meeting.

19. FUNDING APPROVAL: BUSINESS CASE - NETWORK REFRESH (CNL/19/100)

In attendance: Alan Hill, Chief Information and Digital Officer
Nathan Burden, Assistant Director Service Delivery

The Chief Information and Digital Officer presented the Business Case to Council emphasising that this investment is needed to support other elements of the digital strategy. He informed Council that the replacement equipment will increase security, reliability and user experience. The business case includes a specialist company to install and train University staff.

Council raised concern over the risk of overspend on the project and also asked that the University ensured communications to staff and students made sure there was recognition of the investment and benefits.

Richard Sargeant supported the investment.

DECISION: Council approved investment for the network refresh.

21. TARIFF AND CLEARING STRATEGY DISCUSSION (CNL/19/101 AND CNL/19/102)

The DVC Education introduced the papers noting the Education Dual Assurance meeting had discussed both papers.

Council discussed:

- Tariff effects on league table positions.
- Tariff as a predictor of success.

- Admissions position and targets for this year, noting the PGT applications seem to get later in the cycle each year.
- Clearing and the facility this year for applicants to release themselves into clearing; noting Exeter's clearing campaign has begun and is 100% digital.
- The psychology around the value of degrees and institutions based on the advertised required grades.
- The difference in tariff between Exeter campuses and Penryn, one of the reasons for this is that the high tariff subjects like medicine are not on Penryn campus.
- Promoting courses on Penryn campus.

22. APPROVAL OF THE EDUCATION STRATEGY (CNL/19/103)

The DVC Education introduced the Education Strategy. He reminded Council of the process to develop the strategy over the past year; including consulting widely with the University; a green and white paper; theme leads; and online consultation and numerous events. Early feedback had been for a values-based strategy which has been included alongside the strategy's five priorities.

The Education Dual Assurance lead, Richard Atkins, praised the process which had been a model of good consultative development. He stated the strategy could lead to a distinct Exeter model of education that would lead to the University being known for the excellence of its teaching. He alerted Council that the strategy is dependent on the digital strategy being delivered.

The DVC Education informed Council that the Education Executive Group would now begin to establish the detailed implementation plan, which would be over a 3-year period. The Provost assured Council that the 'business as usual' would be focused on also and excellence in delivery would be expected alongside implementing the new strategy.

DECISION: Council approved the Education Strategy 2019-2025.

ACTION 22.1: In order to measure success – a report on the impact of the Education Strategy 2019-2025 should be brought to Council in 12-18 months.

23. STRATEGIC DISCUSSION

ACTION 23.1: The continuation of the strategic discussion from the May Council meeting was deferred until early next academic year due to a lack of time.

24. MATTERS BROUGHT FORWARD FROM PART II (CNL/19/104)

Council **APPROVED:**

- Student Contract (CNL/19/106)
- Honorary Degree (CONFIDENTIAL UNTIL PUBLIC ANNOUNCEMENT) (CNL/19/108)
- Council Nominations Committee: June 2019 (CNL/19/110)
- New Safeguarding Framework (CNL/19/112)
- Changes to Statute 9 (CNL/19/117)
- Changes to Ordinances (CNL/19/118)
- Affixing the Seal (CNL/19/18)
- Emergency Powers in Summer Recess
- Powers of Selection Committees in Summer Recess

25. CHAIR'S CLOSING REMARKS

The Chair closed the meeting and thanked the departing members of Council – Judy Hargadon, Richard Sargeant, Professor Dave Hosken, Grace Frain and Izi Robe. The Chair also thanked Tracy Costello, who was stepping down as Chief Executive Officer of the Students' Guild after many years of service.

The Chair noted the Council briefing day on Wednesday 16 October and encouraged all members to attend. She also requested a meeting for Class II members in October.

The Chair reminded members that they would be sent a Council self-evaluation form over the summer and Council would review the results at the first meeting of 2019/20.

The following papers were noted:

- Audit Committee: 19 June 2019 (CNL/19/105)
- Academic Promotions (CNL/19/107)
- Capital Investment Group: May 2019 (CNL/19/109)
- Council Dates 2019-20 and 2020-21 (CNL/19/111)
- Research and Impact Strategy 2020-25 Consultation (CNL/19/113)
- Business Case: Professional Services Leadership Team Reorganisation (CNL/19/114)
- Residential Strategy Phase 2 (CNL/19/115)
- Memorandum of Association: Exeter College (CNL/19/116)

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 | Chairman Coldharbour Technology; Chairman RVL Group; Director GNC Associates |
| 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) |

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| 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 & 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 and Shareholder); 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); Queen's Drive Exmouth Community Interest (Director); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sparx Limited (Director)</i> |

In attendance

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| Andrew Connolly | Peninsula Innovations Ltd (Director); University of Exeter Consulting Ltd (Director); Falmouth Exeter Plus (Director) |
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| Tracy Costello | Spouse is a University of Exeter employee |
| Neil Gow | Char of the Scientific Advisory Board of The Sainsbury Laboratory at Norwich (Chair); British Society for Medical Mycology (President 2019-2022) |
| 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

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| 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 |