



## Council

### MINUTES AND ACTIONS FOR PUBLICATION

24 FEBRUARY 2021 – TIME 10:00-15:00hrs, Via Microsoft Teams

#### CONTENTS:

No.	Item
1	Chair's Introduction and Minutes of the Meeting of 19 November 2020
2	Admissions 2020/21
3	State School Admissions
4	Business Case Approval: SITS Business Case
5	Business Case Approval: Centre for Future Clean Mobility
6	Internationalisation, Risk and Security
7	Dual Assurance (verbal update)
8	Vice-Chancellor's Briefing
9	Finance Update <ul style="list-style-type: none"><li>- Financial Forecast Update, 2020/21</li><li>- OfS Submission: 5-year Financial Forecasts to 2024/25</li><li>- Loans to Subsidiary Undertakings</li><li>- Loan Strategy Update 10 Dual Assurance (verbal update)</li></ul>
10	Student Feedback
11	Speak Out Guardian Report
12	Staff Wellbeing Survey
13	Matters brought forward from Part II
14	Chair of Council Succession Plans

## **Attendees**

### **Present**

Sarah Turvill	Pro-Chancellor and Chair
Professor Lisa Roberts	Vice-Chancellor
Sir Richard Atkins	Pro-Chancellor
Sunday Blake	President, Students' Guild
Gerry Brown	Independent Member
Dr Sarah Buck	Pro-Chancellor
Alison Chambers	Chief Executive Officer, Students' Guild
Cara Chittenden	Exeter President, Falmouth and Exeter Students' Union
Graham Cole	Independent Member
Nicholas Cheffings	Independent Member
Alexandra Gerbasi	Senate Representative
Andrew Greenway	Independent Member
Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
Professor Andrew McRae	Senate Representative
Amoetsoe Mkwena	Independent Member
Salam Katbi	Independent Member
Professor Janice Kay	Provost
Professor Caroline MacEwen	Independent Member
Sir John O'Reilly	Independent Member
Alison Reed	Independent Member
Alison Rose	Professional Services Representative
Dr Anni Vanhatalo	Senate Representative
Glenn Woodcock	Independent Member

### **Apologies**

Jo Binding

### **Secretary**

Mike Shore-Nye Registrar and Secretary

### **In attendance**

Andrew Connolly	Chief Financial Officer
Professor Neil Gow	Deputy Vice-Chancellor (Research & Impact)
Jacqueline Hodges	Deputy Secretary to Council (Minutes)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Director, Human Resources
Rhiannon Brobyn	Committee Secretariat Administrator
Maria Rose	Committee Secretariat Administrator
Jane Chafer	Director, Communications, Recruitment and Marketing (for items 2)
Professor Clive Ballard	Pro-Vice-Chancellor and Executive Dean, College of Medicine and Health (for item 16)
Professor Dan Charman	Pro-Vice-Chancellor and Executive Dean, College of Environmental Sciences (for item 17)

1. **Chair's Introduction & Minutes of The Meeting of 19 November 2020 (CNL/21/02) And Matters Arising (CNL/21/02)**

The Chair welcomed Council members and noted apologies for the day's meeting.

The minutes of the meeting of 19<sup>th</sup> November were approved subject to some amendments to the wording of item 4 to be submitted after the meeting by the Provost (for subsequent final approval by the Chair). It was confirmed that all actions from the previous meeting had been completed or were in progress.

No declarations of interest were declared for items on the agenda.

The following updates were provided in relation to previous items on the agenda and Council related business.

**ACTION: Forward corrections to the minutes of the meeting of 19<sup>th</sup> November for final approval by the Chair (Provost)**

Council Ways of Working / Feedback from the Internal Audit Report

Members were thanked for their feedback received through 1:1 sessions with the Chair and contributions to the recent internal audit report on Council. It was confirmed that the feedback and recommendations from the report would be considered at the April Council meeting to agree an action plan. In the interim, a holding response was to be sent to the Internal Auditors until Council had had opportunity collectively to discuss the points raised.

Update from the Nominations Committee

The Chair explained that the Nominations Committee had met in December and several matters were brought to Council's attention.

Council members had received a paper via email (CNL/21/01) detailing the recommendation for succession plans to appoint a new Chancellor. The Chair confirmed subsequently the Appointment Committee had met once to agree the appointment process and Council members were requested to put forward nominations for individuals to consider for the role.

**ACTION: Council members to send suggestions of candidates for consideration for the role of Chancellor to the Chair for consideration at the next Appointment Committee meeting (Chair) by no later than 26 March 2021**

The Nominations Committee had also discussed the recommendation in the recently revised CUC Code of HE Governance to appoint a Senior Independent Director (SID). It was explained that the Nominations Committee had considered the approach and agreed to recommend to Council that a SID not be appointed as this role was already being fulfilled by the Pro-Chancellors. The Chair confirmed that both Pro Chancellors would share the role.

The Chair noted that Council had reviewed the revised CUC Code at its October meeting and members approved its adoption.

**DECISION: Council approved the Nominations Committee’s recommendation not to appoint a Senior Independent Director and to clarify this position on the university’s website in accordance with the requirements of the CUC Code of Governance.**

**DECISION: That the Council would confirm the roles of the Pro-Chancellors as Senior Independent Directors at the first meeting of each academic year.**

**DECISION: Council approved the adoption of the revised CUC Code of Higher Education Governance, 2020**

Update from the Council Finance Sub-Committee

The Chair updated Council that the Finance Sub-Committee had met three times since the last meeting with a focus largely on scrutiny of the current and five-year financial forecasts and loan strategy presented on the day’s agenda.

Internal Audit Report

The report was to be considered by the Audit Committee at its May meeting with an interim holding response sent to PWC, the University’s Internal Auditors.

Reciprocal Mentoring

The Provost provided an update on work undertaken since the last meeting to pair up members of the executive with members of the BME network to undertake a programme of reciprocal mentoring following interest shown by Council members following a presentation on ally-ship. The scheme was currently in development and due to commence in March with three Council members due to participate. The Council noted the progress made, but did raise a concern about overburdening staff from the BAME community.

**2. Admissions 2020/21 (CNL/21/03)**

The DVC (Global) presented a summary report of the final admissions position for 2020/21, noting that further detailed recruitment data had been included in Part II of the day’s papers.

**3. State School Admissions**

The DVC (Education) provided an update on state school admissions following earlier discussion at the December away day. It was explained that a Task and Finish group was to be established, which would include Council member volunteers and the 93% Exeter and Cornwall group. The T&F Group would be closely aligned with the Success for All strategy, with three meetings scheduled to take place in March and recommendations before reported back to April’s Council meeting.

Advancements in the global strategy were also discussed and it was agreed that a progress report would be presented to the next meeting.

**ACTION: An update on the Global Strategy to be discussed at the next meeting of Council in April.**

**4. Business Case Approval: SITS Business Case (CNL/21/04)**

The Registrar & Secretary presented the business case and explained that SITS was a critical system for the University.

**DECISION: Council approved the investment as recommended by the Council Finance Sub Committee**

**5. Business Case Approval: Centre for Future Clean Mobility (CNL/21/05)**

The PVC and Executive Dean for College of Engineering, Mathematics and Physical Sciences joined the meeting to discuss the business case to approve use of vacant space at the Science Park for research to work with industry to develop the new type of electric vehicle and contribute to the UK ambition for net zero emissions.

Council members discussed the strategic objectives of the proposal and offered advice on local stakeholders and regional opportunities which would support the development of the work. Opportunities to support the national demand for the engineering skills and clean energy initiatives were discussed and Council members offered support and advice to progress the work. It was agreed that the project was a good use of space within the building and had the potential to deliver recognition to the University for its climate emergency mission, support the green economy and would also showcase research intensive capability in Cornwall.

**ACTION: Consider a campaign to build recognition for the University's work to transform the transport sector (Vice-Chancellor)**

**DECISION: Council approved the use of the University Asset on the Science Park**

**6. Internationalisation, Risk and Security (CNL/21/06)**

The DVC (Global) presented a paper which outlined the context for the new UUK Guidelines on Managing Risks in Internationalisation: Security Related Issues and set out the University's initial response to them.

Council was briefed on the arrangements for provision of oversight of the University's delivery against the guidelines. An Annual Report would be presented to Audit Committee on how risks were being managed which would also be provided to the Council .

**7. Dual Assurance (verbal update)**

Due to shortness of time, the Dual Assurance update was postponed to the next meeting and would be considered at the start of the agenda.

**8. Vice-Chancellor's Briefing (CNL/21/07)**

The Vice-Chancellor presented a briefing and provided an update on recently released guidance that allowed for a staged return to campus of students from 8<sup>th</sup> March. All students on practical courses were to return from this date and plans were in development, working closely with Public Health England. Plans for testing and fee refunds were also discussed.

Recent announcements within the sector were discussed. The Government, through the DfE, had recently published a policy paper on freedom of speech in higher education that included a proposal to appoint a Free Speech and Academic Freedom Champion, who would be an OfS board member and have powers to investigate and impose fines. The policy document also included a number of other proposed regulatory and legal changes in this area. Steps were being taken to

work with the Guild and SU in response. An Advanced Research & Invention Agency (ARIA) had also been established to act as the new independent research body to fund high-risk, high-reward scientific research. The implications for previous Horizon 2020 funding were discussed.

It was reported that the winter exams had produced positive results on student attainment and planning was underway for the G7 conference in Cornwall in June, with the University working with groups nationally and regionally.

Congratulations were also offered to Professor Richard Smith and Professor Lee Elliot Major who had both been made Fellows of the Royal Academy of Social Sciences in recognition of their contributions to health.

The Provost had also been appointed to the OfS Advisory Panel for the future of TEF and a further briefing on the outcomes of this work would be presented to Council at a later date.

Credit was paid for the hard work of colleagues across the institution for the support given to students to enable them to achieve such high levels of attainment in such challenging times for all. The VC paid tribute to the amount of effort put in by colleagues across the board for their attention to detail and quality in their support of students' experience at the UOniversity. Reassurance was given that a roadmap was in place for the way out of the pandemic and thanks were also offered by the Chair on behalf of Council to staff at the University for the successful results.

Discussion was held about the briefing and Council members debated the impact on the student experience of the changes resulting from Covid, including perceptions of tuition fees, missing social and peer connectiveness, impact on different demographics of students and satisfaction with the levels of support offered by the University. Credit was also paid to the exemplary work to support students led by the Presidents of the Guild and SU.

Members offered support to align the ARIA remit with driving forward local industrial strategy, identifying opportunities to develop further the ambitions of the Local Enterprise Partnership (LEP).

Plans for a festival to showcase disciplines and opportunities were shared.

## **9. Finance Update**

The Vice-Chancellor introduced the finance discussion and explained the context of the five year forecast presented for approval ahead of its submission to the OfS in relation to the financial forecast report.

The Chief Financial Officer presented the finance reports.

### Financial Forecast Update, 2020/21 (CNL/21/08)

Council discussed the position noting the impact on new awards in year and reasons behind the drivers. The time demands of undertaking research and challenges ahead presented by Brexit were discussed.

### USS Valuation

The CFO also provided a verbal update on the latest USS Valuation, noting that contribution rates under the current schedule would rise in October, resulting in unsustainable increases to the cost base and staff contribution rate costs. An increase in opt outs from the scheme was anticipated. The timeline for implementation of the 2020 valuation had moved back to April 2022.

OfS Submission: 5-year Financial Forecasts to 2024/25 (CNL/21/09)

**DECISION: Council approved the 5-Year Financial Forecasts to 2024/25 for submission to the OfS**

**10. Student Feedback (CNL/21/11)**

The DVC (Education) presented a series of slides showing graphs of the results of the recent Pulse Survey of students. It was highlighted that the results were consistent with patterns across the sector, with high levels of satisfaction in the blended learning model and with levels of attainment higher in the current year than previous year by year comparisons.

Tribute was paid by the DVC (Education) to the work of the student presidents and their colleagues in the Guild and SU for continued excellent work to support the student community. It was noted that the student elections were currently taking place and there was a strong sense of engagement within the student communities with a diverse range of candidates standing for election.

**11. Speak Out Guardians**

The Provost explained the role of the Speak Out Guardians and highlighted its innovative position within the sector. The initiative provided a platform through which to encourage staff and students to speak out about inappropriate and abusive behaviour which was dependant on staff having trust that the University would act on issues raised. The Registrar and Secretary added that the purpose of the work to was provide a referral point to enable issues and concerns to be raised so they could be talked about outside of line management structures and advice and support provided. The themes of issues raised and perceived barriers in coming forward were discussed and Council queried the circumstances around specific issues raised within the report.

Praise was also given by Council members for the initiative and the steps being taken to give the University's community a voice through which to be heard.

**12. Staff Wellbeing Survey**

The Director of Human Resources presented a summary of the results from the recent staff survey on wellbeing, undertaken the previous December.

**13. MATTERS BROUGHT FORWARD FROM PART II (CNL/21/12)**

There were no matters bought forward from Part II.

The following paper was approved:

- Fine Art Collection Policy and Arts and Culture Annual Report (CNL/21/20A & CNL/21/20B)

**14. Chair of Council Succession Plans (CNL/21/13)**

The Pro Chancellors thanked Council members for their feedback to inform succession plans for the next Chair. An Appointment Committee had been established to oversee the recruitment process and details were shared regarding the proposed plans.

Tribute was paid to the commitment of the current Chair and her tireless efforts to increase the diversity and skills mix of Council members.

Members were invited to put forward suggestions for potential candidates for the role.

## **PART II PAPERS**

The following papers were noted:

- Affixing the Seal (CNL/21/15)
- Draft Students' Union Accounts (CNL/21/16)
- Draft University Terms and Academic Calendar (CNL/21/17)
- Capital Investment Group Minutes (CNL/21/18)
- Report from Council Nominations Committee: December (CNL/21/19)
- Admissions 2020/21 Appendices (CNL/21/03A and CNL/21/03B)



## Appendix 1

### COUNCIL & COMMITTEES

#### REGISTER OF INTERESTS 2020/21

*Latest Register of Interests to be pasted below.*

#### Members

Sarah Turvill	Willis Towers Watson (Director of UK Subsidiary; Pensioner); Yarmouth (IOW) Harbour (Commissioner); Grays Inn (Bencher)
Professor Lisa Roberts	Russell Group (Board Member); Heart of the South West Local Enterprise Partnership (Board Member)
Sarah Buck	BSW Consulting (Former consultant to BSW Consulting; staff now transferred to Bailey Partnership); Institution of Structural Engineers (Ethics Committee member); Joint Board of Moderators (Accreditation Visits)
Richard Atkins	Department for Education (Engaged as FE Commissioner)
Professor Janice Kay	Royal Devon & Exeter NHS Foundation Trust (Non-Executive Director); Advance HE (Board Member); South West Institute of Technology (Board Member (Deputy Chair)
Professor Mark Goodwin	<i>Cornwall and Isles of Scilly LEP (Board Member)</i>
Jo Binding	The Student View (Chair of Trustees)
Sunday Blake	Exeter University Students' Guild (President)
Gerry Brown	NovaQuest Capital (Chairman); IQVIA (Shares)
Nicholas Cheffings	Hogan Lovells International LLP (Senior Counsel); PRIME Commitment Ltd (Chair); Making the Leap (Trustee); CareTech Charitable Foundation (Trustee); International Lawyers Project (Trustee); British Paralympic Association Parallel Club (Chair)
Cara Chittenden	Falmouth and Exeter Students' Union (Employer); Green Party (Paying Member)
Graham Cole	None
Professor Alexandra Gerbasi	None
Andrew Greenway	Public Digital (Director)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)
Professor Caroline MacEwen	<i>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>
Professor Andrew McRae	<i>None</i>

Amoetsoe Mkwena	<i>Hogan Lovells International LLP (Employee, Associate)</i>
Sir John O'Reilly	<i>A*STAR (Board Member and Chairman of the Science and Engineering Research Council); ERA Foundation Ltd (Board Member); University of Huddersfield (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); Khalifa University (Board member)</i>
Alison Reed	British Airways plc (Director); NewDay Ltd (Director); CGI Group Inc (Director)
Alison Rose	None
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); Oxygen House Group Limited (Director); Oxygen House Limited (Employee); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sparx Limited (Director); Dartington Hall Trust (Trustee of Board); The South West Food Hub Community Interest Company (Director)</i>

#### In attendance

Andrew Connolly	None
Neil Gow	Sainsbury Laboratory (Trustee Director, Head of Scientific Advisory Board); Westerdijk Institute (Member of Scientific Advisory Board), Elsevier The Cell Surface (Editor in Chief); Wiley Cellular Microbiology (Editor); CIFAR Advisory Committee (Advisory Committee member)
Alison Chambers	
Professor Tim Quine	Tianjin University (Honorary Professor); Russell Group PVC Education Group (Chair); Exeter College (Member of Governing Body)
Imelda Rogers	None
Mike Shore-Nye	Exeter Science Park Limited (University nominated Board Director); Ted Wragg Multi Academy Trust (University nominated Member); Northcote Theatre (University nominated Board member); Association of Heads of University Administration (Deputy Chair and Executive Board member, OFS liaison, Home office Liaison)

#### Other Committees

Bettina Rigg	Browne Jacobson LLP (Partner); Writtle University College (Governor)
David Dupont	Diabetes UK (Member of Clinical Studies Group researching Type 1 Diabetes); Operation Imprezza (Charity Trustee Director); Pennon Group Plc (Shareholding)
Simon Enoch	Jurit LLP (Consultant); Nescot (Governor and Chair of Audit Committee); 100% IT Ltd (Director)