

**MINUTES AND ACTIONS**

13 December 2018

1200-1815

Council Chamber, Northcote House, Streatham Campus

**CONTENTS:**

**Council Meeting**

<b>No.</b>	<b>Item</b>
1.	Chair's Introduction
2.	Minutes of the Meeting 18 October and 22 November 2018
3.	Emergency Response and Business Continuity Presentation
4.	Vice-Chancellor's Report
5.	Report from Senate
6.	Report from Audit Committee
7.	Dual Assurance Annual Report
8.	Appointment of Investment Manager
9.	Autumn Term Student Reports 2018/19
10.	Admissions Report for 2018/19 and 2019/20 Entrants
11.	First Financial Forecast 2018/19
12.	North Park Scrutiny Group Update
13.	Funding Proposal: Infrastructure Requirements
14.	Equality, Diversity and Inclusivity Plan for 2018/19
15.	Health and Safety Annual Report
16.	Environmental Sustainability Annual Report
17.	Risk Report
18.	Community Engagement Strategy
19.	Industrial Strategy Opportunities
20.	Matters Brought Forward from Part II
21.	Chair's Closing Remarks

## **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
Jo Binding	Independent Member
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
Professor Janice Kay	Provost
Dame Clare Marx	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
----------------	-------------------------

### **With**

Dr Vic Alcock	Head of the Vice-Chancellor's Office (in attendance for item 18)
Christian Carter	Senior HR Business Partner (in attendance for item 14)
Jane Chafer	Director, Communications and Corporate Affairs (in attendance for afternoon session of Council)
Andrew Connolly	Chief Financial Officer
Tracy Costello	Chief Executive, Students' Guild
Sue Dummett	Insurance and Business Continuity Adviser (in attendance for item 3)
Susan Fallon	Deputy Secretary to Council (Minutes)
Sean Fielding	Director of Innovation, Impact and Business (in attendance for item 19)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Chris Lindsay	Director of Compliance, Governance and Risk (in attendance for item 17)
Katherine Lloyd-Clark	Assistant Director (Student Access, Recruitment & Admissions) (in attendance for item 10)
Rob Mitchell	Assistant Director – Communications (in attendance for item 3)
Tracey Tuffin	Risk and Compliance Officer (in attendance for item 3)
Mike Wetherell	Acting Head of Safety, Health and Environment (in attendance for items 15 and 16)
Michael Wykes	Director of Policy, Planning and Business Intelligence (in attendance for item 4)

### **Apologies**

Graham Cole	Independent Member
Salam Katbi	Independent Member
Sir John O'Reilly	Independent Member
Professor Tim Quine	Deputy Vice-Chancellor (Education)

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

Council agreed the recommendation of the Nominations Committee and appointed Glenn Woodcock as a Class II, Independent member of Council, for a term of three years.

On the recommendation of Senate, Council appointed Professor Rob Freathy as Academic Dean for Students for a period of three years.

The Chair reminded Council that the Vice-Chancellor would be leaving the University at the end of the 2019/20 academic year. The process for recruiting a new Vice-Chancellor was discussed and it was agreed that the Chair, the other two Pro-Chancellors (Richard Atkins and Sarah Buck), and Independent member Graham Cole would be the Council representatives on the Joint Committee of Council and Senate that would make a recommendation to Council for the new appointment (as per Statute 5).

The process will involve extensive consultation with stakeholders; as part of this the Chair proposed meeting with all Council members to discuss the person specification required for the new Vice-Chancellor. The Chair informed Council that she would be meeting with student representatives in Exeter and Penryn and the Alumni group. The University aimed to appoint search consultants in the New Year and work towards an announcement of an appointment by the end of 2019 after the December Council meeting 2019 where the final decision, based on a report from the Joint Committee, will be taken.

### **Council Away Day**

Council noted the summary of discussions (CNL/18/128) and considered and formally approved capital expenditure discussed at the Away Day.

The Chair reminded Independent members that if they undertake any external engagements on behalf of the University of Exeter, to let the Secretariat know.

## **2. MINUTES OF THE MEETING 18 OCTOBER (CNL/18/123) AND 22 NOVEMBER 2018 (CNL/18/127) AND MATTERS ARISING**

The minutes of the meeting held on 18 October 2018 and 22 November 2018 were **APPROVED**.

## **3. EMERGENCY RESPONSE AND BUSINESS CONTINUITY PRESENTATION (CNL/18/129)**

In attendance: Sue Dummett, Insurance and Business Continuity Adviser  
Tracey Tuffin, Risk and Compliance Officer  
Rob Mitchell, Assistant Director – Communications

Council requested an update following two high profile reputation issues during 2018. The strategy and policy for emergency response is owned by the Vice-Chancellor's Executive Group (VCEG) and the process led by Compliance, Governance and Risk.

Council had a thorough discussion and raised specific issues for the University to consider.

Council recorded appreciation for the staff who are on call 24 hours a day to deal with a broad range of challenges swiftly and effectively. Council gained assurance that the University has procedures in place to respond to unplanned disruptive incidents, and to manage reputational impacts.

It was noted that Council receive a weekly communications bulletin summarising press coverage across the world of Exeter related activity.

#### **4. VICE-CHANCELLOR'S REPORT (CNL/18/130)**

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

Council noted the Vice-Chancellor's report (CNL/18/130).

The Vice-Chancellor noted and Council discussed:

- Brexit and the consequences for research in the UK leaving the EU with no deal.
- Meeting with the new Secretary of State who has as his main concerns unconditional offers and grade inflation, and the discussions within the Russell Group on unconditional offer making.
- Financial sustainability of some parts of the HE sector.
- The current high rate of change in Vice-Chancellors in the sector.
- The report due on 17 December 2018 from the Office for National Statistics that is concerning a recalculation of how student loans are treated in the national accounts.
- Government policy on quality-related research funding (QR) and how any change would affect Exeter.
- Update on Augar review.
- This year's tariff in the sector and Exeter.

#### **5. REPORT FROM SENATE**

Anni Vanhatalo reported that Senate met last month and welcomed the newly elected Senators and the new student members. As noted and approved by the Chair, Senate formally recommended the appointment of the new Academic Dean for Students. Details were provided on the Senate self-assessment conducted and the on-going enhancement of Senate.

Other issues reported to have been discussed by Senate included:

- The concordat to support the career development of researchers.
- The annual review of degree awarding data.
- The Education Strategy consultation.
- The EMPS College strategy.
- The outcomes of and responses to the major external and internal student surveys which help inform the continuous enhancement of the student experience across the University and how this fed into subject level action plans and the preparation towards subject level TEF.

#### **6. REPORT FROM AUDIT COMMITTEE**

The Chair of Audit Committee reported that the Committee had been considering the financial health of the institution with the external auditors who confirmed that the University is a going concern and complemented the Chief Financial Officer (CFO) and the University Finance team.

Audit Committee had also been considering value for money (VFM) and have asked PWC the internal auditors to consider it. The Committee was conscious of the importance of the perception of VFM and is keen to explore how this can be improved. It was reported that the Guild had presented their VFM research to the Audit Committee.

It was reported that Audit Committee continue to monitor the T1 implementation.

**7. DUAL ASSURANCE ANNUAL REPORT (CNL/18/131)**

Council noted the Dual Assurance Annual Report.

**8. APPOINTMENT OF INVESTMENT MANAGER (CNL/18/132)**

The CFO informed Council that there had been a rigorous and comprehensive procurement process to appoint new investment managers for the University and noted the contributions of the Students' Guild President, Independent Council member Alison Reed, retired Independent Council member Nicholas Bull and alumni Clare Berthoud.

Council **AGREED** that Rathbones be appointed as investment manager for the portfolio.

**9. AUTUMN TERM STUDENT REPORTS 2018/19 (CNL/18/133 AND CNL/18/134)**

The President of the Students' Guild provided an overview of the student experience in the autumn term.

The President of the FXU provided an overview of the student experience in the autumn term.

Council commented on three important factors to work with the student bodies on:

1. Student transitions when they arrive at the University of Exeter, to ensure students from different backgrounds understood our culture and ethos.
2. Showing students the best way to get value for money from their course, gain skills and not be passive recipients of education.
3. The Deputy Vice-Chancellor (Research and Impact) assured Council that there is a will to involve students and the undergraduate community in research and there will be an open invite in the New Year to engage in the development of the research strategy.

**10. ADMISSIONS UPDATE FOR 2018/19 AND 2019/20 ENTRANTS (CNL/18/135)**

In attendance: Katherine Lloyd-Clark, Assistant Director (Student Access, Recruitment & Admissions)

The Director of Communications and Corporate Affairs provided an update to Council on the current admissions position for 2018/19 and 2019/20.

Council discussed:

- Global student markets
- UK student markets
- Marketing budgets
- The effect of league table positions.
- Market research

**11. FIRST FINANCIAL FORECAST 2018/19 (CNL/18/136)**

The CFO presented the first financial forecast for the year.

The CFO noted:

- Philanthropic income
- The USS deficit recovery plan
- The University of Exeter Retirement Savings Scheme (ERSS) has concluded its 2018 valuation

Council raised:

- USS pensions scheme deficit concern
- The capital fund

- Staff costs
- The ERSS, defined benefits scheme, does not offer equity with USS

Council noted the first forecast for 2018/19, it's projecting EBITDA capital expenditure and **APPROVED** a payment to ERBS.

## **12. NORTH PARK SCRUTINY GROUP UPDATE**

The Council North Park Project Scrutiny Group (Jo Binding - digital, Sarah Buck - building and Alison Reed – finance) updated the meeting on progress.

The Group noted that achieving EBITDA targets was key to Project North Park being considered; and the effect of financial uncertainty with pension risks and fee income had to be considered and mitigations, that Council could be confident in, planned.

The outline business case would be considered by Council at their next meeting in February.

## **13. FUNDING PROPOSAL: INFRASTRUCTURE REQUIREMENTS (CNL/18/137)**

The Chair asked if the proposal in respect of the infrastructure requirements for the expansion of the BMBS programme in the College of Medicine and Health had been approved by the Capital Investment Group (CIG); Sarah Buck supported the proposal and assured Council that CIG were in agreement. Council **APPROVED** the proposal.

## **14. EQUALITY, DIVERSITY & INCLUSIVITY PLAN FOR 2018/19 (CNL/18/140)**

In attendance: Christian Carter, Senior HR Business Partner

The Provost presented the plan in the absence of the Chief College Operations Officer. She noted the significant progress this year including the Institutional Athena SWAN Silver award, the inclusive accommodation allocation policy, the provision for students who come from local authority care, and the work from the employee engagement survey.

The Council Dual Assurance lead for Equality & Diversity, spoke of a journey for the University. The aim is that all should be able to fulfil their potential at the University of Exeter.

The President of the Students' Guild raised concern that students are not aware of the magnitude of work that is being undertaken.

The Chair thanked the team working on this and thanked Council for a useful discussion. Council **APPROVED** proposed key priorities for 2018/19.

## **15. HEALTH AND SAFETY ANNUAL REPORT (CNL/18/141)**

In attendance: Mike Wetherell, Acting Head of Safety, Health and Environment

Council received the annual report on Health and Safety Management 2017-18, and noted the progress in implementing the University health and safety management system as agreed by Council in 2012.

An improvement in health and safety training completion rates was noted but Council felt it needed to be improved further.

## **16. ENVIRONMENTAL SUSTAINABILITY ANNUAL REPORT (CNL/18/138)**

In attendance: Mike Wetherell, Acting Head of Safety, Health and Environment

Council received an update on the progress that has been made in 2017/18 to implement the Environmental Sustainability Policy within the University of Exeter's education, research and

business activities and priorities for environmental sustainability in 2018/19. Council discussed numerous issues associated with the report.

**17. RISK REPORT (CNL/18/139)**

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

The Director of Compliance, Governance and Risk presented the first risk report of the 2018/19 risk management cycle, which presents the key corporate, college and professional service risks as identified by the appetite and tolerance model. He also noted the risks, identified by Council at its meeting on 18 October 2018, which have been aligned with current risks or added as new risks.

Pension risks were discussed and Council **APPROVED** the report.

**18. COMMUNITY ENGAGEMENT STRATEGY (CNL/18/142)**

In attendance: Dr Vic Alcock, Head of the Vice-Chancellor's Office

Council welcomed the draft Community Engagement Strategy 2019-2024 noting the need for institutions to demonstrate their public value. Council members commented very positively on the draft strategy, although challenged the Executive to be even more ambitious. Council members also made further suggestions:

Council **APPROVED** the commencement of a period of consultation January-February 2019 ahead of a full launch in Spring 2019.

**19 INDUSTRIAL STRATEGY OPPORTUNITIES (CNL/18/143)**

In attendance: Sean Fielding, Director of Innovation, Impact and Business

Council welcomed the report and presentation on the progression of the industrial strategy. Council discussed the ambitious plans the University is putting in place to increase income from industry partners.

**20. MATTERS BROUGHT FORWARD FROM PART II (CNL/18/144)**

Council **APPROVED**:

- Affixing the Seal (CNL/18/147)
- Council Nominations Committee Report (CNL/18/152)
- Ordinance and Statute change from Senate (CNL/18/154)

**21. CHAIR'S CLOSING REMARKS**

There was no other business and the Chair closed the meeting.

The following papers were noted:

- Audit Committee Minutes (CNL/18/145)
- Annual Quality Assurance Report (CNL/18/146)
- Capital Investment Group: October 2018 (CNL/18/148)
- Estate Services Projects: Complete and Ongoing (CNL/18/149)
- Annual Report of Senate (CNL/18/150)
- Academic Promotions (CNL/18/151)
- Student Experience Advisory Board (CNL/18/153)

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)
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);</i>



	<i>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)