

Council

MINUTES AND ACTION

28 February 2019
1000-1600
Tremough House Boardroom, Penryn Campus

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Council Meeting

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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
Grace Frain	President, Students' Guild
Judy Hargadon	Independent Member
Professor Dave Hosken	Senate Representative
Salam Katbi	Independent Member
Professor Janice Kay	Provost
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

Andrew Connolly	Chief Financial Officer
Joff Cooke	Chief Executive Officer, FXU (in attendance for item 9)
Tracy Costello	Chief Executive, Students' Guild
Susan Fallon	Deputy Secretary to Council (Minutes)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Alan Hill	Chief Information and Digital Officer (in attendance for items 10 and 11)
Katherine Lloyd-Clark	Head of Student Recruitment (in attendance for items 15 and 16)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Interim Director of People Services

Apologies

Jo Binding	Independent Member
Kiron Farooki	Independent Member
Professor Mark Goodwin	Deputy Vice-Chancellor (External Engagement)
Sir John O'Reilly	Independent Member

1. CHAIR'S INTRODUCTION

The Chair welcomed Imelda Rogers, Interim Director of Human Resources to the meeting and noted the apologies. There were no conflicts of interest on the day's agenda reported.

The Chair informed Council that since the departure of Clare Marx, Council Nominations Committee has sought a suitable replacement. Nominations **COMMITTEE RECOMMENDS TO COUNCIL** the appointment of Professor Caroline (Carrie) MacEwen, as a Class II Independent member of Council for an initial three-year term of office with effect from 4 April 2018. The appointment was **APPROVED**.

The Chair updated Council on the process for the appointment of a new Vice-Chancellor including the appointment of the Joint Council and Senate Committee for the appointment; the appointment of the search firm; the consultation with stakeholders and the development of the job description.

The minutes of the meeting 13 December 2018 (**CNL/18/155**) were agreed as an accurate record.

2. STANDING COMMITTEE BUSINESS (CNL/19/01)

The Chair reported to Council a decision by the Council Standing Committee (the senior independent member in this case was Richard Sargeant) to approve expenditure within the Accelerating the Digital Journey capital budget:

Council noted the actions of the Standing Committee and were assured that the process for appoint a Digital Director has begun and involves Richard Sargeant.

3. VICE-CHANCELLOR'S REPORT AND PERFORMANCE SUMMARY, FEBRUARY 2019 (CNL/19/02)

The Vice-Chancellor presented his report to Council including:

- An update on Brexit and the effect of no deal on research budgets in the UK.
- Progress with the Augar Post 18 review and the national agenda for Higher Education

Council discussed the recent visit of Katie Hopkins to Streatham campus. The Vice-Chancellor thanked the Registrar and Secretary, the Student Guild and all the staff involved in making the event legal and safe. He assured Council that the Executive had followed the letter and spirit of the law and had no legal grounds to prevent the event going ahead. He stated that the event was monitored and there was security present so it could be stopped if there was any hate speech. He noted that freedom of speech is paramount, but this is not without risk, and events like this can threaten to undo a lot of work promoted through the Provost Commission. There would be a review of the event by the University and the Students' Guild, and the Debating Society who invited the speaker would need to understand the impact of these events.

As per the Vice-Chancellor request in his paper, Council **APPROVED** a £1m Brexit contingency to cover the period between now and 1 August 2019 if the UK leaves the EU on 29 March 2019 with no deal in place.

Council asked the Executive to ensure all Council members are kept informed on any changes to senior staff at the University.

4. DUAL ASSURANCE UPDATE

The Chair of Council invited Independent Leads to draw attention to any specific matters relating to their Dual Assurance area(s). There were no comments.

5. REPORT FROM SENATE

Professor Hosken reported that Senate had had one special meeting since Council last met. This was called by the Vice-Chancellor to discuss the process for recruiting a replacement; this was the only topic and the meeting was just for one hour; the meeting was chaired by the DVC External Engagement. In the meeting Senate voted on who would be their representatives on the Joint Committee of Council and Senate for the appointment of a Vice-Chancellor and elected Janice Kay (Provost), Neil Gow (DVC Education) and Barrie Cooper (elected member of Senate and past member of Council).

Senate also provided feedback on the draft job description and discussed the process for the recruitment.

It was reported that Senate also had a subject briefing on the development of the new education strategy by the DVC Education this month which had a good attendance of Senators.

6. REPORT FROM AUDIT COMMITTEE

Gerry Brown, Chair of Audit Committee, reported to Council that the Committee had reviewed Project North Park.

7. PROFESSIONAL SERVICES SAVINGS AND TERS UPDATE (CNL/19/03)

The Registrar and Secretary provided an update to Council on the progress of the Professional Service savings plan which relates to the delivery of the Professional Services (PS) Strategy, specifically the target to become one of the most efficient in the sector.

ACTION: The Registrar and Secretary agreed to share further developed plans for PS savings at future Council meetings.

8. STRATEGIC FUTURES GROUP UPDATE (CNL/19/04)

The Provost provided an update on the progress of the Strategic Futures Group (SFG) which is identifying how savings will be made or additional margin generated to meet requirements currently in the business plan.

ACTION: Council requested a simple plan with high level budget and management information with milestones for Council to monitor progress.

9. DRAFT STUDENTS' GUILD ACCOUNTS 2017/18 (CNL/19/05) AND DRAFT FXU ACCOUNTS 2017/18 (CNL/19/16)

In attendance: Joff Cooke, Chief Executive Officer, FXU

The Students' Guild and FXU presented their annual accounts and reported on how their organisations operate in a fair, democratic, accountable and financially sustainable manner. Both organisations stated that there have been no changes to their governing documents and both comply with the 1994 Education Act.

The Students' Guild Chief Executive Officer (CEO) informed Council that the Guild took seriously their responsibilities under the 1994 Education Act and whilst are financially sustainable, their greatest challenge at present is their pension deficit. They are therefore undertaking a root and branch exercise to seek efficiency savings.

The FXU CEO reported that FXU does not have a pension liability and has no commercial operations (all run by FXPlus). They are currently reviewing how they are constituted and if there are any changes will bring them to a future Council meeting.

Council thanked both the Guild and FXU and stating how essential they are to the University and have Council's full support.

10. DELEGATED GOVERNANCE AND APPROVALS FOR THE DIGITAL PROGRAMME (CNL/19/07)

In attendance: Alan Hill, Chief Information and Digital Officer

The Chief Information and Digital Officer proposed an agile governance structure which includes an executive board and a Council sub-committee. The proposed members of the Council sub-committee are Jo Binding and Richard Sargeant.

ACTION: Council requested that there are clear KPIs and clear outcomes to give Council assurance it is well controlled. Council also requested clear examples of how the governance would work and asked that there is another independent member of Council on the sub-committee and requested that the proposal is re-presented at its next meeting.

11. CYBER SECURITY PRESENTATION (CNL/19/08)

In attendance: Alan Hill, Chief Information and Digital Officer

The Chief Information and Digital Officer presented the University's work on cyber security. Council discussed the activities and future plans, and:

- The risks with cloud storage.
- Training for all users and the reoccurrence period of mandatory training.
- The need to provide good IT solutions so that staff do not source their own.
- Possibilities to leverage our expertise in this area.
- Working with students to increase their awareness as a key part of their education and skills.
- Consideration should be given to the number of Associate Exeter email accounts.

ACTION: Council requested that there is consideration of online training for students and that the student charter development considers rights and responsibilities in this context.

12. COSTING OUR ACTIVITIES (INCLUDING TRAC DATA FOR 2017/18) (CNL/19/09)

The Chief Financial Officer (CFO) presented TRansparent Approach to Costing (TRAC) annual data.

13. INVESTMENT POLICY UPDATE (CNL/19/10)

The Chief Financial Officer provided an update to take account of two Council decisions:

- changes to the investment policy (to account for environmental, social and governance factors) in April 2018
- a resulting change in the University's fund manager in December 2018.

It was noted the University Investment Group will in future include student representatives and will be measuring environmental, social and governance factors in addition to financial return.

Council **APPROVED** the revised investment policy.

14. PENSIONS UPDATE (USS AND ERBS) (CNL/19/11)

The Chief Financial Officer (CFO) provided an update which also included updates on the NHS and Teachers Pensions Schemes. The CFO explained the assumptions and the various valuations by USS; the 2018 valuation sought more risk and recommends contingent contributions as a result.

ACTION: Council agreed that the Standing Committee should consider the University's reply between Council meetings.

15. ADMISSIONS UPDATE (CNL/19/12)

In attendance: Katherine Lloyd-Clark, Head of Student Recruitment

The DVC Education presented the current student admissions position for 2019/20 undergraduate (UG) and postgraduate (PGT) taught entrants.

Council discussed tariff looking at comparisons in the sector, how applicants can read tariff offer as a statement of quality, the risks of softening to students who will not cope with a course. Council also discussed the effect of Brexit and the Augar review on applications.

Council discussed in detail international student interest, in particular Asian markets, agent relationships and employment opportunities post-graduation for international students.

ACTION: Council requested tariff trend data alongside budget information for admissions papers.

16. INTERNATIONAL STUDENT RECRUITMENT COSTED PLAN (CNL/19/13)

In attendance: Katherine Lloyd-Clark, Head of Student Recruitment

The DVC Education and Head of Student Recruitment presented an evaluation of the outcome of the substantial investment from VCEG into international student recruitment activities over two years (2017-2019). They summarised that what works well:

- Strong collaboration and improved planning between PS and academic staff.
- Engagement with subject experts is essential but sometimes hard to achieve and more resource needs to be used to put academics into the marketplace.
- Student voice – digital ambassadors – linking current PG students with potential PG students.
- Digital marketing, but is a challenge to move resource from tradition face to face forms of student recruitment.
- Good customer service – improved turnaround times has had a dividend.

The team are now recruiting a new head of international student recruitment.

Council discussed:

- The effect of the new CRM system.
- International students one part of the international footprint of the University; not to be separated from international alumni and other global activities.
- Consideration of in-country representation for Exeter.
- The effect of word of mouth with international students.
- Fundamental issues for students such as easily available Halal food.

17. ACCESS AGREEMENT MONITORING RETURN 2017/18 (CNL/19/14)

The DVC Education presented the return provided to the Office for Students and reported excellent progress in widening participation at Exeter. It noted the Exeter Centre for Social Mobility and the Social Mobility Strategy Group focusing on student success when at Exeter and not solely on access to Exeter. This includes developing models in the education strategy for term one that features integration at University to reduce any attainment gap.

Council congratulated the University on the excellent progress.

18. FUNDING PROPOSAL: EDTECH EXETER BUSINESS CASE (CNL/19/15)

The DVC Education presented the proposal (note this programme was previously referred to as Curriculum 2021 and is part of the Accelerating the Digital Journey). The proposal is the outline business case; however, elements within this total budgetary envelope would be approved through the new governance structure for Accelerating the Digital Journey.

The DVC Education informed Council that the proposal reflects moving from ELE to a much more integrated model of a virtual campus and will provide assessment and feedback tools that will give a much better service to students. He stated that whilst the University already has a technical architecture, and options have been explored, there has been no commitments made yet. Currently one piece of software is being piloted with 2,000 students but the University is not committed to purchase it.

ACTION: Council requested to the new digital manager to attend a Council meeting once in post.

Council **APPROVED** the drawdown of capital funding included within the Accelerating the Digital Journey proposals.

19. FUNDING PROPOSAL: PROJECT NORTH PARK (CNL/19/16)

The Registrar and Secretary provided an update on update on Project North Park plans and requested Council to approve the drawdown of further funds from the budget.

20. FUNDING PROPOSAL: LEARNING ENVIRONMENTS: SPACE AND DIGITAL UPGRADE 2019 (CNL/19/17)

The Registrar and Secretary and the DVC Education presented the funding proposal to refresh (digital provision and physical space) teaching rooms. This has been approved by CIG at their last meeting.

Council **APPROVED** the request for capital funds for new works to be undertaken in 2019.

21. MATTERS BROUGHT FORWARD FROM PART II (CNL/19/18)

Council APPROVED:

- Affixing the Seal **(CNL/19/20)**
- Financial Regulations **(CNL/19/25)**
- TRAC Returns for 2017/18 **(CNL/19/27)**
- Teaching Excellence Framework (TEF) **(CNL/19/31)**

22. CHAIR'S CLOSING REMARKS

The Chair reminded members of Council that in Part II papers were the details of how they could nominate for University of Exeter Honorary Degrees.

The following papers were noted:

- Draft University Terms and Academic Calendar 2019-20 **(CNL/19/19)**
- Affixing the Seal **(CNL/19/20)**
- Estate Services Projects Complete & Ongoing **(CNL/19/21)**
- Capital Investment Group: November 2018 **(CNL/19/22)** and December 2018 **(CNL/19/23)**
- Draft Audit Committee minutes: 8 November 2018 **(CNL/19/24)**
- Financial Regulations **(CNL/19/25)**
- SDU Update Report **(CNL/19/26)**
- TRAC Returns for 2017/18 **(CNL/19/27)**
- Draft Senate Minutes: 7 November 2018 **(CNL/19/28)** and 12 February 2019 **(CNL/19/29)**
- 'No Deal' Brexit Mitigating Actions and Risk Registers **(CNL/19/30)**
- Teaching Excellence Framework (TEF) **(CNL/19/31)**
- University of Exeter Honorary Degrees - 2020 Nominations

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 & 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