

COUNCIL

MINUTES AND ACTIONS- DRAFT FOR APPROVAL

17 FEBRUARY 2022- 13:00-16:45 hrs, Council Chamber/via Microsoft Teams

NB text in BLACK is for publication

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ACTIONS

ACTION	Owner	Deadline
Minute 1: The Chair requested an update on mandatory training compliance at the next Council meeting.	Secretariat	7 April 2022
Minute 3: CFO to present the new financial strategy to Council during 2021/22.	Chief Financial Officer	7 July 2022
Minute 4: To develop an action plan proposed in Review report, to enable reporting against the Review Panel's recommendations. This Action Plan will include named individuals/ groups which are responsible for delivering each action point, together with general estimated timescales. Regular reporting and updates on action plan proposed in Review report to be undertaken through Dual Assurance (Education and Student Experience) and Independent Lead to enable briefing to Council members, when required.	DVC Education, Education Leadership Team	During 2021/22 and 2022/23 Dual Assurance meetings.

Minute 11: A further session to be arranged for Council on the SETsquared Partnership and other successful university businesses and spinouts.	Interim Director of Innovation, Impact & Business and Director, Regional Engagement	To be confirmed
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DECISIONS

ITEM	Decision	Paper No.
1.	The minutes of the meetings on 9 December 2021 were AGREED; and the update on actions noted.	CNL/22/01
6.	Council APPROVED the 5-year forecast for submission to OfS	CNL/22/05
7.	After considering the UCU's proposal to conclude the 2020 valuation of USS, Council AGREED, to reaffirm the University's support for the UUK proposals, and would respond to the consultation stating that. Council wanted in particular to note their concern that staff could not afford the UCU proposal and there could be an increase in numbers of staff who did not join, or left, the pension scheme if employee costs continued to increase.	
12.	Council approved the business case to commence the Residences Stage 2 DBFO procurement process to enable delivery in phases between September 2024 and January 2027, which requires a drawdown of £1m over seventeen months to reach the financial close position in August 2023, at which point a final decision will be requested of Council via a full business case – subject to a £3.5M +VAT budget cap on the new grounds compound.	CNL/22/09
15.	Council APPROVED the report from Council Nominations Committee, including: <ul style="list-style-type: none"> The appointment of Professor Louise Lawrence as trustee for St Luke's College Foundation for a five-year term of office from 1st January 2022 to 31st December 2027. The appointment Amie Fulton's second term on Camborne School of Mines Trust from 1 August 2022. 	CNL/22/17
15.	Council APPROVED the establishment of the: <ul style="list-style-type: none"> Council Investment Review Subcommittee Council Financial Review Subcommittee. 	CNL/22/20

ATTENDEES

PRESENT

Sarah Turvill	Pro-Chancellor and Chair
Professor Lisa Roberts	Vice-Chancellor
Sir Richard Atkins	Pro-Chancellor
Jo Binding	Independent Member (via Teams)
Gerry Brown	Independent Member
Sarah Buck	Pro-Chancellor
Nicholas Cheffings	Independent Member
Graham Cole	Independent Member
Professor Barrie Cooper	Senate Representative (<i>left at 15:30 and returned at 16:30</i>).
Lounette Dyer	Independent Member (via Teams)
Professor Alexandra Gerbasi	Senate Representative
Andrew Greenway	Independent Member (via Teams)
Salam Katbi	Independent Member (via Teams)
Professor Janice Kay	Provost
Professor Dame Caroline MacEwen	Independent Member
Amoetsoe Mkwena	Independent Member (via Teams)
Lily Margaroli	President, Students' Guild
Steven Preece	President, The Students' Union
Alison Reed	Independent Member
Professor Gareth Stansfield	Senate Representative
Tina Verhaeghe	Professional Services Representative
Glenn Woodcock	Independent Member (<i>departed at 15.00</i>)

APOLOGIES

Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
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SECRETARY

Mike Shore-Nye	Registrar and Secretary
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IN ATTENDANCE

Jane Chafer	Director of Marketing, Recruitment, Communications and Global
Alison Chambers	Chief Executive Officer, Students' Guild
Andrew Connolly	Chief Financial Officer
Chrysten Cole	General Counsel and Deputy Director of Compliance, Governance and Risk (via Teams <i>items 10 & 12</i>)
Susan Fallon	Interim Deputy Secretary to Council (minutes)
Sean Fielding	Programme Director for the Implementation of the new Institutional Strategy (via Teams) <i>item 3</i>
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Neil Hayes	Assistant Director, Enterprise & Innovation Programmes (via Teams) <i>item 11</i>
Hugh McCann	Director – Estate Services <i>item 12</i>
Joe Pearce	Head of Business Support will join (via Teams) <i>item 11</i>
Linda Peka	Deputy Registrar and Chief College Operations Officer
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Director of Human Resources (via Teams)
Ash Roots	Chief Digital Officer (via Teams)

1. CHAIR'S INTRODUCTION AND MINUTES FROM THE MEETING OF 09 DECEMBER 2021 (CNL/22/01) AND MATTERS ARISING

The Chair welcomed all Council members to the meeting.

Members were asked to declare any conflicts of interest related to items under discussion; the Registrar and Secretary, as one of the Universities UK nominated USS pension representative members on the Joint Negotiating Committee, left the meeting for item 8.

MINUTES OF THE MEETING OF 9 DECEMBER 2021

The minutes of the meeting on 9 December 2021 were agreed.

MATTERS ARISING

ACTION: The Chair requested an update on mandatory training compliance at the next Council meeting.

The Chair noted the paper CNL-22-20 that establishes Council Investment and Finance Review Subcommittees; she stated the subcommittees are advisory only and have no delegated authority to take decisions.

Council were informed that the 'Knowledge' area on BoardPacks, available to all Council members, contains a number of useful reference documents. If members would like anything else to be made available, please email the Secretariat.

2. VICE CHANCELLOR'S BRIEFING (CNL/22/02)

The Vice-Chancellor's (VC) briefing was noted and she updated Council with more recent developments:

- The recruitment launch for two new senior roles, DVC Cornwall and DVC business.
- The recruitment of a temporary digital consultant for the rest of the academic year as an interim measure prior to recruitment to the permanent post of DVC Digital. Neil Morris was previously DVC for digital transformation at Leeds University.
- The publishing of the UPP Foundation Student Futures Commission which provides a blue print of how students and universities should work together, the future of teaching and learning in Higher Education and the importance of students regaining their sense of belonging at university, so damaged during the pandemic. The report sets out clear priorities that will be discussed with the student body.
- The Augar report had still not been responded to by government, but the expectation of the VC was that tuition fees would be frozen, student maintenance loans will not keep up with inflation and that the student loan repayment model will be adjusted.
- HESA data had been released on student domicile on county level; the largest number of Exeter students are from Greater London (1st), Surrey (2nd) and Devon (3rd); there is a predominance of Exeter students from the Home Counties.
- Exeter had secured NERC funding of £10M to focus on biodiversity renewal.
- The Business School's flagship MBA has been named among the top MBA programmes in Europe in CEO Magazine's 2022 Global Executive MBA rankings; awarding The Exeter MBA 'Tier One' status for the sixth consecutive year.

The Provost added to the VC's report updating Council on the Teaching Excellence Framework (TEF) consultation. The revised TEF remains an entirely desk based assessment using student data and benchmarked data. The provider still submits a written submission and in the revised TEF this takes more significance than the data; added to this is a new student submission from the Guild and Student Union (SU). The DVC Education explained the data that the Office for Students (OfS) is proposing to use for the TEF; and the challenges with these data sets.

Providers will receive an overall rating, plus two new sub ratings on student academic experience and student outcomes. Current proposals are that the new assessment will start in September 2022, with results published in late spring 2023; these ratings will remain with providers for four years for 4 years. Exeter's response will be reviewed by Education Dual Assurance and the University Executive Board (UEB) before submission.

3. FUTURE STRUCTURES PROGRAMME

The VC outlined the context for changing the structure including:

- Drivers: simpler structure; empowered and accountable academic departments; fewer departments supported by closer Professional Services (PS) alignment.
- Aligning the structure to the 2030 vision represented in a three faculty structure.
- University of Exeter, Cornwall and the development of a clear identity with all three faculties represented in Cornwall.
- Simplifying the PS structure, and whilst aligning more closely and embedding into academic units providing stronger support to faculties and departments, whilst still maintaining resilience by having a single PS service.

The VC's presentation (available to members via BoardPacks) included a summary of the extensive consultation process and reflections of the feedback received.

The Registrar and Secretary added that academic colleagues are very excited about the enhanced cooperation with PS, and PS feedback has on the whole been very positive; but he noted that PS have been through various restructures over the past 6 years and therefore to provide peace of mind to colleagues he recommended this restructure is undertaken swiftly. The Council PS member echoed the need to inform staff as soon as possible about any changes to reduce anxiety

Council members congratulated the VC on the extent of consultation and willingness to adjust the proposed structure in response to it.

Council discussed issues around the Business School being part of a larger faculty; the Pro Vice Chancellor (PVC) of the Business School responded that this had been extensively discussed and agreed that there is a benefit and a need (for example accreditations require evidence of a certain degree of autonomy; and the Business School requires a different level of PS support) to maintain a certain level of autonomy for the Business School, but by being part of a larger faculty they would benefit significantly from interdisciplinary working. The PVC also noted that the Business School's successful external focus and market led programmes will help to drive this agenda forward in other areas of the faculty the Business School is part of. Furthermore the Business School should benefit from synergies to be had, especially on grant income, opportunities in executive education markets on subjects like climate science, providing Exeter with a unique niche. She also reassured Council that if the restructure proposed does not benefit the Business School this would be brought to the VC and Council's attention. Council also noted that Business School clients and customers are not concerned with internal structures but how the university relates to them.

The President of the SU urged the executive to keep in mind a potential risk for students in Cornwall getting lost in large faculties or departments. He also sought assurance that Cornwall based academics would be encouraged to apply for the new leadership roles. Council noted the new structure provided the opportunity to integrate Cornwall campus better.

A Senator raised the issue of needing more information well before the Senate meeting where Senators would be asked to make a decision so as to be able to speak to colleagues to inform their decision. The executive assured all Senate members that the final proposal and a report on the consultation would be shared with Senate two weeks before the meeting giving them enough time for discussions with their colleagues.

Council requested further information on the budgetary effects of the restructure. The Chief Financial Officer (CFO) informed Council that current budgets will be remapped from one structure to another; additionally there will be some changes from a reduction in senior leadership positions, however most of these are academic posts and therefore they will still remain academics in their faculty. There are some savings from the restructure and reduction in senior posts and these are being reinvested into PS support in the departments. The CFO informed Council that there is currently a new budgeting model being developed that proposes a fundamental change on reporting budget centre finances which is being discussed in agenda item 7 "Reporting budget centre performance in the management accounts" today and the costs and savings of the restructure will form part this new finance strategy.

ACTION: CFO to present the new financial strategy to Council during 2021/22.

The VC outlined the next stages:

- UEB reviewing all consultation feedback and compiling a response.
- As a result of the feedback a final proposal will be brought to Senate on 9 March 2022, who are charged with approving any changes to the academic structure and reviewing changes to the PS structure as it relates closely to the academic changes.
- If Senate approve the proposal it will be brought to a special meeting of Council on 17 March 2022.
- Should the proposal be approved work will begin to establish the new structure for the start of the 2022/23 academic year.

The VC assured Council that academics will be doing the same teaching and same research in the new academic year but could be in a different home.

4. EXTERNAL NSS REVIEW (CNL/22/03)

The DVC Education introduced the report of the external review of NSS and student experience. He highlighted the value of the data dashboards that had been developed by the Business Intelligence team which provided information for module leaders and meet the needs of those on the front line of education.

The independent Dual Assurance lead for Education reminded Council that there would not be a sudden turnaround in NSS performance, but in the short term the target is an arrest in the decline in performance; in the medium to long term the university seeks improvement. He noted that the NSS action plan needs to be developed further and that Council should have regular sight of it.

The Guild President suggested that one of the best ways to improve the student experience is through the Guild and SU representation, and providing increased resources to both bodies to do that. She ascertained that the Guild and SU are pivotal in actively listening to students; and co creating additional experiences that come alongside education. She also raised the need for the Guild to map their representation onto the new faculty structure, should they be adopted and the need for resourcing to do this.

The Guild Chief Executive added that the relationship with the university is very positive, and the Guild has developed a student led strategy and 5 year plan, both of which will result in benefits to the student experience. She voiced a need to be able to work in different ways with smaller specific student groups.

Other points noted included:

- Making sure communications with students are applicable to all (i.e. additional experiences which are not available to all students; or promoting modular choice when timetabling does not allow it for most in reality.
- The need for robust and intentional planning of student experience that ensures student experience is not dependant on individuals.
- The importance of the culture around student experience that enables it through buildings, IT etc; creates a sense of belonging; and gives students control over things that affect them.

- The need to expedite certain 'hygiene' factors that improve the student experience.
- Consideration of wider factors of student experience, i.e. sport and food provision that are not covered in the report.
- The student experience journey that starts from the moment an application is submitted to their life as an alum.
- Concern that Staff Student Liaison Committees in Cornwall are not as vocal as Devon based Staff Student Liaison Committees.
- The need to see a tactical education recovery plan of problems that have developed over time and been magnified by the pandemic.
- Concern that the report covers things the university knew before the pandemic – is there more that has been learnt since then? Are these issues that have been known and discussed for some time and now need to be dealt with by some quick, if not perfect, solutions.
- The need to co-create the digital experience with students as the end users.
- To bring more data into real time use to be able to evaluate the student experience as it happens.
- The work around inclusiveness can be emotionally burdensome and is described in a short-term manner – consider reviewing point seven under 'Findings'.

The DVC Education explained to Council how NSS data is extremely bunched and small changes in score can lead to large changes in position; and the difficulty in predicting league table position. He said the student experience tracker is raising issues that the university is successfully dealing with at pace. In response to learning from the pandemic, he reflected that one of the clearest and most compelling lines of evidence is the diversity in student preferences in relation to learning and teaching and the increasing expectation that personalisation/choice will be possible. This has significant implications for investment needed, for example to meet demands for seamless hybrid (some in the classroom; some online) teaching and learning.

ACTION: DVC Education, with Education Leadership Team, to develop an action plan proposed in Review report, to enable reporting against the Review Panel's recommendations. This Action Plan will include named individuals/ groups which are responsible for delivering each action point, together with general estimated timescales. Regular reporting and updates on action plan proposed in Review report to be undertaken through Dual Assurance (Education and Student Experience) and Independent Lead to enable briefing to Council members, when required.

5. FINANCE: SECOND FINANCIAL FORECAST 2021/22 (CNL/22/04)

6. OFFICE FOR STUDENTS FIVE YEAR FINANCIAL FORECASTS (CNL/22/05)

The CFO introduced the paper informing Council that this forecast for the Office for Students (OfS) not the university's five year plan, which would be approved by Council in July. For this OfS forecast certain assumptions had to be made on the Research Excellence Framework (REF) results and the QR dividend the university would receive as a result and on future capital expenditure.

DECISION: Council approved the 5-year forecast for submission to OfS

7. REPORTING BUDGET CENTRE PERFORMANCE IN THE MANAGEMENT ACCOUNTS (CNL/22/06)

This paper asks Council to note the changes to management accounts in 2021/22.

The CFO informed Council that from this financial year the university has been attributing direct costs and income to colleges, rather than just the previous model of based on college contribution, this is to allow for greater insight into financial sustainability. Should the faculty model be adopted, next financial year management accounts (income and expenditure) will be provided at department and institute level and consolidated at faculty level; the college contribution model will not be used. This is to place financial sustainability at the heart of financial management, and will improve understanding of full cost, influencing future decisions and therefore drive-up performance.

The CFO emphasised the urgency for a greater understanding of financial sustainability across the university as the home student undergraduate static fee continues to be eroded in value by inflation. International fee income has always been used by higher education to cover research costs but becomes even more important whilst the UK fee remains unchanged.

The impact of inflation projections on university budgets was raised and the CFO informed Council that with 55% of costs being salaries, future pay awards and salary increments, will adversely affect the university with a fixed student fee. Non pay items such as utilities, credit card charges and online resources had been budgeted for with inflationary increases, but time would tell if this had been sufficient and higher than budgeted for inflation will result in a need for strategic choices.

The CFO reminded Council the university is still recovering financially from the pandemic and there is still instability in financial projections; he also expects budgets to develop as the 2030 strategy gets developed and delivered and there will be continual irritations of the budget.

8. UNIVERSITY AND COLLEGE UNION (UCU) PROPOSAL TO CONCLUDE THE UNIVERSITY

SUPERANNUATION SCHEME (USS) PENSION 2020 VALUATION

The Chair added this item to the agenda and the Registrar and Secretary, as one of the Universities UK nominated USS pension representative member of the Joint Negotiating Committee, left the meeting for this item.

The Chair informed the Council that the UCU proposal had not been provided in time to circulate papers to Council but the previous day the Council Finance Review Subcommittee members (excluding Nicholas Cheffings) proposed under Part II (CNL/22/17) had received briefing papers.

The CFO outlined the pension proposal and the current developments. The Chair informed Council that the sub group were concerned that the UCU proposal would be unaffordable for staff; that the risk is evident that staff who cannot afford this increase will leave the scheme and have no university pension. The Chair sought to move towards finalising the UUK solution before the current scheme rules increased staff contributions to unaffordable levels; this was also the advisory view of the finance subcommittee proposed members.

DECISION: After considering the UCU's proposal to conclude the 2020 valuation of USS, Council agreed, to reaffirm the University's support for the UUK proposals, and would respond to the consultation stating that. Council wanted in particular to note their concern that staff could not afford the UCU proposal and there could be an increase in numbers of staff who did not join, or left, the pension scheme.

10. OFFICE FOR STUDENTS STATEMENT OF EXPECTATIONS FOR PREVENTING AND ADDRESSING

HARASSMENT AND SEXUAL MISCONDUCT AFFECTING STUDENTS IN HIGHER EDUCATION (CNL/22/08 AND 08A)

The Chair welcomed Chrysten Cole General Counsel and Deputy Director of Compliance, Governance and Risk to the meeting.

Council was informed that in June 2021 the OfS wrote to registered institutions setting out their invitation to universities to review and update systems, policies and procedures in line with the Statement of Expectations published in April 2021. The General Counsel and Deputy Director of Compliance, Governance and Risk noted that before this the University had established a Gender Safety Group to conduct its own audit into its policies, processes and practices around all elements regarding gender safety and harassment.

The paper presented to Council was a working draft, a snapshot in time in January 2022, to provide an initial oversight and assurance and will be updated following the conclusion of the 2021/22 academic year.

The Provost summarised for Council the work and key pillars of the university's Gender Safety Group and the partners they are working with such as Devon & Cornwall Police. The General Counsel and Deputy Director of Compliance, Governance and Risk stated that the university has to deal with the culture and concepts students come to university with and therefore consent training as well as physical safety in the night time economy were being addressed, and strengthens the focus on more prevention work. Plans are being developed to make some student consent training mandatory in the next academic year and to roll out more bystander training.

The General Counsel also stated that the university seeks consistency of engagement and provision across all student groups, with a particular focus that the needs of students in Cornwall are being addressed. She stated there is an increasing number of students reporting, which is helping the university understand the

main issues involved and gaining the confidence of students to speak to the university. The outcome of cases that are being dealt with by the university will set the standard of expectations the university has of its students.

Council further discussed:

- The support available to students who need help and how they can access it; in particular that support is equally available to students across all campuses.
- Encouraging students to speak out, making sure they understand that what has happened to them might be illegal, and ensuring students understand the reporting tool can also be used for hate crimes.
- The Guild's activities with its work with survivors to avoid re-traumatising people; the Guild gap analysis survey; and its work looking at best practice in the sector.
- The need for students to understand the process that follows reporting harassment or sexual misconduct.

11. IP AND SPINOUTS PRESENTATION (CNL/22/21 AND 21A)

The Chair welcomed the Assistant Director, Enterprise & Innovation Programmes and the Head of Business Support to the meeting, and invited the DVC Research and Impact to introduce the presentation on the university business engagement strategy and performance in the past 5 years. The presentation had been made available to Council members via BoardPacks.

Council discussed:

- Exeter's income from the SETsquared Partnership in comparison to other members.
- Student entrepreneurship and taught programmes that have 'with proficiency' and entrepreneurship at their core.
- Creating an alumni base that can then become mentors for future students.
- Bench marking Exeter's performance.
- Knowledge exchange activity.
- Increase in degree apprenticeship programmes and students.
- Ensuring staff engagement from all disciplines and growing student activities from non-STEMM subjects.

ACTION: A further session to be arranged for Council on the SETsquared Partnership and other successful university businesses and spinouts.

12. CAPITAL: STUDENT RESIDENTIAL PROJECT PHASE 2 – CLYDESDALE AND BIRKS RESIDENTIAL PROJECT (CNL/22/09)

The Chair welcomed Chrysten Cole General Counsel and Deputy Director of Compliance, Governance and Risk and Hugh McCann, Director of Estates to the meeting.

The Registrar and Secretary introduced the business case for investment stating the scheme would provide great quality student accommodation, using a contractual mechanism that removes the risk from the university and that the university had successfully used previously. It will provide 1,200 extra bed spaces and a capital receipt for the university.

The plans include investment into learning spaces, multi faith space, and a broad range of accommodation that considers affordability (20% of the new beds are affordable, with 39% of the total university estate affordable). Students had been fully engaged in developing the plans. Being an on campus development was considered key for international students who want to be on campus and close to the library, sports and other facilities.

The Guild President raised that affordability had not been assessed for five years and urged the university to re-assess what affordable means in an increasingly diverse student body.

Council noted the professionalism and diligence in the proposal development but raised concerns about the need to move the grounds compound as a result of the development and the cost of this. Council also encouraged the executive to seek innovation in the new development.

13. CLIMATE AND ENVIRONMENT EMERGENCY PLAN – GREEN FINANCE UPDATE

The CFO informed Council that a small group of Council and executive members had met to discuss power purchasing agreements as an option to contribute to the funding of the climate and environment emergency plan. This would involve options like covering roofs with solar panels or on university land. He stated that the market for this is maturing in the UK, and there are more innovative ways of funding the retrofit of buildings.

The CFO stated that to achieve the carbon savings the university seeks help will be needed with financing it. Whilst it is hard to plan current whilst the adaptive estates project is under development; he felt that power purchase agreements would be something the university should consider in the need future.

14. DUAL ASSURANCE (VERBAL UPDATE)

It was noted that dual assurance meeting notes are up to date and available on BoardPacks.

15. MATTERS BROUGHT FORWARD FROM PART II (CNL/22/22)

The following papers from Part II were **APPROVED**:

- Report from Council Nominations Committee: January (CNL/22/17)
 - The appointment of Professor Louise Lawrence as trustee for St Luke's College Foundation for a five-year term of office from 1st January 2022 to 31st December 2027.
 - The appointment Amie Fulton's second term on Camborne School of Mines Trust from 1 August 2022.
- Council Sub-Committees (CNL/22/20)
 - To APPROVE the new Council Investment Review Subcommittee and Council Financial Review Subcommittee.

Part II - For Noting

- Capital: Student Residences Phase 2 – Clydesdale and Birks Residential Project Appendices (CNL/22/09A)
- Capital Management Group Minutes: October, November and December 2021 (CNL/22/10, 11 and 12)
- Draft University Terms and Academic Calendar (CNL/22/13)
- Draft Student Guild and SU Accounts (CNL/22/14 and 15)
- Business Engagement and Strategy Update (CNL/22/16, 16A and 16B)
- Long Term Maintenance 2020/21 out turn report (CNL/22/18 and 18A)
- Global Strategy Annual Report for 2020/21 (CNL/22/19)
- Council Subcommittees (CNL/22/20)
- IP and Spinouts Presentation Annexe (CNL/22/21A)

16. CHAIR'S CLOSING REMARKS

The Chair thanked Council for their attendance and closed the meeting.

COUNCIL & COMMITTEES
REGISTER OF INTERESTS 2021/22 (UPDATED IN FEBRUARY 2022)

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); Member of the Liveable Exeter Place Board; Commissioner on the UPP Foundation Student Futures Commission; Member of UUK's Charter for Portfolio Review Advisory Group, Cornwall and Isles of Scilly Local Enterprise Partnerships (Board Member)
Sarah Buck	Institution of Structural Engineers (Ethics Committee member); Joint Board of Moderators (Accreditation Visits; Deputy Chair of Board)
Richard Atkins	Dept for Education, Higher Education Restructuring Regime Advisory Board (member)
Professor Janice Kay	Royal Devon & Exeter NHS Foundation Trust (Senior Independent Director); Advance HE (Board Member & Chair of RemCo); South West Institute of Technology (Deputy Chair); TEF Advisory Group (member)
Professor Mark Goodwin	None
Jo Binding	The Student View (Chair of Trustees)
Gerry Brown	NovaQuest Capital (Chairman)
Nicholas Cheffings	Hogan Lovells International LLP (Consultant); PRIME Commitment Ltd (Chair); Making the Leap (Trustee); CareTech Charitable Foundation (Trustee); British Paralympic Association Parallel Club (Chair); Interim Head of Legal and Company Secretary for The Crown Estate
Graham Cole	RVL Aviation (Chair); ASR Ltd (Board member)
Dr Barrie Cooper	University and College Union (Pensions Officer, negotiator, caseworker and representative at University of Exeter Branch)
Professor Alexandra Gerbasi	None
Andrew Greenway	Public Digital (Director)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)
Professor Dame Caroline MacEwen	<i>Tayside Health Board (Consultant Ophthalmologist); General Medical Council (Interim Chair); Scottish Government (Clinical Lead/Advisor); Moorfields Eye Charity (Trustee); Healthcare Quality Improvement Partnership (HQIP) (Chair); Council of the GMC (Member); University of Dundee (Honorary Professor)</i>
Lily Margaroli	None

Amoetsoe Mkwena	<i>Hogan Lovells International LLP (Employee, Associate)</i>
Stevie Preece	<i>None</i>
Alison Reed	<i>British Airways plc (Director); NewDay Ltd (Director); CGI Group Inc (Director)</i>
Professor Gareth Stansfield	<i>Deployable Civilian Expert of HMG Stabilisation Unit, Appointed Honorary President of the Iraq Energy Institute</i>
Tina Verhaeghe	<i>Ubuntu Counselling Services (Trustee) Exeter</i>
Glenn Woodcock	<i>Binit (Investor); 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 (Vice Chair of the Board of Governors); Global City Futures Limited (CEO); Low Carbon Limited (Director); Oxygen Conservation Ltd (Director); Oxygen House Group Limited (Director); Oxygen House Limited (Employee); Rolemapper (Investor); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sea Cottage Lettings Ltd (Director); South West Mutual (Investor); Sparx Limited (Director); Dartington Hall Trust (Trustee); Dynamic Purchasing UK Ltd (Director and Shareholder); The South West Food Hub Community Interest Company (Director); Green Shoes of Totnes (Director); Green Moreton Ltd (Director and Shareholder); Leighon Restoration Limited (Trustee)</i>
Lounette M. Dyer	<i>California Institute of Technology, Board of Trustees.</i>

In attendance

Alison Chambers	<i>None</i>
Andrew Connolly	<i>None</i>
Neil Gow	<i>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), Gilead Sciences, Research Scholars program in Antifungals (Chair), Royal Society University Research Fellowship panel Bii (Biomedical Sciences) (Chair)</i>
Professor Tim Quine	<i>Tianjin University (Honorary Professor); Russell Group PVC Education Group (Chair); Exeter College (Member of Governing Body)</i>
Imelda Rogers	<i>None</i>
Mike Shore-Nye	<i>Ted Wragg Multi Academy Trust (University nominated Member); Northcott Theatre (University nominated Board member); Association of Heads of University Administration</i>

	(Deputy Chair and Executive Board member, OFS liaison, Home office Liaison); UUK nominated USS representative member of the JNC
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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 (Chairman)