



Council

MINUTES AND ACTIONS

18 October 2018

1000-1700

Council Chamber, Northcote House, Streatham Campus

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Council Meeting

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	Action Summary	Owner	Deadline
	All Independent and student members of Council to make sure the secretariat are informed of any engagements undertaken as Council members so that a registrar of external engagements is maintained.	All/Secretariat	On going
1	Council specific item on GDPR and data protection at a future meeting.	Director Governance, Compliance and Risk	31 July 2019
2	Preliminary Brexit scenarios to discuss at the away day.	Provost/Registrar	22 November 2019
3	Financial Statements 2017/18 - Council members to provide feedback to the CFO in advance of the Away Day	All	Mid November
4	In relation to the publication of senior salary details a communications piece with students is needed on the roles of the senior team.	Director of Communications and Corporate Affairs	
5	Report from the Risk exercise to be reported to Council at the December 2018 meeting.	Christopher Lindsay	Dec Council meeting
6	Council deep dive in to international student recruitment.	DVC Education	31 July 2019
7	Council requested to see the breakdown of BAME separating out Asian students and Black/African-Caribbean students in future reports.	DVC Education	On going
8			
9			
10	It was agreed that the University would not currently commit any funds from EBITDA to the Exeter Forever Fund but would actively market it to donors.	Director of Global Advancement	
11	The Chair agreed that the question of investment in the Exeter Forever Endowment Fund should be regularly considered by Council.	Director of Global Advancement	

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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
Professor Janice Kay	Provost
Jo Binding	Independent Member
Grace Frain	President, Students' Guild
Professor Mark Goodwin	Deputy Vice-Chancellor (External Engagement)
Judy Hargadon	Independent Member
Professor Dave Hosken	Senate Representative
Salam Katbi	Independent Member
Dame Clare Marx	Independent Member
Alison Reed	Independent Member
Izi Robe	Exeter President, FXU
Professor Wendy Robinson	Senate Representative
Alison Rose	Professional Services Representative
Dr Anni Vanhatalo	Senate Representative

Secretary

Mike Shore-Nye	Registrar and Secretary
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With

Jane Chafer	Director, Communications and Corporate Affairs (in attendance for afternoon session of Council)
Professor Dan Charman	Pro-Vice-Chancellor and Executive Dean for the College of Life and Environmental Sciences (in attendance for item 13)
Andrew Connolly	Chief Financial Officer
Tracy Costello	Chief Executive, Students' Guild
Susan Fallon	Deputy Secretary to Council (Minutes)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Paul Hirst	Insurance, Audit & Risk Manager (in attendance for item 11)
Chris Lindsay	Director of Compliance, Governance and Risk (in attendance for item 11)
Jacqui Marshall	Deputy Registrar and Director of People Services and Global Partnerships
Nina Sidney-Wicks	Business Manager to the Registrar and Secretary (in attendance as observer)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Tracey Tuffin	Risk and Compliance Officer (in attendance for item 11)
Glenn Woodcock	In attendance as observer

Apologies

Graham Cole	Independent Member
Kiron Farooki	Independent Member
Sir John O'Reilly	Independent Member
Richard Sargeant	Independent Member

1. CHAIR'S INTRODUCTION

The Chair welcomed new members to Council, Salam Katbi (Independent), Grace Frain (President, Students' Guild), Izi Robe (Exeter President FXU), Alison Rose (Professional Services Representative) and Anni Vanhatalo (Senate Representative). The Chair also welcomed Glenn Woodcock and Nina Sidney-Wicks (Business Manager to the Registrar and Secretary) as observers.

The Chair noted a small change to attendance at Council meetings this year. Traditionally all members of VCEG attended, however the efficiency review earlier this year noted the need to reduce the numbers at meetings, therefore for 2018/19 it is proposed that attendees will be the Registrar and Secretary, Deputy Vice-Chancellor (DVC) (Education), Deputy Vice-Chancellor (Research and Impact), Chief Financial Officer (CFO), Deputy Registrar and Director of People Services and Global Partnerships and the Chief Executive Officer of the Students' Guild to support the student Council members.

The Registrar and Secretary and Provost have discussed this proposal with VCEG colleagues who have supported the change and will attend for the full half day session when their expertise is required. The Registrar and Secretary and Council recorded his thanks to colleagues for their support for this change.

The Chair noted the standing Register of Interests and asked members to declare any further pecuniary, family or other interest relating to the business of the agenda. No additional declarations were made. However, it was noted that in item 4 where Council would be asked to support the University's response to the UUK Consultation on JEP Report, all staff members of Council are conflicted.

ACTION: The Chair asked all Independent and student members of Council to make sure the secretariat are informed of any engagements undertaken as Council members so that a registrar of external engagements could be maintained.

2. MINUTES OF THE MEETING OF 12 JULY (CNL/18/107)

The Minutes of the meeting held on 12 July 2018 were **APPROVED**.

Matters Arising

At the last meeting of Council it was agreed University staff and Guild/FXU would meet to discuss the Equality, Diversity and Inclusivity action plan for first few weeks of the student year. The President of the Students' Guild updated Council that student induction is the first theme of the Provost Commission and detailed what activities had taken place this year. She also noted that work is underway for the plans for the student induction in 2019/20.

It had been agreed by Council that unconscious bias training needed to be rolled out across the institution as part of recruitment processes training. The Deputy Registrar and Director of People Services updated Council, informing the meeting that there are different options for the training which are being tested.

3. ANNUAL REVIEW OF COUNCIL (CNL/18/108)

Council assured itself that it is compliant with all the documents contained within this report:

- (i) The powers of Council as set out in the Statutes, Section 10 – Powers of Council
- (ii) The Statement of Primary Responsibilities for Council
- (iii) The Standing Orders of Council
- (iv) The composition of Council as set out in Statutes, Section 9 – The Council
- (v) The membership and terms of reference of the Standing Committee of Council
- (vi) Scheme of Delegation

Council **APPROVED** documents (i) to (vi) above and also **APPROVED** the recommendation to amend Statute 9.8 to read ‘The quorum for a meeting of the Council shall be seven, including at least four Independent members; all meetings should seek to have a majority of Independent members.’

It was noted that due to the upgrade to the Council and Senate Chamber over the summer, members are now able to attend virtually.

ACTION: It was requested that there would be a Council specific item on GDPR and data protection at a future meeting.

4. VICE-CHANCELLOR’S REPORT, PERFORMANCE SUMMARY (CNL/18/109A) AND REPORT FROM VCEG RESIDENTIAL (CNL/18/109B)

The Vice-Chancellor (VC) presented his report to Council and spoke in further detail about four issues affecting the sector: Brexit; the Augar post 18 education review; the Office for National Statistics review of the treatment of student loans in government accounting; and the Labour Party Higher Education policies. He also informed Council of clear differentiation occurring in the sector and the significant drop in student recruitment being experienced by some universities. He noted that c. 80% of research funding goes to Russell Group universities. He stated that the government had clearly shown it would not intervene to mitigate any negative market effects on institutions.

Brexit

As the lead for the Universities UK team working with the European Commission on the future of research collaboration after Brexit, the VC was able to update Council that there is a proposed deal that means the UK can be part of Horizon Europe, however this is dependent on the UK government leaving the EU with a comprehensive deal. He also noted that non UK EU staff in universities will be the first to be able to apply for settled status in the UK via the piloted electronic system in November 2018.

The issue of the UK leaving the EU with no deal was raised and it is assumed in that situation UK universities would not be part of Horizon until 2022, with such a break, partnerships would struggle and the UK could expect to see an exodus of the top researchers.

ACTION: The Global team are looking at Brexit scenarios and Council will have preliminary ideas to discuss at the away day.

Review of Post 18 Education

The review will now not report until February 2019 on its recommendations to Government. One of the main issues being addressed by the review are the needs of Further Education. Concern for Higher Education is a potential reduction in fees, and the review has included a KPMG study which looked at the cost of individual courses with a presumption that students

should not pay more than the cost of delivering their course. This is not straight forward with courses having very different costs, the need for universities to cross subsidy, and the variation in costs of courses at different types of institutions.

Office for National Statistics (ONS)

The ONS is reviewing how the current student loans are accounted for in public spending. The current situation is claimed by the ONS to be a fiscal illusion as it does not account for the known c.45% of loans that are not repaid. Potentially if changed this could mean £7.5b a year is added to public spending.

Labour Government Higher Education Policies

A Labour government has promised to abolish fees, thereby the expectation is that it would reduce the number of students. The sector is trying to establish what a Labour government would pay universities to teach and scenario planning is based on 10%, 25% and 50% cuts in current funding.

The Labour policy also does not potentially protect the UK research base as much of this is within research intensive universities that are not considered the main actors in driving social mobility.

USS Pension

The VC provided details on the Joint Expert Panel (JEP) outcome and the current USS consultation, both options acknowledge a deficit in the scheme and increase the employer and employee contributions. The VC sought Council support for the University's response to the JEP which supports the JEP recommendations as long as they are supported by the unions, USS and the pension's regulator.

The CFO informed Council that the JEP was a unanimous report and it is hoped that USS will consider it and revise their proposal accordingly. The CFO has undertaken a series of staff meetings to keep staff fully informed of the situation. There is concern that any solution found at this stage will not stop similar problems at the next valuation in three years' time.

Concern was raised by Council that welfare of staff for the future is of paramount importance and not to have a scheme that is affordable to people is a fundamental mistake. Concern was also raised that the JEP solution is a temporary fix. Concern was also raised that some staff believed there is no deficit in the pension funds, or that the HE sector should be treated differently by the Pensions Regulator. The belief there is no deficit is fuelled by the widely circulated opinion of Sam Marsh from the University of Sheffield that the actuarial work that identified a deficit in the fund is incorrect, his calculations do not show a deficit. The VC welcomed Council members to share their expert opinions with him on this assumption.

The VC assured Council that VCEG's aim was for Exeter not to get dragged into a dispute unnecessarily and to make sure all staff understood all the ongoing discussions.

DECISION: Council supported the University's response to the UUK Consultation on the JEP Report with the addition of "The future welfare of our staff is of paramount importance and not having an affordable and sustainable pension scheme for the sector in the longer term would not be an acceptable outcome for us".

Council urged the Executive to further consider options for staff that opt out of the current pension provision.

The VC finished his report by assuring Council that the University of Exeter is well positioned and prepared for some of the shocks that could come to the sector in the future; that the University's relative position is strong and that it is supported by a strong governing body who understands the risks and the opportunities.

5. REPORT FROM SENATE

On behalf of the three Senate representatives on Council, the Academic Dean for Students and Dean of the Faculty of Taught Programmes informed the meeting that during 2017/18 Senate meet three times (and once with Council). Alongside its usual business it considered the Office for Students consultation, TEF, pensions and International student numbers. At its final meeting of the year it considered some enhancements to the committee including:

- Increased engagement with recruitment panels for senior appointments;
- Ensuring there is always an elected Senator as one of the Council representatives and the recent election nominations were restricted to elected Senators only;
- An induction for new Senators;
- Ensuring representation from all four campuses;
- And along with Senate minutes, a verbal report from Senators to Council.

Some of these will require a change to ordinances which will be brought to the next Senate meeting and to Council in December.

This year Senate has its first meeting next month; the agenda includes:

- A discussion of the Concordat to support the career development of researchers
- A discussion of the CEMPS strategy.

Major items for Senate this year will be:

- Development of the new Education strategy
- Reviewing REF preparations
- Evolving and enhancing Senate's effectiveness

6. REPORT FROM AUDIT COMMITTEE

Gerry Brown, Chair of Audit Committee reported the objectives set for the year, these include:

- Financial management;
- Delivery of strategic objectives, including the new finance system;
- Maximising the commercial benefit of the institution, including requesting the internal auditors to review activities of other universities, for example in the area of purchasing.
- Value for Money (VFM) reporting and the opinion of students to VFM.
- Involving the Colleges by having a Pro Vice-Chancellor (PVC) at all meetings and the Chair noted how valuable Professor Andrew Thorpe had been at the first meeting of the Committee.
- Reviewing data protection and compliance;
- Reviewing the Annual Report;
- Producing the Audit Committee Annual Report;
- Reviewing new financial regulations;
- Reviewing the risk management report.

7. DUAL ASSURANCE

The Chair invited Independent Leads to draw attention to any specific matters relating to their Dual Assurance area(s). Judy Hargadon raised the problem of cross cutting issues that do not fall into the Dual Assurance model.

8. OUTTURN, DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS 2017/18 (CNL/18/110)

The CFO introduced the financial outturn for 2017/18 where budgeted EBITDA was achieved (within £13,000). Council noted that in terms of achieving the budget an excellent job had been done which puts the University a good financial position. The finance team were also praised for achieving the change within the finance team and systems alongside business as usual.

The CFO updated Council on the new suite of finance systems which went live on 1 August 2018, alongside new ways of working and a reduction in permanent finance staff. There has been some challenges and more temporary staff have been employed within the project team to deal with it so not to deflect from business as usual. Colleges and Services have been very supportive and the aim is to normalise and stabilise the position by end of November. However some issues might take longer to resolve as they require changes from T1, the supplier, but these will be easier to solve than the management changes where there will always be a group that strongly resist change and therefore will take more time. The project team will soon be replaced by a systems team of seven staff that will continue to develop and enhance T1 and Cloudbuy functionality.

The CFO presented to Council the first draft of the full Annual Report, noting that the external auditors are still reviewing some elements but significant change is not expected.

ACTION: The Chair asked for verbal feedback at the meeting or by email to the CFO. The timeline required the Annual Report to be approved at the Council Away day on 22 November 2018, however Council asked that the final draft is published on BoardPacks as early as possible and for Council members to provide feedback to the CFO in advance of the Away Day.

It was noted that the external auditors, KPMG, have been scrutinised on the quality of the audit they are providing the University, and that the Audit Committee, all of whom are Independent Council members, meet annually with the auditors without staff present.

9. ASSURANCE REVIEW OF PROCUREMENT AND PROCUREMENT STRATEGY (CNL/18/111)

10. UPDATE FROM REMUNERATION COMMITTEE

All member of VCEG left the meeting for item 10.

The Chair invited Richard Atkins, Chair of the Remuneration Committee to provide an update to Council on the Committee's activities. Richard Atkins reminded Council that there are five Independent members of the Remuneration Committee which consider the reward for members of VCEG only, with expert support from People Services and secretarial support from the Senior Committee Secretariat, but all decisions are taken with only Independent

members present. The Committee has met seven times for an average of two hours over the past year. He noted:

- The high level of public interest in Vice-Chancellor pay and the requirement on universities to publish details of VC reward this year.
- The work Remuneration Committee has done to ensure processes are compliant with the CUC guidance and their confidence that Exeter is meeting and exceeding standards in the sector, which has been verified by an external review of the processes.
- The focus of the Committee on recruiting and retaining the best leaders possible.
- The careful work undertaken to benchmark salaries (within the Russell Group to reflect differentiation).
- The time spent by the Committee in reviewing and agreeing targets that are, as SMART as possible, have minimum and stretch targets, and that are weighted.

The Chair of the Committee was asked for clarity over income that accrues to members of VCEG from external interests, some of which might have been developed in conjunction with the University; he stated that the Committee has introduced a [policy](#) for members of VCEG that all other remuneration is required to be registered and reported to the Remuneration Committee annually.

ACTION: With the publishing of senior salary details the President of the Guild recommended that there is a communication piece with students on the roles of the senior team.

Chair's appraisal.

The Chair of Council left the meeting so that the other two Pro-Chancellors could report to Council the outcomes of the evaluation and appraisal of the Chair. All members of Council were invited to complete a questionnaire and Pro-Chancellors Sarah Buck and Richard Atkins carried out the appraisal on 1 October 2018.

The results of the questionnaire were, with very few exceptions, positive and the free text comments in the questionnaire praised the work and effectiveness of the Chair. There were two areas where there was negative responses and therefore the three Pro Chancellors had discussed how these areas could be addressed and shared these plans with Council.

The returned questionnaires also included comments concerned with long agendas and in particular later items on the agenda having insufficient time for discussion. The Chair agreed that managing the agenda is challenging and agreed to focus on this matter, but felt that it would continue to be a difficulty because of the breadth of university business and the ever-changing higher education environment.

11. RISK EXERCISE

In attendance: Paul Hirst, Insurance, Audit & Risk Manager
Chris Lindsay, Director of Compliance, Governance and Risk
Tracey Tuffin, Risk and Compliance Officer

Judy Hargadon introduced the annual exercise by explaining that whilst the University has a robust risk management system, all such systems can be vulnerable to over familiarity. This exercise therefore is to review what Council members see as the main risks to the institution.

Council members broke into groups and recorded their top three risks, the report from the exercise will be reviewed by Audit Committee and reported to Council at the meeting on 12 December 2018.

ACTION: Report from the exercise to be reported to Council at the December 2018 meeting.

12. ADMISSIONS UPDATE ON 2018 ENROLMENTS AND SUMMARY OF DATAHE MARKET INSIGHT (CNL/18/112)

Council discussed extensively the DVC Education's update on the current admissions position.

DECISION: The University of Exeter has not, and will not be making unconditional offers. Council would like to see this position made public.

13. NEW ACADEMIC GROUP FULL BUSINESS CASE (CNL/18/113)

14. UPDATE FROM NORTH PARK COUNCIL SCRUTINY GROUP

Sarah Buck, Pro Chancellor, provided an update to Council from the Project North Park Project Board.

Council will be reviewing the outline business case in February and before that time VCEG will be scrutinising plans and the Council Scrutiny Group established for this project will meet twice.

The Registrar and Secretary added that the internal auditors, PWC, have reviewed plans and verified the assumptions in them. The Institutes involved have produced their business cases which will be reviewed by PWC and VCEG before they go to the Council Scrutiny Group.

Council were keen to see the plans detail the level of income Project North Park can generate, but also noted that as with all University business much of the benefit will be in reputation and therefore growth in other areas of the University that cannot be directly attributed to Project North Park income. The Chair reminded Council of the need for caution as funds are limited and the external horizon for the sector is looking challenging.

15. FUNDING PROPOSAL: ENGINEERING 2020 BUSINESS CASE (CNL/18/114)

The Registrar and Secretary informed Council that a review in 2016 concluded that the space for Engineering teaching was behind what other institutions had available; as part of an Engineering 2020 vision CIG urged the College to be ambitious in their space plans.

DECISION AND ACTION: Council supported the proposal fully.

16. UNIVERSITY ENDOWMENT (CNL/18/115)

The Chair opened a discussion on whether there is any appetite for the University to invest some of its own resources into a permanent, unrestricted endowment fund (The Exeter Forever Fund) to create revenue streams for the future.

Points raised were:

- VCEG's opinion is that investing EBITDA in the Exeter Forever Fund is not transformational and funds would have a greater impact being invested in ongoing research, for example in the Medical School's work finding a cure for dementia.
- The short term long term debate will always be with Council and there will never feel like a good time to invest in very long term funds; it should be considered investing any EBITDA achieved above budget.
- Asking donors to consider a percentage of their donation to be put into the endowment fund, or even considering top slicing all donations into the endowment fund. This was considered an added complication to an already challenging role for a fundraisers.

ACTION: It was agreed that the University would not currently commit any funds from EBITDA to the Exeter Forever Fund but would actively market it to donors.

ACTION: The Chair agreed that the question of investment in the Exeter Forever Endowment Fund should be regularly considered by Council.

17. MATTERS BROUGHT FORWARD FROM PART II (CNL/18/116)

Council approved:

- Affixing the Seal (CNL/18/122)

18. Any Other Business

Independent members of Council were reminded of the invitation to winter graduation and asked to RSVP as soon as possible.

The following papers were noted:

- Project North Park Update (CNL/18/117)
- Business Engagement Strategy Annual Report 2017/18 (CNL/18/118)
- Capital Investment Group – June and September 2018 (CNL/18/119A and CNL/18/119B)
- Quarterly Teaching QA Report (Sept) (CNL/18/120)
- KPI Review (CNL/18/121)
- A consultation by Universities UK with USS's participating employers on the Joint Expert Panel recommendations

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	None
Professor Dave Hosken	FX+ (Board Member); CSM Trust (Board Member); Falmouth MCT (Board Member)
Salam Katbi	None
Clare Marx	Royal College of Surgeons of England (Chair of Fundraising Project Transform); Faculty of Medical Leadership and Management (Chair of Council)

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)
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

In attendance

Jane Chafer	Plymouth Argyle FC (Director, Non Exec)
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)
Jacqui Marshall	Torbay & South Devon Foundation Trust (NHS) (Trustee); Russell Group HR Directors Forum (Chair)
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)
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)