



## Council Away Day Report

21 November 2019

10:00-17:00

Council Chamber, Northcote House

### Present

Sarah Turvill	Pro Chancellor and Chair
Professor Sir Steve Smith	Vice-Chancellor
Richard Atkins	Pro Chancellor
Jo Binding	Independent Member
Gerry Brown	Independent Member
Nicholas Cheffings	Independent Member
Graham Cole	Independent Member
Patrick Hoyle	President, Students' Guild
Andrew Greenway	Independent Member
Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
Salam Katbi	Independent Member
Professor Janice Kay	Provost (joined from item 2)
Professor Andrew McRae	Senate Representative
Alison Reed	Independent Member
Professor Wendy Robinson	Senate Representative
Alison Rose	Professional Services Representative
Professor Anni Vanhatalo	Senate Representative

### Secretary

Mike Shore-Nye	Registrar and Secretary
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### In attendance

Jane Chafer	Director of Communications and Corporate Affairs
Andrew Connolly	Chief Financial Officer
Joff Cooke	Chief Executive, Students' Guild
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact) (joined from item 4)
Jacqueline Hodges	Deputy Secretary to Council (minutes)
Jean Lloyd	Executive Suite Office Manager and Council Co-ordinator
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Maria Rose	Secretariat Administrator (minutes)
Abi Wooding	Policy Advisor (Faculty Policy and Governance) (minutes)

### Apologies

Dr Sarah Buck	Pro Chancellor
Professor Caroline MacEwen	Independent Member
Sir John O'Reilly	Independent Member
Joe Rigby	Exeter President, Falmouth and Exeter Students' Union
Glenn Woodcock	Independent Member

**1. CHAIR'S WELCOME**

The Chair welcomed everyone to the meeting and noted apologies.

**2. VICE-CHANCELLOR'S REPORT**

The Vice-Chancellor gave an update to Council on external risks and opportunities for the sector, highlighting the following key points:

- Post-election funding scenarios and the positive research funding environment and post-work visa arrangements.
- Opportunities for UK Research
- The Highly Cited Researchers 2018 list published by Web of Science Group; Exeter has 20 which is high for an institution of Exeter's size and compared to Russell Group competitors.
- Risks around Industrial Action on pay and pensions.
- The Students' Guild President presented data and took questions on a Students' Guild research poll on the student position in relation to industrial action.
- Industrial Action Communications and the position from Council were noted as key considerations.

**3. SOCIAL MOBILITY**

*In attendance: Dr Lee Elliot-Major, Professor of Social Mobility, Dr Anna Mountford-Zimdars, Director of the Centre for Social Mobility and Nicola Sinclair, Head of Widening Participation and UK Student Recruitment*

Nicola Sinclair presented to Council on priorities, targets and challenges for the University around Social Mobility and widening participation (WP) and highlighted areas of priority. Dr Lee Elliot-Major followed up with external context and Office for Students (OfS) ambitions and targets. Dr Anna Mountford-Zimdars talked about some of the research carried out by the Centre for Social Mobility.

Council discussed the reversal of the demographic dip and what impact this could have on fair access. It was advised that the OfS are likely to maintain pressure on this important agenda. Student number controls could have WP implications, as well as a smaller pool of potential students compounding difficulty in meeting targets.

It was advised that though Access and Participation monitoring is Home student focussed, initiatives and measures are beneficial to all students. It was also noted that the University has a small number of asylum scholarships.

Council noted that it would be useful to look at students as they move through the system onto PGT and PGR; an idea of the absolute University position and a 'life-cycle' representation of interventions.

The DVC Education added that pressure should be put on UCAS to produce the contextual offer tool promised, noted that students are considered line by line during Confirmation and Clearing and also emphasised the 'business as usual'.

#### **4. GLOBAL STRATEGY (COMMERCIAL IN CONFIDENCE)**

*In attendance: Dr Helen Butler, Business Manager to the Deputy Vice-Chancellor Global Engagement*

The DVC Global Engagement explained that the Global Strategy was signed-off by Council in July 2018; the paper sets out the operational plan and putting the strategy into practice.

Graham Cole noted the work with Dual Assurance Global Advancement and is pleased with the momentum for the implementation of the strategy. He advised that a new Director of Global Exeter has been appointed (starting in January 2020). The cultural challenges of working internationally were noted.

Council discussed how they were keen for rapid development in this area.

#### **5. MARKETING AND BRAND**

*In attendance: Jeremy Poots and Paul Martin, Mammoth*

Council were introduced to Jeremy Poots and Paul Martin from Mammoth who will be working with the University on a brand refresh strategy. The first stage in the process will be to gather feedback and conduct interviews and Council were asked to view a short video and posters to introduce the work and commence the process.

#### **6. ENVIRONMENT AND CLIMATE EMERGENCY WORKING GROUP WHITE PAPER**

*In attendance: Professor Juliet Osborne, Director of Environment and Sustainability Institute*

Council received a paper produced by the Environment and Climate Emergency Working Group, which was led by Professor Juliet Osborne and involved over 30 staff and students from across the institution. The paper highlighted strong evidence of the need to drastically reduce Greenhouse gas emissions globally and to stop damage to the natural environment.

It was reported that both staff and students are conscious of the requirement for change and so the paper outlined a number of recommendations, goals and targets to be met in order to bring about the required change. Targets were discussed.

It was noted that the targets and recommendations are achievable but will require a level of investment and participation from the institution as a whole. The University should aim to be a sustainability and climate change leader regionally, nationally and internationally. Incorporating sustainability within the University's core values and sovereign strategies, particularly the Global Strategy, would maintain focus on this key area and help to integrate it within institutional decisions and discussions. Establishment of the Exeter Climate and Environment Fund and South West Climate Action Network will assist in taking climate crisis action, whilst divestment of funds from fossil fuel companies and reviewing sponsorship would highlight the institution's commitment to effect change in this area.

The report was well received by Council members who highlighted the need to review existing practices and facilities, for example video-conferencing, both internally and externally; successful utilisation of video-conferencing at Council meetings would set a good example for use at other meetings across the institution. Council proposed that consideration should also be given to internal meetings and provision of single use plastics for water and biscuits, as well as local travel to/from meetings. Suggestions for investment in public transport were made as an incentive to reduce numbers of staff traveling by car.

A comment from the student representative highlighted that climate change and divestment are key issues for students. It was suggested that a sustainability impact box be included on Council cover sheets to request that papers give consideration to this topic when making proposals or recommendations.

It was suggested that an online suggestion box could be offered to staff and students to allow contributions to be made to the discussion and suggestions for change to be received by all. It was noted that a Climate Emergency mail box has been set up with over 400 suggestions received already from staff and students, all of which are being tracked, although it was recognised that this email box should be more visible.

There was discussion around aligning goals to reduce long distance travel with growing aims associated with the Global Strategy, as well as increasing international student numbers; it may be difficult to reconcile these goals however there needs to be careful thought given to travel and aims for carbon neutrality. It would be useful to consider how other institutions are tackling climate issues.

## **7. BUSINESS ENGAGEMENT STRATEGY ANNUAL REPORT 2018/19**

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

Council received a progress report from the Director of Innovation, Impact and Business on the 2018/19 Business Engagement Strategy. Latest developments and Degree Apprenticeships were discussed.

Student entrepreneurship are growing and investment is set to increase. The Knowledge Exchange Framework (KEF) will be available soon along with a concordat which governs how work with partners is achieved. This will require institutions to put in place effective measures to promote, manage and measure university business collaborations.

Questions posed to Council for discussion included;

- How can business engagement boost the sovereign strategies?
- How can we increase academic capacity?
- How can we inspire the next generation?
- What can we do to tell our story better?
- What role can council members play?

Council discussed the difficulties in achieving support for academics from businesses. There needs to be a consistent message to academic staff to encourage those that can contribute to the development of academic links with business, although it was noted that there have been efforts to ensure that staff are aware of progression and promotion opportunities linked in with industry. The importance of recruiting staff from different sectors was highlighted.

Challenges were noted and included the lack of investment funds to bridge the 'valley of death' gap, difficulties recruiting and retaining experienced business engagement staff and a need to increase the number of academic staff working in more lucrative areas.

Council members each received a set of cards to invite members to consider how they can work with IIB staff in different areas to share their experiences and knowledge in order to maximise business engagement opportunities.

The Business Engagement Strategy Annual Report 2018/19 was **APPROVED**.

## 8. DIGITAL AND IT PROGRAMME UPDATE

*In attendance: Alan Hill, Chief Information and Digital Officer and Tracey Scotter, Digital Programme Director*

Council received an update report and presentation from the Chief Information Digital Officer and Director of Digital Transformation. Progress over the past year was reported on and included the introduction of the iExeter app, investment in systems such as the research management system, a Customer Relationships Management (CRM) system, Student Recruitment and Digital Research. Investment has also been made with regard to the Exeter Learning Environment and the Library.

It was reported that, in 2017, there were plans to create a digital strategy to support the sovereign strategies. As these have been linked to delivery, two programmes have been developed - IT and Digital - resulting in a growing number of projects. The technological requirements across the strategies and across the institution are deeply complex and interconnected and hence long term investment is required in order to ensure appropriate support is provided for existing systems in order that they remain effective, efficient and current, especially at a time when customers are becoming more 'digitally savvy'.

It was noted that there would need to be organisational change as well as technological change in order that IT solutions are not only solving problems individually, but providing a variety of solutions to solve problems collectively. There is also a need to make good use of existing technology as opposed to bringing in new solutions. The Digital Transformation Programme is aimed at addressing this organisational change to work with different business areas to apply digital solutions to problems.

Council received a short video which demonstrated the student response to Digital Check-In. It was noted that there are roughly 100,000 check-ins each week, 75% of which are non-problematic. Of the remaining 25%, only 2% are due to timetable mishaps or system glitches which is positive, although it is clear that there is still work to be done.

A set of questions were posed to Council members for consideration and discussion;

- Have we explained what we're trying to achieve?
- Is there anything else they would expect to see?
- What would 'good' look like this time next year in terms of digital transformation?
- Any suggestions or recommendations?

Council discussed the progress they would like to see.

The Chair questioned the ways in which the proposed organisational / culture change could be achieved. It was reported that an increase in local support staff across the institution would help to provide support and guidance to staff and get them thinking differently about the solutions they require. Change Delivery Managers for example would work with staff to better understand what is needed and what solutions are available. An organisational outline would be useful to demonstrate product owners e.g. for the iExeter app and the website generally.

It was noted that staff would need to be involved from the start in order to keep them engaged and informed. Measurable change is required particularly from academic staff who are trying to support their students' learning with technology or research staff who have to wait for lengthy periods to receive IT support; improvements in these areas would see a direct change

in attitude. Having moved from having in-house IT support in most areas to the SID structure as a result of restructuring has led to delays in IT response; it was suggested that local IT drop in sessions would be useful.

Council members suggested that a greater focus on customers would be welcome to increase ratings and user satisfaction. There needs to be a greater understanding of what the customers want and need. It would be useful to consider what other more technologically advanced institutions are doing.

**9. APPROVING THE FINANCIAL STATEMENTS**

Council **NOTED** the following to inform the approvals:

- Internal auditor's annual report for 2018-19
- External auditor's management letter and the provider's management response to this for 2018-19 (considered by the 31 Oct Audit Committee)

Council **APPROVED** the following:

- Audit Committee's annual report for 2018-19
- Audited Financial Statements
- Commentary

**10. ANNUAL PREVENT RETURN 2018/19**

Council **APPROVED** Prevent Annual Accountability and Data Return for submission to the OfS.

## COUNCIL &amp; COMMITTEES

## REGISTER OF INTERESTS 2019/20

## Members

Sarah Turvill	Willis Towers Watson (Director of UK Subsidiary; Pensioner); Yarmouth (IOW) Harbour (Commissioner); Grays Inn (Bencher)
Sarah Buck	BSW Consulting (Consultant; part-time); Institution of Structural Engineers (Ethics Committee member); Joint Board of Moderators (Accreditation Visits)
Richard Atkins	Department for Education (Engaged as FE Commissioner)
Professor Sir Steve Smith	UUK (Board Member); Russell Group (Board Member); UCAS (Chair of Board); Heart of the South West LEP (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))
Professor Mark Goodwin	<i>Cornwall and Isles of Scilly LEP (Board Member)</i>
Jo Binding	National Union of Students (Trustee, Chair of Finance Committee); The Student View (Chair of Trustees)
Gerry Brown	NovaQuest Capital (Chairman); IQVIA (Shares)
Nicholas Cheffings	Hogan Lovells International LLP (Consultant to the firm); PRIME Commitment Ltd (Chair); Making the Leap (Chair); CareTech Charitable Foundation (Trustee); ISLP-UK (Trustee); British Paralympic Association Parallel Club (Chair)
Graham Cole	Coldharbour Technology (University of Exeter working with Coldharbour)
Andrew Greenway	None
Patrick Hoyle	Exeter University Students' Guild (President)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)
Professor Caroline MacEwen	<i>Academy of Medical Royal Colleges (Chair); Tayside Health Board (Consultant Ophthalmologist); Scottish Government/CMO (Clinical Lead); NHS Education for Scotland (Associate Postgraduate Dean); NHS Improvement (Clinical Lead GIRFT Programme); Moorlands Eye Charity (Trustee)</i>
Professor Andrew McRae	<i>None</i>

Sir John O'Reilly	<i>A*STAR (Board Member and Chairman of the Science and Engineering Research Council); 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); UCL (Visiting Professor)</i>
Alison Reed	British Airways plc (Director); NewDay Ltd (Director); CGI Group Inc (Director)
Joe Rigby	None
Alison Rose	None
Professor Wendy Robinson	None
Anni Vanhatalo	None
Glenn Woodcock	<i>Centre for Science and Policy, University of Cambridge (Policy Fellow Alum); City Science Corporation Limited (Chairman and Shareholder); Cloudsoft Corporation Limited (Shareholder); Exeter City Futures Community Interest Company (CEO and Founder); Exeter College (Governor); Global City Futures Limited (Director); Grenadier Paternoster Limited (Director); Low Carbon Limited (Director); Low Carbon Foundation (Director); Low Carbon Oxygen Limited (Director); Oxygen House Limited (Director); Oxygen House Group Limited (Director); Queen's Drive Exmouth Community Interest (Director); Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) (Fellow); Sparx Limited (Director); Dartington Hall Trust (Trustee of Board)</i>

## In attendance

Andrew Connolly	Peninsula Innovations Ltd (Director); University of Exeter Consulting Ltd (Director); Falmouth Exeter Plus (Director)
Joff Cooke	Gradsouthwest (Spouse co-owner and Director of Business)
Neil Gow	Sainsbury Laboratory (Trustee Director, Head of Scientific Advisory Board); Westerdijk Institute (Member of Scientific Advisory Board), Editor in Chief, The Cell Surface; Editor, Cellular Microbiology); British Society for Medical Mycology (President 2018-2021)
Professor Tim Quine	University Vocational Awards Council (Board Member); Tianjin University (Honorary Professor)
Imelda Rogers	None

Mike Shore-Nye	Ted Wragg Multi Academic Trust (Institutional Member); Exeter Science Park (Director; Exeter College (Spouse as student); Northcott Theatre (Trustee)
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## Other Committees

Bettina Rigg	Veale Wasbrough Vizards LLP (Employee-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); 100% IT Ltd (Director)