



## Council

### MINUTES AND ACTIONS

14 December 2017

10:00-17:30hrs

Council Chamber, Northcote House, Streatham Campus

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#### Council Meeting

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21	Chair's Closing Remarks

**Attendees****Present**

Sarah Turvill	Pro Chancellor and Chair
Sir Steve Smith	Vice-Chancellor
Richard Atkins	Pro Chancellor
Nicholas Bull	Independent Member
Dr Sarah Buck	Pro Chancellor
Professor Janice Kay	Provost
Jo Binding	Independent Member
Shraddha Chaudhary	President, Students' Guild
Graham Cole	Independent Member (items 1-10 only)
Dr Barrie Cooper	Senate Representative
Kiron Farooki	Independent Member
Judy Hargadon	Independent Member
Professor Dave Hosken	Senate Representative
Dame Clare Marx	Independent Member
Alison Reed	Independent Member
Professor Wendy Roberts	Senate Representative
Professor Nick Talbot	Deputy Vice-Chancellor, Research and Innovation (items 1-10 only)

**Secretary**

Mike Shore-Nye	Registrar and Secretary
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**With**

Dr Victoria Alcock	Head of the Vice-Chancellor's Office (minutes)
Jane Chafer	Director, Communications and Corporate Affairs
Jamal Clarke	VP Activities, FXU (item 13)
Andrew Connolly	Chief Financial Officer
Tracey Cottam	Executive Director Transformation and OD at the Royal Devon & Exeter NHS Foundation Trust (observer)
Tracy Costello	Chief Executive, Students' Guild
Shaun Curtis	Director, Global Advancement (item 14)
Professor Ken Evans	Pro Vice-Chancellor and Executive Dean (CEMPS)
Roscoe Hastings	Business Manager (minutes)
Sophie Hawkes	Business Manager (minutes)
Professor Steve Hodge	Head of Drama, Associate Professor in Live Art+Spatial Practices (item 9)
Karen Gallagher	Environment & Sustainability Adviser (item 4)
Professor Mark Goodwin	Deputy Vice-Chancellor, Innovation and Impact
Jacqui Marshall	Deputy Registrar, Director of People Services and Global Partnerships
Chris Lindsay	Director, Compliance, Governance and Risk (items 1 and 16)
Kate Lindsell	Assistant Director HR (Head of Safety, Health, Wellbeing, Learning & Development) (item 5)
Linda Peka	Chief College Operations Officer
Professor Tim Quine	Deputy Vice-Chancellor, Education (items 1-10 and 15-21 only)
Tracey Tuffin	Risk and Compliance Officer (minutes)
Louise Tilbury	Practitioner Research Fellow, Business School (items 1-10 only)
Andrew Thorpe	Pro-Vice-Chancellor and Executive Dean (College of Humanities) (item 9)
Mike Wetherell	Health and Safety Manager (item 5)

**Apologies**

Gerry Brown, Dean Pomeroy, Richard Sargeant, Sally Turner, Jacqueline Hodges

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

The Chair welcomed Clare Marx to her first meeting of Council. The Chair also welcomed Linda Peka, Chief College Operations Officer (who has joined the Vice-Chancellor's Executive Group (VCEG) this academic year and would be in attendance for meetings of Council; Louise Tilbury, Practitioner Research Fellow in the Business School; and Tracey Cottam, Executive Director Transformation and OD at the Royal Devon & Exeter NHS Foundation Trust (who was shadowing Jacqui Marshall, Deputy Registrar).

It was noted that Louise was undertaking an observational exercise as part of her PhD study of gender dynamics in the boardroom. Council members confirmed their consent for Louise to observe the meeting and the Chair agreed to sign the consent form on behalf of Council. Council looked forward to seeing the research outcomes in due course.

Apologies were noted.

The Chair congratulated the University on its successful refinancing deal, and recorded Council's gratitude to the Chief Financial Officer, Alison Reed and Nicholas Bull.

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. The Chair asked those who have not yet completed the register to do so at their earliest convenience.

## 2. **MINUTES OF THE MEETINGS OF 19<sup>th</sup> OCTOBER 2017 (CNL/17/121) and 23<sup>rd</sup> NOVEMBER 2017 (CNL/17/126) AND MATTERS ARISING**

The minutes of the meetings held on 19 October 2017 and 23 November 2017 were approved but with the following corrections requested:

- Add Sir John O'Reilly to the attendance list at the Council Away Day in November.

The Chair added that the Financial Statements were signed at the last meeting by KPMG. Subsequently, the University had asked for a change to be made to the information regarding key management personnel to include pension contributions.

### **Council Effectiveness Review (CNL/17/127)**

The Registrar and Secretary shared with Council the details of the process to date to appoint an external company to undertake the review and the next steps of the Council Effectiveness Review.

The appointed external reviewer, Dr Tracey Long of Boardroom Review, has been selected due to her extensive experience working with major companies and charities evaluating complex boards in the private and public sector. A conscious decision has been taken not to appoint someone specialising solely in Higher Education, as has been done in previous years but to focus on identified best practice from across a number of sectors.

It was reported that following the Council meeting, Dr Long was to contact Council members via email to request input which would then inform the planning of a workshop session. The

workshop itself would take place on the afternoon of the Council briefing day on 21 February and Council members will already have this date in their diaries.

The workshop was to cover Council basics, dynamics, composition and the work of Council. It would include exploration of recent governance changes and discussion of Council's strengths and challenges, with the aim of developing a roadmap for the future.

The Registrar and Secretary confirmed that the exercise would also look ensure that the CUC guidance regarding board evaluation was followed and met.

Council members were informed that they would receive an update to confirm the arrangements in advance of the event in February, and will have an opportunity to provide comment ahead of it.

Council noted it was content with the proposals.

### **Office for Students Consultation (CNL/17/128)**

Chris Lindsay gave a short presentation on the Office of the Students (OfS) Consultation, covering the following points:

Four principles underpinned the OfS approach:

- Objective 1: all students, from all backgrounds, are supported to access, succeed in, and progress from, higher education;
- Objective 2: all students, from all backgrounds, receive a high quality academic experience, and their qualifications hold their value over time in line with sector-recognised standards;
- Objective 3: that all students, from all backgrounds, have their interests as consumers protected while they study, including in the event of provider, campus, or course closure;
- Objective 4: that all students, from all backgrounds, receive value for money.

The key themes for Exeter's response were proposed as follows:

- Stress the fundamental importance of institutional autonomy.
- Signal our support for a genuinely risk-based approach to regulation and proportionality whilst highlighting the disadvantages of a one-size-fits-all solution.
- Request that consideration be given to the burden of registration and monitoring for institutions whilst supporting the notion of provision of live data.
- Support for the Teaching Excellence Framework (TEF) and parity of esteem between education and research.
- Highlight the multi-faceted nature of the student relationship, which is not just a consumer one. Students are our partners and co-creators across a broad range of activity.
- Note that Value for Money is crucial.
- Note that the regulator will play a critical role in protecting the global reputation of the sector and that the framework should ensure this, particularly in relation to the way it regulates new providers.
- Signal our concern that the approach to subscription fees is not risk-based.

Council members were asked to note the proposed key themes informing the University's response and the approach to its preparation.

It was reported that the final draft of the document would be submitted for sign off by the Pro-Chancellors, the Provost and the Registrar before submission to the Department for Education (DfE) prior to the 22 December 2017 deadline.

The Chair stated the importance of taking this opportunity to input to the process at this point, and also of altering the tone of our draft response to ensure that the University's contribution was viewed as a positive and constructive one, stressing the University's desire to work closely with the OfS to develop the regulatory framework. The views of Council members were requested; Council asked that the points be taken into consideration in the final draft.

### **Project Exceptional Update (CNL/17/129)**

The Registrar and Secretary provided Council with an update on Project Exceptional, including details of the governance arrangements in place and timeline for delivery.

Sarah Buck provided assurance to Council that progress was being made and that appropriate governance of the project had been established. The timetable was currently long and work on procurement strategies was being undertaken to see if development could be hastened. It was reported that there would be workshops in January and February so consultants would have a good idea of the University's requirements.

Council noted its thanks to Sarah Buck and Mark Goodwin.

### **3. DUAL ASSURANCE ANNUAL REPORT (CNL/17/130)**

The Registrar and Secretary introduced the summary report of Dual Assurance activity during the 2016/17 academic year and thanked Council members for their huge contribution to the success of the University. He added that Dual Assurance was crucial to decision-making and good governance at Exeter. Council members were reminded that Dual Assurance minutes were available via Boardpacks for their information.

Council members noted that the report was very helpful. There was a discussion about the Education Dual Assurance area, and specifically whether the portfolio was too large. It was suggested that Widening Participation (WP) could be separated out from the portfolio, although pros and cons were acknowledged to this approach. The student journey may be another way of approaching it. It was agreed that the portfolio would be reviewed by the Dual Assurance Education group, working with the Director of Communications and Corporate Affairs, and a proposal presented to Council in early 2018.

**ACTION: Dual Assurance Education portfolio to be discussed at a future meeting of Council (Tim Quine/Jane Chafer)**

### **4. ENVIRONMENTAL SUSTAINABILITY ANNUAL REPORT (CNL/17/131)**

*In attendance: Karen Gallagher*

The Deputy Registrar and Director of People Services and Global Partnerships commended the report to Council, which provided an update on the progress that had been made in 2016/17 to implement the Environmental Sustainability Policy. Much progress had been made and Council noted its thanks to Karen Gallagher (Environment and Sustainability Adviser, People Services)

for her dedicated work. One achievement highlighted had been receiving Highly Commended in the most recent Green Gown awards for sustainability. However, the University's carbon reduction target was an outlier and required further progress. Council noted that the target may need to be revised and capital investment re-profiled in order to bring forward spend that would bring with it improvements.

Council noted two other areas difficult to tackle: waste/recycling and reduction in water consumption. These areas were challenging but Council noted the hard work going into these areas. It was the University's ambition to be renowned for sustainability but acknowledged that cultural change was required to make progress in these areas, which may require strong incentives in order to bring about change. A discussion with the Guild to highlight change and engender student support was suggested. Karen Gallagher noted that sharing best practice across the University was a key focus.

Council thanked the team responsible and noted the improvements made in 2016/17.

**DECISION: Council noted its support for the actions planned for 2017/18**

**5. HEALTH & SAFETY ANNUAL REPORT (CNL/17/132)**

*In attendance: Kate Lindsell and Mike Weatherall*

Council noted the annual report on health and safety management 2016-17, outlining progress in implementing the University's health and safety management system as agreed by Council in 2012.

The Deputy Registrar and Director of People Services & Global Partnerships highlighted the various inspections and audits that had taken place over the past year, and Council noted that mandatory training remained a concern, particularly refresher training. There was discussion around the optimum time of year to encourage academic colleagues to undertake training, and Council noted the steps that have been taken to move training online or out into Colleges.

Council was keen to see improvements in the future and suggested that penalties may need to be applied to those who are persistently non-compliant, such as passing probation or annual appraisal. The Vice-Chancellor's Executive Group was to consider this issue early in the New Year. It was agreed that Council would receive a mid-year update on this (May 2018) and that the issue would be considered at the Joint Meeting of Council and Senate.

The President of the Students' Guild asked for there to be a focus on student mental health in future reports, and it was agreed that this would be considered although separate reports on this were currently received by the Vice-Chancellor's Executive Group and by Senate.

Council thanked the team for all their hard work and for the progress that has been achieved so far, and acknowledged that cultural change was required for further improvements to be made.

**ACTION: Mandatory Training Compliance to be discussed at the May meeting of Council and at the annual Joint Council and Senate meeting. (Jacqui Marshall)**

**ACTION: Future iterations of the report to include details about student mental health (Jacqui Marshall)**

**DECISION: Council noted progress made in 2016-17 and agreed the annual action plan to enable continuous improvement.**

**6. SCIENCE PARK BUSINESS PLAN (CNL/17/133) – COMMERCIAL IN CONFIDENCE**

In the absence of Dr Sally Basker, CEO, Exeter Science Park Ltd, Mark Goodwin gave a presentation on the Strategy and Business Model for the Science Park. The vision for the future of the Science Park saw it as a collaboration across the four public sector shareholders to provide a knowledge-based economy.

**7. PERFORMANCE REPORT (CNL/17/134) – COMMERCIAL IN CONFIDENCE**

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

Dr Michael Wykes introduced the paper which explored Exeter's current UK league table performance and considers the improvements in performance necessary to regain top ten status in the Times and Sunday Times Good University Guide (GUG).

**ACTION: NSS scores paper to be scheduled for a future meeting of Council.**

**8. GLOBAL STRATEGY (CNL/17/135) – COMMERCIAL IN CONFIDENCE**

Professor Mark Goodwin and Jacqui Marshall introduced the paper which set out a draft of the Global Strategy based upon the recommendations of a review of the International Strategy, discussion at the VCEG Residential and the global objectives contained within existing University strategies including the Research and Impact Strategy and Education Strategy.

**9. ARTS & CULTURE STRATEGY (CNL/17/136)**

*In attendance: Professor Andrew Thorpe and Professor Stephen Hodge*

The paper detailed the business case and investment required to support delivery of a refreshed Arts & Culture strategy to sit alongside the University's sovereign strategies and energise the University of Exeter's Arts and Culture offer. The strategy will guide the University's Arts & Culture offer until 2022.

Professor Andrew Thorpe and Professor Stephen Hodge gave a short presentation in support of the paper and Nicholas Bull commented on the strategy as the Dual Assurance lead. They commented that the strategy was ambitious but was drawn together through the new Arts & Culture Dual Assurance and it would apply across all Colleges and campuses. The following points were noted in discussion:

- This needs to be public facing, sharing great content and requires a video-led social media content strategy rather than just a website. Stephen Hodge to follow up with Jo Binding further.
- It is vital buy-in was achieved across the institution, looking at best practice across the sector and getting staff to think directly how they fit in. This would require a cultural step change.

**DECISION: Council approved preferred option 2.**

**10. COUNCIL AWAYDAY (CNL/37/137)**

Mike Shore-Nye presented the paper which summarised the discussions held at the recent Council awayday and discussed the next steps for developing the work. The paper reflected how the longer term vision had created the successful institution Exeter was today.

**11. VICE-CHANCELLOR'S REPORT (CNL/17/138)**

Council received the Vice-Chancellor's Report and Performance Summary and alongside his verbal update, members of Council were invited to ask questions.

**12. ALAN TURING INSTITUTE (CNL/17/139)**

Professor Nick Talbot introduced the paper which set out the background to the recent invitation to join the Alan Turing Institute and the case for accepting the invitation.

**DECISION: Council agreed to approve the University's acceptance of the invitation to join the ATI, subject to negotiations leading to satisfactory terms on both sides and agreed to delegate authority to a sub-committee of Council consisting of the Chair of Council, Vice-Chancellor, Registrar and Secretary and Provost, with support from the Chief Financial Officer to make the final go/no go decision on behalf of Council.**

**13. AUTUMN TERM REPORTS – STUDENTS' GUILD (CNL/17/140) AND FXU (CNL/17/141)**

In attendance: Jamal Clarke, FXU President Student Experience

The President of Exeter Students' Guild provided an update on current activity and issues in the Students' Guild. Highlights over the last term had included welcome week, responding to the Office for Students consultation, the Guild Education Survey, Gold Ideas, the accommodation campaign, the NUS Debate involving the VC which included nearly 4,000 views online, and the ongoing #NeverOK work. The Students' Guild thanked the University and Council for its continued cooperation and support.

The following points of discussion were noted:

- Cost as a barrier to participation in Guild activities was raised and whether the Guild considers all students and their needs. The Guild President noted that the Guild had a society hardship fund to support access to student societies and the Guild worked hard to remove all barriers to participation for its members. The Director of Communications and Corporate Affairs agreed to share some research about communicating with WP students with the Students' Guild.
- The iExeter App was an increasingly important aspect of student life and Council was interested in how its use is changing and what more could be done. The President suggested that 99% of students use the iExeter app and there was potential for new functionality around mitigation, academic support and wellbeing that could be delivered through an App.
- Professor Wendy Robinson noted that the University had seen an increase in use of the My Progress tile on iExeter, and through the ELA project students were reporting they liked it and wanted more functionality.

The FXU President for Student Experience provided an update on behalf of the Falmouth and Exeter Union for the last term. Key highlights noted included: participation in the development of the University's Cornwall Strategy, Freshers Week, RAD had raised over £80K in the last year, the number of intramural teams had continued to increase, with 8 sports bursaries being awarded by FXU (6 of which had gone to Exeter teams). There continued to be a number of changes following the FXU restructure. Seven academic societies have been awarded additional funding as part of the TEF allocation.

Areas that FXU continued to work on included the supporting the investigation following the CSM event. FXU continued to work with the University and would then consider what action to take with the society. In addition conversations continued regarding catering on campus, unified sports colours and the role of the FXU leadership team.

The following points of discussion were noted by Council:

- Societies and clubs were cheaper to join in Cornwall and no Hardship Fund currently existed and this needed to be looked at in case of any barriers to participation.
- Council commended FXU on the *Voices* project around liberation and discussion of student stories. Further issues this year would focus on disability, pride and women.
- Council also commended FXU on the mature way it had approached the CSM issue.

#### **14. GLOBAL ADVANCEMENT UPDATE (CNL/17/142)**

In attendance: Shaun Curtis, Director of Global Advancement

The Provost and Registrar and Secretary introduced the item and invited the Director of Global Advancement to make a presentation to Council. The Chair noted that under the 7 primary principles of the CUC Code, Council had a responsibility to be assured that effective control and due diligence took place in relation to institutionally significant external activities. This item had been requested to provide that assurance for the University's philanthropic activities.

The report presented to Council was regularly reviewed by the Campaign Board and explored how the University was doing, how it compared, and what are the challenges faced were. The current campaign was the second in the University's modern history following the successful 'Creating a world-class university together' campaign.

In terms of Assurance, Gerry Brown was the Dual Assurance lead and Chaired the Campaign Board. The Director of Global Advancement thanked Council for their support around PhD scholarships.

#### **15. ADMISSIONS UPDATE (CNL/17/143) – COMMERCIALY SENSATIVE**

*In attendance: Katherine Lloyd-Clark, Head of Admissions*

Professor Tim Quine and Jane Chafer introduced the paper which detailed the admissions position and student recruitment activity for 2017/18 and provided an update on the current review of forecasting methodology. Details of international student recruitment through agents was also included.

#### **16. RISK REPORT (CNL/17/144)**

Mike Shore Nye introduced the risk report. Council had previously discussed the report format and the requirement to provide greater focus on key risks, and this had also been considered

by Audit Committee. In addition, a risk exercise had been conducted by Council in October 2017 in order to brainstorm the key risks to the University, to be fed back into the reporting process. A risk was identified at this session that was not already included within the University risk registers, which illustrated the benefit of the session.

Chris Lindsay and Tracey Tuffin had worked hard to deliver a focused report that met the needs of Council, and the first report in the new format was presented. In line with the discussions at Council in July 2017, there was now more focused and contemporary discussion of risk, including detailed monthly consideration of key corporate, college and services risks at PSLT. This had allowed for more accurate scoring and reporting of the key risks.

Judy Hargadon, as the independent Risk Dual Assurance lead, confirmed that the term “top 10 risks” was not appropriate, as this could limit visibility of risks that should be presented to Council if more than 10 met the criteria. Compliance, Governance and Risk would be speaking to risk owners again in the New Year, and would be assessing the effectiveness and maturity of risk management across the University over the rest of the academic year.

**17. FIRST FINANCIAL FORECAST (CNL/17/145) – COMMERCIALY SENSATIVE**

Chief Financial Officer Andrew Connolly set out the current position in the first financial forecast of the academic year.

**18. UPDATE ON INVESTMENTS**

Andrew Connolly provided an overview of the plans for a thorough review of the University’s investment policy, combined with a procurement exercise to select a fund manager.

**19. PROCUREMENT PROJECT UPDATE (CNL/17/146) – COMMERCIALY SENSATIVE**

Andrew Connolly gave a brief re-cap on the history of the project, starting with the Efficio report, which had identified potential procurement savings.

**20. MATTERS BROUGHT FORWARD FROM PART II (CNL/17/147)**

Council considered the following papers –

**Membership of Council 2018/19-2020/21 (NOM/17/23)**

Council approved the renewal of Sarah Turvill as a Class I member and Chair of Council for a third and final three year term of office with effect from 1 August 2018.

*Secretary’s note: The Chair of Council left the meeting for this discussion*

**Appointment to Audit Committee (NOM/17/25)**

Nicholas Bull, Chair of Audit Committee and Sarah Turvill had met with Simon Enoch and recommended him for membership of Audit Committee. Council approved the appointment of for a period of three years with immediate effect.

**Membership of Trusts (NOM/17/26)**

Council approved the following appointments:

1. Exeter Retirement Benefits Scheme Trust (ERBS)
  - The appointment of John Allwood until 31 July 2018.
  - The appointment of Ray O'Connell until 31 July 2020.
2. Camborne School of Mines (CSM) Trustee
  - The appointment of Mike Shore-Nye, Registrar and Secretary as one of the trustees with effect from 1 August 2018 for a period of three years.

It was confirmed that Mike's appointment would be as an employee of the University, and not as an independent member. There has also been a University request for Nicholas to remain a member of the CSM Trustees. The appointment was approved.

**21. CHAIR'S CLOSING REMARKS**

Council was reminded that Dr. Tracey Long would be in touch with all members requesting feedback for the effectiveness review, and that there would be a workshop on 21 February ahead of the next Council meeting.

She also reminded members that Nominations Committee was still looking for suggestions for new members, particularly those who could improve diversity. There is a current need for members with experience in (i) Finance and general business, and (ii) an understanding of digital.

The Chair gave thanks and wished a merry Christmas to all.

**PART II PAPERS**

The following papers were approved/noted:

- Student Funding Model (CNL/17/148)
- Audit Committee Minutes - 26th September (CNL/17/149) and 2nd November 2017 (CNL/17/150)
- HEFCE Annual Quality Assurance Submission to HEFCE - Final (CNL/17/151)
- Affixing the Seal (CNL/17/152)
- Capital Investment Group: October 2017 (CNL/17/153) and November 2017 (CNL/17/154)
- Estate Services Projects Complete and Ongoing (up to November 2017) (CNL/17/155)
- Senate: Minutes of 8 November 2017 meeting (CNL/17/156)
- Academic Promotions (CNL/17/157)
- Joint Committee for Consultation and Negotiation: 9 November 2017 (CNL/17/158)

- Council Nominations Committee Report (CNL/17/159)
- Student Experience Advisory Board (CNL/17/160)

## COUNCIL

## REGISTER OF INTERESTS 2017/18

## Members

Sarah Turvill	Willis Limited (Director); Willis Towers Watson Group (Pensioner); Yarmouth (Isle of Wight) Harbour (Commissioner)
Sarah Buck	BSW Consulting (part-time consultant); JBM Board (Board Member)
Richard Atkins	Department of Education (part-time employee)
Professor Sir Steve Smith	UCAS (Chair of Board), UUK (Board Trustee), Russell Group (Board Trustee), Heart of the South West LEP (Director)
Professor Janice Kay	Royal Devon & Exeter NHS Foundation Trust (Non-Executive Director); Higher Education Academy (Board Director); HEFCE TEF Board (Panel Member); HEFCE TEF Project Board Steering Group (Chair); Higher Education Funding Council for England – QARSAC (Board Member); Higher Education Funding Council for England – Learning Gain Steering Group (Board Member)
Professor Nick Talbot	The Sainsbury Laboratory, Norwich (Chair of Council); The Gatsby Charitable Foundation (Plant Science Advisor to Lord Sainsbury); BBSRC (Grant Panel Chair); University of Dundee (Science Advisory Board); GW4 (Chair of the Board)
Jo Binding	Discovery Networks International (Salaried Role)
Gerry Brown	NovaQuest Capital (Investments Chairman)
Nicholas Bull	Coats Group PLC (Senior Independent Director); Fidelity China Special Situations PLC (Chairman); Design Museum (Trustee); Conran Federation (Trustee); The Tallow Chandlers Company (Member of Court); Greig City Academy (Honorary Governor); CSM Trust (Trustee)
Shraddha Chaudhary	None
Graham Cole	Bath University Business School Advisory Committee (member)
Dr Barrie Cooper	University College London (External reviewer for HEA-accredited ARENA scheme); UCU (Branch President for University of Exeter UCU)
Kiron Farooki	Part time and temporary paid role at British Business Bank which is a government owned economic development bank

Judy Hargadon	Restorative Solutions – CIC (non-Executive Director); Dartington Hall Trust (Chair - G Parston (Husband))
Professor Dave Hosken	Camborne School of Mines Trust (Trustee); FXPlus (Board)
Clare Marx	Ipswich Hospital NHS Trust (Associate Medical Director); Royal College of Surgeons of England (Immediate Past President, Chair of Project Transform); Faculty of Medical Leadership and Management (Chair of Council)
Sir John O'Reilly	A*Star Singapore (Board Member, Chair Science & Engineering Research Council); ERA Foundation Ltd (Chairman); UCL (Visiting Professor); NICC (Standards) Ltd (Chairman); Royal Aeronautical Society (Board Member, Chair of Audit Committee); Royal Commission for Exhibition of 1851 (Commissioner)
Dean Pomeroy	None
Alison Reed	British Airways PLC (Non-Executive Director and Deputy Chairman of British Airways plc), NewDay Ltd (Senior Independent Non-Executive Director, Chairman of the Audit Committee and Risk Committee)
Professor Wendy Robinson	None
Richard Sargeant	ASI Data Science (Director)
Sally Turner	None

## In attendance

Jane Chafer	None
Andrew Connolly	UoE Consulting Ltd (Director); Peninsular Innovations Ltd (Director); FX Plus (Director); INTO Exeter JV Board (Director)
Tracy Costello	University of Exeter (spouse employer)
Professor Mark Goodwin	Cornwall and Isle of Scilly LEP (Board Member); Northcott Theatre (Trustee); Exeter College (Governor); St Luke's Foundation (Trustee)
Professor Tim Quine	None
Jacqui Marshall	Torbay and South Devon Foundation Trust (Non-Executive Director); Young Bristol Charity (Trustee)
Mike Shore-Nye	Ted Wragg Multi Academy Trust (University representative); Association of Heads of University Administration (Executive Board Member), Camborne School of Mines (Board Member)

## Other Committees

Bettina Rigg	Veale Wasbrough Vizards (Employee – Salaried Partner); University of Greenwich (Co-opted member of Nominations, Staffing & Remuneration Committee)
David Dupont	Diabetes UK (Member of Clinical Studies Group); Operation Imprezza (Charity Trustee Director)
Nick Swift	Camfed (Trustee); East and North Herts NHS Trust (Non Exec Director)
Simon Enoch	None