



## COUNCIL

### MINUTES AND ACTIONS- DRAFT FOR APPROVAL

19 MAY 2022- 10:00-13:45 COUNCIL CHAMBER, NORTHCOTE HOUSE

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## ACTIONS

ITEM	ACTION	Owner	Deadline
5	Council requested that the Council Financial Review Subcommittee meet to review the budget before 7 July 2022.	Secretariat	Completed, meeting was held on 27 June 2022
7	Investigate the issue of timescales on formal reporting being missed when informal routes, through Speak Out Guardians, are used first.	Director of HR	Completed
7	Consider further support for staff network group leaders.	The Director of HR and the Deputy Registrar and Chief College Operations Officer	Ongoing
8	Continue to investigate options for Penryn sports pitches as part of the development of a full sports and exercise strategy for Cornwall students (including Truro) and vision for the future.	Registrar and Secretary	Update to Council on 7 July 2022
	All Council papers cover sheets need to more comprehensively and robustly consider EDI	Secretariat	With immediate effect

**DECISIONS**

<b>ITEM</b>	<b>Decision</b>	<b>Paper No.</b>
1	The minutes of the meeting on 7 April 2022 were agreed.	CNL/22/59
3	Council <b>APPROVED</b> the finance strategy and accompanying key performance indicators.	CNL/22/61
12	Council <b>AUTHORISED</b> the affixing of the seal.	CNL/22/69
12	Council <b>APPROVED</b> changes to the University's governance documents within this paper for effect from 1 August 2022.	CNL/22/70

**MEMBERS 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
Professor Alexandra Gerbasi	Senate Representative
Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
Andrew Greenway	Independent Member
Salam Katbi	Independent Member (via Teams)
Professor Janice Kay	Provost
Amoetsoe Mkwena	Independent Member
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

**SECRETARY**

Mike Shore-Nye	Registrar and Secretary
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**MEMBERS APOLOGIES**

Lounette Dyer	Independent Member
Professor Dame Caroline MacEwen	Independent Member
Glenn Woodcock	Independent Member

**OTHER APOLOGIES**

Alison Chambers	Chief Executive Officer, Students' Guild
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)

**OBSERVERS**

Malcolm Skingle	Independent member designate
Quentin Woodley	Chair of Council designate

**STAFF IN ATTENDANCE**

Jane Chafer	Director of Marketing, Recruitment, Communications & Global
Dan Charman	PVC and Executive Dean of the College of Life and Environmental Sciences (via Teams items 1 & 2)
Peter Clack	Director of Global (item 6)
Andrew Connolly	Chief Financial Officer
Dorcas Cowan	EDI Manager (via Teams item 7)
Alison Davidson	Director of Sport and Grounds (via Teams item 8)
Susan Fallon	Interim Deputy Secretary to Council (minutes)
Jo Gill	PVC and Executive Dean of the College of Humanities
Hugh McCann	Director of Estate Services (via Teams item 8)
Linda Peka	Deputy Registrar and Chief College Operations Officer
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Imelda Rogers	Director of Human Resources
Michael Wykes	Director of Policy, Planning and Business Intelligence (1-3)

## **1 Chair's introduction and Minutes from the meeting of 7 April 2022 and Matters Arising (CNL-22-59).**

- 1.1. The Chair welcomed all Council members to the meeting and asked Members to declare any conflicts of interest related to items under discussion, none were declared.
- 1.2. The Chair welcomed Quentin Woodley and Malcolm Skingle as observers to the meeting. She also welcomed Professor Jo Gill, Pro-Vice-Chancellor and Executive Dean of the College of Humanities, and thanked her for her leadership of the College and that of the University's work on increasing entrants from state schools. Apologies were noted.
- 1.3. The Chair informed Council that Professor Dame Caroline MacEwen would be retiring from Council at the end of the current academic year as a result of her appointment as Chair of the General Medical Council.
- 1.4. The Chair noted that this would be the final meeting for Tina Verhaeghe who is leaving the University; she thanked Tina for her contribution to Council and the University, especially in the area of equality, diversity and inclusivity.
- 1.5. The minutes of the meeting on 7 April 2022 were agreed.
- 1.6. The Chair raised the University's Schedule of Delegations of Authority to Enter into Contracts and informed Council it would be amended to include the following:  
*Research Council contracts and associated grants (including any funding bodies that are returned to HESA under the same heading as the Research Council); National Institute for Health Research, Wellcome Trust, Wolfson Foundation and Leverhulme Trust grants > £1m - Any of VC, Provost, DVCs, Registrar and Secretary, Chief Financial Officer on the recommendation of the Director of Research.*

## **2 Vice Chancellor's briefing (CNL/22/60)**

- 2.1. The Vice-Chancellor's (VC) briefing was noted and she updated Council with more recent developments including:
- 2.2. DVC Recruitment - interviews for the DVC Business Engagement and Innovation role taking place this month and the VC thanked Graham Cole for support with this recruitment; interviews for the DVC Cornwall role will take place next month. The VC noted these are

critical appointments for the University and will bring much needed additional capacity in key strategic areas.

- 2.3. The recent visit of Professor Sir Adrian Smith, President of the Royal Society and Director and Chief Executive of The Alan Turing Institute, to the University as guest of honour at a 'Day of Ideas' event at Exeter Castle – the event was celebrating the achievements of the Institute of Data Science and Artificial Intelligence with the University's external collaborators.
- 2.4. Ministerial Visit of Universities Minister Michelle Donelan to the University that afternoon; the VC expressed her thanks to Vic Alcock, Head of the Vice-Chancellor's Office, and Jen Fook, Business Manager to the Provost, for putting together an impressive programme for the Minister. The visit includes brief the Minister on the Exeter Education Ecosystem partnership and FE partnership and schools; discussion on the work led by the VC on behalf of the Minister on the problem of drink spiking amongst students; visiting the new Engineering teaching facilities and makerspace in the Harrison Building; and a visit to the South West Institute of Technology building. It was planned that the Minister would meet with The Guild President and a number of staff and students.
- 2.5. US Trip the VC would be taking the following week on behalf of the University which includes, a visit to meet the President of Duke University to discuss future partnership opportunities; meeting alumni in Washington DC; and hosting a Global Conversation in New York discussing the biodiversity of oceans.
- 2.6. Ofsted visit current happening at the University to inspect degree apprenticeship provision. The DVC Education informed Council that the visit was going well and Ofsted had been clearly informed how provision aligned with the University's vision, purpose and strategy. He noted the strong team working on degree apprenticeship provision and the bespoke quality oversight and assurance that had been established for degree apprenticeships. Council noted that Exeter is the largest provider of degree apprenticeships in the Russell Group with over 1,500 students currently; and thanked all the staff involved.

### **3 Finance Strategy 2030 (CNL-22-61)**

- 3.1. The Chief Financial Officer (CFO) presented to Council the Finance Strategy to support Strategy 2030 that had been further developed since the previous Council meeting. It had also been considered by the Council Finance Review Subcommittee on 11 May 2022.
- 3.2. Council **APPROVED** the finance strategy and accompanying key performance indicators.

### **4 April (Fourth) Financial Forecast 2021/22 (CNL-22-62)**

- 4.1. The CFO noted the uniqueness of 2021/22 where there is forecast to be an unsustainably high operating surplus as a result of unplanned undergraduate student number growth as a result of the pandemic and teacher assessed grades; this had resulted in increased income and a delay on the resulting increased expenditure.
- 4.2. The CFO informed Council that the forecast deficit of £100M is due to pension accounting; which is not yet clear and could vary by +/- 20%.
- 4.3. The CFO highlighted the University's growth in the last five years with income forecast in 2021/22 to be in excess of £575M and income in 2017/18 £415M.

### **5 Draft Budget 2022/23 and later year projections (CNL-22-63)**

- 5.1. The CFO presented the draft budget for discussion. He noted that pandemic had not had an adverse effect on income, and as capital investment had been paused it had resulted in higher cash balances. The CFO stated that this represented a strong financial position to invest into the delivery of the new strategy. Some of the initial strategic priorities were included in the draft budget, however plans have been developed with the current College leadership and will need to be developed with the new Faculties in the next planning cycle. The later year's projections from 2023/24 onwards would form the financial planning parameters but could not be fully owned by Faculties at this stage.

- 5.2. Council discussed the draft budget and noted for the final budget proposed in July:
- More visibility of future investments that are above business as usual.
  - How the budget will address the ongoing difficulties with recruitment activity.
  - More robust equality and diversity considerations.
  - Greater information on the investment into decarbonisation plans.
  - Prudent budgeting in relation to inflation pressures.
- 5.3. Council requested that the Council Financial Review Subcommittee meet to review the budget before July and that the July meeting allows sufficient agenda time for discussion.

## **6 International Student Recruitment Update (CNL-22-64)**

- 6.1. The Chair invited the DVC Global Engagement, the Director of Marketing, Recruitment, Communications and Global, and the Director of Global to update Council on international student recruitment activity.
- 6.2. The DVC Global Engagement highlighted that international students enable financial sustainability for the University, but also enhance diversity and culture, making Exeter a more international and diverse community. Additionally they help to enhance the brand, reputation and global reach of the University. He stated the current risk to the University is the high level of undergraduate students on home fees, and low percentage of international students, especially postgraduate taught students (compared to the Russell Group). He noted that the University had seen its largest ever international intake this academic year; however due to the unplanned growth in home undergraduates (as a result of the teacher assessed grades), the international percentage of overall students had not increased significantly.
- 6.3. He outlined current recruitment activity and the success of the recent Council investment in targeting the Indian and Malaysian markets.
- 6.4. The independent lead for Global Strategy assured Council that internalisation is now a central part of the University and the newly designated Pro Vice Chancellors of the Faculties have this activity central to their role. He congratulated the University on the success in India and Malaysia and encouraged further expansion in other markets.
- 6.5. Council were concerned with challenges to international students coming to campus because of the pandemic and were assured by the Director of Marketing, Recruitment, Communications and Global that whilst it is a rapidly changing situation, the University is preparing to pivot quickly to hybrid provision if needed. It was noted that this had worked well this academic year. Additionally the barrier of traveling to take English language tests had been removed by introducing an online system.
- 6.6. The risks and challenges of international recruitment were discussed and it was noted that the demand for UK Higher Education internationally is substantial. The restrictions to travel because of the pandemic had been challenging but the University had worked around it successfully. It was stated there will always be other global flash points and challenges to which the best risk mitigation is to diversify markets, move into second tier countries and develop transitional education.
- 6.7. It was noted that competition is not just from UK competitors, but from other English language speaking countries such as Australia and Canada, who have favourable visa policies for students to work in the country after completing their degree.
- 6.8. Council encouraged investment in international student recruitment, and in supporting international students to thrive at the University. The need for staff to fully understand the multiple benefits of increasing international student recruitment was raised and the

University committed to address this with the new Faculty leadership.

Council instructed the University to ensure that state school entrant targets were protected whilst increasing international students

6.9. Council thanked the University for the update and paper, but noted that a significantly more robust approach to the equality, diversity and inclusivity considerations was needed.

6.10. The DVC Global Engagement also provided Council an update on the University's ongoing response to the effects of the war in Ukraine. This included:

- Students in Exeter from Ukraine and Russia have been supported; with support for those whose bank accounts have been frozen, and those experiencing trauma from the events.
- Exeter students who were studying in Russia were expediently repatriated to the UK.
- Research links with Russia have been reviewed to exclude Russian state institutions.
- The University has expressed an interest in joining the UK Ukraine twinning campaign.
- Ongoing risks are being monitored, especially in relation to cyber security.
- An academic advisory group has been established, utilising the University's experts on the region, on conflict and in geo-politics.
- Some of University staff have been seconded to the Foreign and Commonwealth Office.
- The University has responded to the researchers at risk scheme.
- Plans are being developed for students who had planned to study in Russia as part of language courses to go to Estonia instead.

## **7 Speak out Guardians Report (CNL-22-65)**

7.1. The Registrar and Secretary was joined by the EDI Manager, and presented the annual Speak out Guardians report. Council were informed how the University is empowering people to speak out about their experiences through different reporting mechanisms. They outlined the two elements that are key to creating a more inclusive community where people feel able to be themselves:

1. ensuring those from under-represented groups have a voice and feel heard;
2. Fostering a culture of trust and openness where individuals feel empowered to speak out about their experiences and that they know where to go to report and seek support when incidents happen.

7.2. The Registrar and Secretary and EDI Manager outlined how the University is responding to what has been heard and plans for the future. They noted the challenges to the individuals involved as Speak out Guardians, and those who take on extra work as champions of equality,



diversity and inclusivity. The University committed to recognising this time commitment and to supporting people to have enough time to participate without detriment. The Director of HR and the Deputy Registrar and Chief College Operations Officer agreed to consider support for staff network group leaders.

- 7.3. Council raised the issue of timescales on formal reporting being missed when informal routes, through Speak out Guardians are used first. The Director of HR committed to investigate this.

## **8 Penryn Pitches Update (CNL-22-66)**

- 8.1. The Registrar and Secretary was joined by the Director of Sport and Grounds and Director of Estate Services to update Council on the development of sports pitches for students in Cornwall. The University had investigated options that were presented to Council. Commenting on the options appraisal, Council noted that the planning constraint on car parking spaces at Penryn campus should be challenged.
- 8.2. ACTION: To continue to investigate options for Penryn sports pitches as part of the development of a full sports and exercise strategy for Cornwall students (including Truro) and vision for the future.
- 8.3. The Director of Sport and Grounds informed Council that £100,000 had been budgeted for recreational facilities for Penryn campus. Working with the Student Union, work is ongoing to scope out suitable provision.
- 8.4. The perception that Streatham students have superior provision to Penryn students was raised and the University was challenged to consider how to address this.

## **9 Report from Audit Committee**

- 9.1. The Chair of Audit Committee updated Council on the last meeting of the Committee which had been mainly a strategic review meeting. He informed Council that the Committee had reviewed the university business plans, with the VC in attendance, and considered two principle issues:

## **10 Dual Assurance**

10.1. The Chair invited updates from Dual Assurance leads. One of the independent Dual Assurance leads for Equality, Diversity and Inclusivity, noted to Council that following the discussion at the last Council meeting, the University is developing targets for this area which will be discussed at the Council meeting on 7 July 2022.

10.2. The independent Dual Assurance lead for Global Advancement sought to acknowledge the work of the Registrar and Secretary in securing University commitment to philanthropic funding; as a result a new ambitious target had been set and he was assured that fundraising will be a secure part of University activity in the future.

## **11 Matters brought forward from Part II (CNL/22/36)**

11.1. Council AUTHORISED the affixing of the seal. (CNL/22/69)

11.2. Council APPROVED changes to the University's governance documents (CNL/22/70) the Charter, Statutes and Ordinances as detailed within this paper for effect from 1 August 2022.

11.3. Council noted the following papers:

- Postgraduate Research Admissions Position for 2022 Entry (CNL/22/71)
- Capital Investment Group Minutes- 8 April 2022 (CNL/22/72)
- Student Experience Advisory Board: Minutes from 7 February 2022 (CNL/22/73), Minutes from 1 March 2022 (CNL/22/74)
- Penryn Pitches Appendix (CNL/22/77)
- Speak Out Guardian Slides (CNL/22/78)

## **12 Chair's Closing Remarks**

12.1. The Chair thanked all those attending and closed the meeting.

**Next meeting: 7 July 2022**

COUNCIL & COMMITTEES  
REGISTER OF INTERESTS 2021/22

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), The Fertility Network, UK (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	<i>None</i>
Amoetsoe Mkwena	<i>Hogan Lovells International LLP (Employee, Associate)</i>
Stevie Preece	<i>None</i>
Alison Reed	British Airways plc (Director); NewDay Ltd (Director); CGI Group Inc (Director)
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	None
Andrew Connolly	None
Neil Gow	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)
Tim Quine	Tianjin University (Honorary Professor); Russell Group PVC Education Group (Chair); Exeter College (Member of Governing Body)
Imelda Rogers	None
Mike Shore-Nye	Ted Wragg Multi Academy Trust (University nominated Member); Northcott Theatre (University nominated Board)

	member); Association of Heads of University Administration (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

<b>Bettina Rigg</b>	Browne Jacobson LLP (Partner); Writtle University College (Governor)
<b>David Dupont</b>	Diabetes UK (Member of Clinical Studies Group researching Type 1 Diabetes); Operation Imprezza (Charity Trustee Director); Pennon Group Plc (Shareholding)
<b>Simon Enoch</b>	Jurit LLP (Consultant); Nescot (Governor and Chair of Audit Committee); 100% IT Ltd (Chairman)