



## **COUNCIL**

### **MINUTES AND ACTIONS – FINAL APPROVED**

**9 DECEMBER 2021 – 1300-1740hrs, Council Chamber/via Microsoft Teams**

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## ACTIONS

ACTION	Owner	Deadline
Minute 9: Council noted that mandatory training compliance had dipped and whilst sought an improvement also urged the Executive to consider any possible streamlining to ensure requirements are not unnecessarily burdensome.	Head of Health and Safety	To be reported in the next annual health and safety report
Minute 11: The CFO to review financial risks in particular inflationary risks and the affordability of the new university strategy.	Chief Financial Officer	To be factored into the development of the evolving 21/22 university budget
Minute 14: Consider how Exeter could benchmark against other universities on the percentage of students that are physically active.	Director of Sports and Grounds	Will be completed and a benchmark developed and reported in the next sport and physical activity update to Council.
Minute 14: EDI KPI/s needed for the performance sport strategy and not just the physical activity strategy element.	Director of Sports and Grounds	EDI KIP will be developed and included in the next sport and physical activity update to Council.
Minute 15: Next year's Annual Report to consider ESG reporting.	Chief Financial Officer	Next academic year.

## DECISIONS

ITEM	Decision	Paper No.
1.	The minutes of the meetings on 14 October 2021 and 25 November 2021 were agreed; and the update on actions noted.	CNL/21/137 CNL/21/137a CNL/21/170
3.	Council approved entering into a Consultation phase with Staff and Students around the evolving structures proposal.	CNL/21/171
5.	Council supported the new timetable for the climate end environmental emergency and noted the scale of investment that would be needed to achieve it.	CNL/21/141
7.	Council approved the Annual Report and Financial Statements to 31 July 2021 of the university.	CNL/21/143
10.	Council approved the annual report of the Research Development Concordat 2020-2021.	CNL/21/149
11.	Council APPROVED the risk management culture description; the programme of work to develop the risk management culture; and the proposal for reporting this to Council.	CNL/21/150A
12.	Council APPROVED an investment of up to £1.75m gross for the works to eradicate the booklice infestation in the Living Systems Institute Biological Services Unit, but requested that there would be an investigation into the contractor and designer of LSI to ensure any liability with them is identified.	CNL/21/151
13.	Council APPROVED the business case for HESA Data Futures of £1,190k.	CNL/21/152
17.	Council authorised the affixing the seal.	CNL/21/154
17.	Council APPROVED re-appointment of Professor Clive Ballard as Pro Vice-Chancellor of the College of Medicine and Health for a one-year period to 31st October 2022.	CNL/21/154
17.	Council APPROVED a revision to Ordinance 6 'Academic Requirements' to be inclusive of online programmes.	CNL/21/154

**Attendees****Present**

Sarah Turvill	Pro-Chancellor and Chair
Professor Lisa Roberts	Vice-Chancellor
Sir Richard Atkins	Pro-Chancellor
Jo Binding	Independent Member (via Teams)
Gerry Brown	Independent Member
Sarah Buck	Pro-Chancellor
Nicholas Cheffings	Independent Member (via Teams)
Professor Barrie Cooper	Senate Representative
Lounette Dyer	Independent Member (via Teams)
Professor Alexandra Gerbasi	Senate Representative
Andrew Greenway	Independent Member (via Teams)
Professor Mark Goodwin	Deputy Vice-Chancellor (Global Engagement)
Professor Janice Kay	Provost
Lily Margaroli	President, Students' Guild
Amoetsoe Mkwena	Independent Member (via Teams)
Steven Preece	President, The Students' Union
Alison Reed	Independent Member
Professor Gareth Stansfield	Senate Representative
Tina Verhaeghe	Professional Services Representative (via Teams)
Glenn Woodcock	Independent Member

**Apologies**

Graham Cole	Independent Member
Salam Katbi	Independent Member
Professor Dame Caroline MacEwen	Independent Member

**Secretary**

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

Alison Chambers	Chief Executive Officer, Students' Guild
Andrew Connolly	Chief Financial Officer
Susan Fallon	Interim Deputy Secretary to Council (minutes)
Professor Neil Gow	Deputy Vice-Chancellor (Research and Impact)
Professor Tim Quine	Deputy Vice-Chancellor (Education)
Professor Richard Smith	Deputy PVC College of Medicine and Health

**Via Teams:**

Ian Blenkharn	Director of Education and Student Services (item 13)
Jane Chafer	Director of Marketing, Recruitment, Communications and Global
Alison Davidson	Director of Sports and Grounds (item 14)
Sean Fielding	Programme Director for the Implementation of the new Institutional Strategy (item 3)
James Hutchinson	Director of Strategic Delivery Unit (item 3)
Chris Lindsay	Director of Compliance, Governance and Risk (for item 8)
Kate Lindsell	Head of Compliance (item 9)
Hugh McCann	Director – Estate Services (item 12)
Gail Reeves	Head of Technical Services (item 12)
Imelda Rogers	Director of Human Resources
Mike Wetherall	Head of Health and Safety (item 9)
Michael Wykes	Director of Policy, Planning and Business Intelligence (item 13)

1.	<p><b>CHAIR'S INTRODUCTION AND MINUTES FROM THE MEETING OF 14 OCTOBER 2021 AND 25 NOVEMBER 2021 (CNL/21/137 &amp; 170) AND MATTERS ARISING</b></p>
	<p>The Chair welcomed all Council members to the meeting, and Professor Richard Smith, Deputy PVC College of Medicine and Health who joined the meeting. The Chair congratulated all those involved in the visit of Council that morning to the St Luke's campus and the Mireille Gillings Neuroimaging Centre.</p> <p>Members were asked to declare any conflicts of interest related to items under discussion and none were declared.</p> <p>It was requested the Microsoft Teams chat function should only be used to alert the Chair to a new comment or question. The chat will not form part of the minutes of the meeting and no decisions will be made using responses in the chat function.</p> <p><b><u>MEETING OF 14 OCTOBER 2021 AND 25 NOVEMBER 2021 (CNL/21/137 &amp; 170) AND MATTERS ARISING</u></b></p> <p>The minutes of the meetings on 14 October 2021 and 25 November 2021 were agreed; and the update on actions (CNL/21/137a) noted.</p> <p><b><u>MATTERS ARISING</u></b></p> <p>The Chair reported the decisions of the <b>Standing Committee</b> since the last Council meeting informing members that the relevant paper could be found in Part II (CNL/21/172). This detailed the decisions in relation to the University's Centre for Resilience, Environment, Water and Waste agreement with South West Water:</p> <ol style="list-style-type: none"> <li>I. To endorse the collaboration agreement with South West Water and approve signature</li> <li>II. To agree that the University will fund the shortfall of £2,884,950 in the cost of the CREWW Building</li> <li>III. To give approval to finalise contracts with Morgan Sindall and proceed with the construction programme.</li> </ol> <p>The Chair drew member's attention to the <b>Annual Teaching Quality Assurance Report</b> (CNL/21/168); whilst this report is internal and reviewed by Senate, and is not returned to the Office for Students, it was noted it is an important responsibility for Council.</p>
2.	<p><b>VICE CHANCELLOR'S BRIEFING (CNL/21/140)</b></p>
	<p>In addition to the written briefing (CNL/21/140) the Vice-Chancellor (VC) updated Council with the following:</p> <ul style="list-style-type: none"> <li>• The university had responded to the Prime Minister's announcement on new Covid measures and messaged students and staff the previous evening.</li> <li>• The announcement of Ash Roots as the University's first Chief Digital Officer.</li> <li>• The departure of Ian Blenkharn as Director of Education and Student Services and his interim replacement James Hutchinson (currently Director of the Strategic Delivery Unit).</li> <li>• The success of the Exeter Maths School in the Times Good School Guide.</li> </ul>

	<p>The VC updated Council on the Green Futures Campaign, post COP26, and thanked all those involved in Exeter's high profile attendance at the conference. She stated the success showed the power of a strong united media campaign for the university. Taking this forward the university is working on the net zero hubs initiative in the region.</p>
<p><b>3.</b></p>	<p><b>EVOLVING STRUCTURES PROGRAMME (CNL/21/171)</b></p>
	<p>The Chair welcomed Sean Fielding, Programme Director for the Implementation of the new Institutional Strategy and James Hutchinson, Director of the Strategic Delivery Unit, to the meeting and invited the VC to remind Council of the rationale for the proposed changes to the university structure, which included:</p> <ul style="list-style-type: none"> <li>• That the University has doubled in size over the past ten years and current structures are no longer fit for purpose – causing dissatisfaction, stress and delay.</li> <li>• Exeter's reputation/positioning is not clear – the aim being to link structures more clearly to mission.</li> <li>• To enhance resilience for expected future challenges in the sector.</li> <li>• To exploit future opportunities for universities that are agile and collaborative and can harness their People, Partnerships and Place.</li> </ul> <p>The VC outlined the key elements of the proposal, noting it was the same paper (CNL/21/171) that had been considered by Senate:</p> <ul style="list-style-type: none"> <li>• A simpler academic structure focused on the three visionary themes of the strategy and improving interdisciplinarity and agility for staff and students.</li> <li>• Larger, empowered, connected academic Departments with clearer accountability, local decision-making and more autonomy.</li> <li>• Fewer Departments allowing Professional Services (PS) support to be closer to academic and learning communities with tangible improvements to both student and staff experience.</li> </ul> <p>The key benefits and success measures were defined, including:</p> <ul style="list-style-type: none"> <li>• Interdisciplinary programmes' speed to market (increased teaching income per FTE)</li> <li>• Higher success rate for research proposals (increased research income per FTE)</li> <li>• More collaborative research citations</li> <li>• More funded research students per FTE</li> <li>• Stronger reputation and league table position</li> <li>• Improved NSS</li> <li>• More bottom-up ideas from staff and students</li> <li>• Time saved on governance</li> <li>• Improved staff engagement, recruitment and retention (inc gender pay gap)</li> <li>• Increased EBITDA</li> </ul> <p>The proposals had been considered by a Special Meeting of Senate on 6 December 2021 and they approved the decision to move to an open consultation on the proposal, but raised the following concerns:</p> <ul style="list-style-type: none"> <li>• The compressed timeline for starting new structures by September 2022 and the nature of the consultation and Senate's ability to contribute to it.</li> <li>• The potential challenge of expressing all we do through three Faculties and the risk of disenfranchising some staff who may feel their work does not fit into one of the faculties.</li> </ul>

	<ul style="list-style-type: none"> <li>• The responsibilities and accountabilities of the new larger departments and the bigger role of the new Head of Department.</li> <li>• The role of the major Schools in the Faculties (Business School and Medical School).</li> <li>• Sub-departmental structures, ways of working and leadership capacity at different levels.</li> <li>• The proposal to more closely align the PS teams to academic activity.</li> <li>• The vital importance of communicating the plans to students and staff.</li> </ul> <p>Senate members of Council assured the meeting that Senate had robustly debated the proposal and in the majority agreed it would be positive to open to wider consultation. There was a lot of positive excitement from Senators to the proposal and it was felt that the best way to address concerns of Senate were through an open consultation.</p> <p>Council asked if there was a strong appeal for the status quo from Senators and were informed that this was not the case.</p> <p>Council raised concern for staff reassurance of their position and the VC informed Council that staff would be assured that the proposal did not mean staff cuts and there would be regular communications and engagement with staff and students throughout the process. It was felt that once the details were shared in the open consultation, staff concern would be lessened and reassured the focus was not on savings.</p> <p>Council considered if the proposed changes were driven more by a need for structural change or the needs of leadership; and opinions on if it is needed or not to achieve the university's goals. Council also noted structural change alone will not achieve the university's goals, but it will help, and it will signal to the outside world the university's intention.</p> <p>Council raised the benefits for students and prospective students outlined in the proposal and requested that these benefits be tested, not only for students but potentially for businesses and other research partners.</p> <p>The VC outlined a draft timetable which was proposed to start with an open consultation on 11 January 2022 and involve two further Special Meetings of Senate and conclude with a Special Council meeting on 17 March 2022.</p> <p>DECISION: Council approved entering into a Consultation phase with Staff and Students around this proposal.</p>
4.	<p><b>STUDENT PRESIDENT REPORTS (CNL/21/146&amp;147)</b></p>
	<p>The two Student Presidents presented their reports to Council. The VC congratulated both Presidents on their reports and the clarity with which they had defined their aims and objectives this year; she stated this superb clarity hugely helped the university executive.</p> <p>Council discussed:</p> <ul style="list-style-type: none"> <li>• Guild visibility and increased student participation. In particular finding creative ways to target and represent those studying remotely, Degree Apprentices and other 'non-traditional' students.</li> <li>• Student awareness of how the SU and Guild are involved in student support and changes made by the university – awareness of the partnership between the university and the student bodies.</li> </ul>

	<ul style="list-style-type: none"> <li>• Student needs and how they have responded to online learning, especially those with disabilities. It was stated that online learning poses challenges and opportunities for different people and as the student body changes, with less dominance of young undergraduates on three year courses, so will the requirements.</li> <li>• The challenge of giving students a sense of personalisation, but at scale. Giving choice on how education is accessed, whether this is face to face or online, or both.</li> <li>• The invaluable COP26 experience the students had which had energised focus on sustainability with students and the future opportunity to study ‘with proficiency’ in sustainability alongside other programmes.</li> </ul> <p>Council had an in depth discussion on the Cornwall student experience, discussing the integrated nature of student life between Falmouth and Exeter students; and a perceived narrative that the Cornwall experience is second to the Exeter experience, stemming from the historic use at Penryn on occasion of alternative lower entrance offers to students who did not meet the grades required for their first choice in Exeter in the past.</p> <p>The VC stated that this narrative had to be dispelled and listed five things to address this:</p> <ol style="list-style-type: none"> <li>1. Improved positioning of Cornwall, clearly making it the University of Exeter in Cornwall.</li> <li>2. Improved leadership through the new post of DVC Cornwall in the proposed new structure.</li> <li>3. Commitment to Cornwall through day to day practice, from senior staff being in Cornwall a day a month, to launching new university wide initiatives from the Cornwall campuses.</li> <li>4. Making the University of Exeter in Cornwall a destination of first choice.</li> <li>5. Future investment in Cornwall.</li> </ol> <p>It was noted the many strengths of the Cornwall campuses including, the new programme in Business and Environment which is only offered in Cornwall, has had an enormous amount of interest; that the research based on the Penryn campus is top in the UK for ecology; income per FTE is higher in Cornwall than any other part of the university.</p> <p>It was suggested that the proposed new structure with three Faculties, could improve this position, and with a DVC Cornwall progress should be made rapidly.</p>
5.	<p><b>CLIMATE AND ENVIRONMENT EMERGENCY PLAN (CNL/21/141)</b></p>
	<p>The Registrar and Secretary and Provost presented the paper which sought Council’s support for the university to announce an accelerated goal to reach Carbon Net Zero by 2030, with an interim target of 50% reduction by 2025. They stated this is one of the most challenging areas for the university and even though Exeter is 16<sup>th</sup> in the People and Planet sustainability rank for universities, this is not good enough for a university with claims to such climate expertise. Whilst it creates risk increasing the target, it will also create an emergency to act.</p> <p>The Council Dual Assurance independent lead for Environment and Climate Emergency raised concerns with the plan as currently presented and questioned if the university could decarbonise in the next eight years. He stated there was a lack of a commercial approach; there needed to be better alignment with the university’s 2030 strategy; and that currently there is not the resources in place to achieve this level of ambition.</p> <p>Concern was also raised that even with more resources the infrastructure available to the university does not provide enough capacity to deliver this agenda. The university was</p>

	<p>encouraged to focus on consumption and influencing that of third parties contracted to, and working with, the university.</p> <p>The need for grassroots involvement and culture change was noted and the DVC Research sited examples of grassroots changes and their impact in the sustainable operation of university laboratories.</p> <p>The importance of the Carbon Net Zero goal to attract to future students and staff was emphasised. As was working with students to get them involved. Council noted the intersection of social justice and climate justice in the new university strategy.</p> <p>DECISION: Council supported the new timetable, enhanced ambition and noted the scale of investment that would be needed to achieve it and looked forward to seeing further ambitious investment cases to support this agenda.</p>
6.	<p><b>FIRST FINANCIAL FORECAST (CNL/21/142)</b></p>
	<p>The Chief Financial Officer (CFO) presented the first financial forecast for the year; in summary:</p> <ul style="list-style-type: none"> <li>• Operating surplus is forecast to breakeven.</li> <li>• The USS pension liability would create a large deficit to be recognised in the accounts, but would not affect cash balances to the full extent as will be paid down over 20+ years.</li> <li>• The USS pension liability will not break loan covenants, but will be constraining and reduce headroom. Whilst it is a large net deficit on the university's balance sheet, potential investors and banks, to a certain extent, understand the nature of the debt.</li> <li>• This first forecast has included provision for potential tax liabilities in China in relation to students who are remaining in China for their studies.</li> </ul> <p>Council discussed:</p> <ul style="list-style-type: none"> <li>• Potential inflationary risks and making allowances for that in the forecast. The CFO stated that inflation in utility prices had been accounted for, but there is further inflationary pressures from future pay settlements and a fixed home undergraduate student fee. The USS pension valuation in 2023 could be positively affected by rising inflation and therefore an increase in interest rates.</li> <li>• Risk of industrial action and potential financial impacts.</li> <li>• Increases in debt and the long term effect.</li> </ul>
7.	<p><b>APPROVING THE FINANCIAL STATEMENTS (CNL/21/143, 144 &amp; 145)</b></p>
	<p>Having had two previous drafts of the financial statements, Council approved the Annual Report and Financial Statements to 31 July 2021 of the university.</p> <p>The Chair of the Audit Committee asked Council to recognise the significant achievement of the CFO and finance team to have a superb external audit, noting what had been stated by KPMG in their letter of representation.</p>



<b>8.</b>	<b>UPDATE FROM SENATE AND SENATE REVIEW</b>
	<p>The Chair invited the Senate representatives to provide a verbal update.</p> <p>Senators informed Council they had met three times in the last term, one ordinary meeting and two special meetings (in relation to the evolving structures proposals); and had had two deep dives, into the state school entrance target and the Halpin review of Senate.</p> <p>The DVC Global had chaired the Senate review and provided a summary to the Council; the final report had also been provided to Council (CNL/21/161). Senate had met on 19 November 2021 to discuss the findings and a Senate review implementation group will take this forward.</p> <p>Senators informed Council that there continued to be a very high attendance rate at Senate since switching to virtual meetings. The ordinary Senate meeting on 3 November 2021 had included:</p> <ul style="list-style-type: none"> <li>• The delivery and timeline for the new university strategy</li> <li>• Faculty Board reports</li> <li>• Degree apprenticeship update</li> <li>• Academic Freedom - Senate approved a proposal to create a Task and Finish group to review the Academic Freedom Agreement.</li> <li>• Annual review of degree awarding data.</li> <li>• Student surveys, including the NSS and Senate had requested a further deep dive into the NSS.</li> </ul> <p>Senate had held a deep dive into the topic of state school recruitment on 28 October 2021 and Senators thanked Council members for their involvement in this key area for the university.</p>
<b>9.</b>	<b>HEALTH AND SAFETY ANNUAL REPORT (CNL/21/148)</b>
	<p>Mike Wetherall Head of Health and Safety, &amp; Kate Lindsell, Head of Compliance were welcomed to the meeting. The Head of Health and Safety introduced the annual report and thanked Pro Chancellor, Sarah Buck, for her contribution to the university Health and Safety Committee. He noted that policies development was lagging and the team had agreed a plan to address this.</p> <p>It was also noted that compliance with mandatory training had reduced and improvements would be sought. The compliance target that Council had previously set had been achieved and with strong leadership, it is expected to be able to reach that target again.</p> <p>Fire safety remains a key priority for the team and recent inspections and audits have been satisfactory. Fire safety scrutiny remains very high and reviews go beyond premises owned by the university to residences not in university ownership or control.</p> <p>Two outstanding actions from the internal audit programme remain for the team, but a revised plan has been accepted by the internal auditors, PWC, and it is expected to address this.</p> <p>Council raised the complexity of health and safety in a university setting and were informed that levels of risk have increased in relation to new projects and new teams joining the</p>

	<p>university. However Council were assured that projects do not start until a health and safety review is put in place; and those areas that are highly regulated are reported to the Health and Safety Committee.</p> <p>The night safety of students was raised and Council were informed that this is mainly managed through Estate Patrol on campus or in town. Safe zone, safe corridors, additional lighting, CCTV, an additional focus on spiking and the licencing of taxi drivers all contribute to improved night safety for the community.</p> <p>Council thanked the Head of Health and Safety and Head of Compliance and noted the annual report provided, and approved the proposed 2022 Health and Safety management plan.</p> <p>ACTION: Council noted that mandatory training compliance had dipped and whilst sought an improvement also urged the Executive to consider any possible streamlining to ensure requirements are not unnecessarily burdensome.</p>
<b>10.</b>	<b>RESEARCH DEVELOPMENT CONCORDAT (CNL/21/149)</b>
	<p>The DVC Research summarised the concordat, including the wider context, the guiding principles and Exeter's annual report highlights which included:</p> <ul style="list-style-type: none"> <li>• A strengthened Researcher Concordat Steering Group.</li> <li>• Development of the new Research and Innovation Strategy with an embedded commitment to an open, ethical and supportive research culture.</li> <li>• The mapping of development support for researchers at all career stages.</li> <li>• Increased the proportion of permanent contracts held by research staff (11% in 2018 to 29% in 2021)</li> <li>• Achieved a 10-year re-accreditation for the HR Excellence in Research Award which validates progress and performance in upholding the principles of the Concordat.</li> </ul> <p>The DVC Research also updated Council on the action plan and activities for 2021-2023 which included the need to support academics to explore new avenues for their careers and improve awareness of their entitlement to time to do this.</p> <p>Council approved the annual report of the Research Development Concordat 2020-2021.</p>
<b>11.</b>	<b>PRINCIPAL RISKS. RISK REPORT 1 AND DEVELOPING RISK MANAGEMENT CULTURE</b>
	<p>The Chair welcomed Chris Lindsay, Director of Governance, Compliance and Risk to the meeting.</p> <p>The Director of Governance, Compliance and Risk presented the first risk report of the academic year and stated that a new approach is being used to report only corporate risk; college and service risks would only be reported if there is a thematic cluster that is not aligned to a corporate risk and should be added to the corporate risk register.</p> <p>Council were presented with a summary of the report.</p> <p>The Director of Governance, Compliance and Risk updated Council on the university's Covid risk approach, whereby the university 'Sustain' project continues to provide mitigation against associated risks, and Covid impact is identified against all risks within the register.</p>

	<p>The Director of Governance, Compliance and Risk provided a summary report on the Council risk blank paper exercise conducted at the Council meeting on 14 October 2021.</p> <p>Council were assured that the university insurers are aware of the risks within the register and that these are disclosed, especially in relation to cyber security insurance.</p> <p>The Director of Governance, Compliance and Risk introduced the risk management culture paper which had arisen from some concern that there is a need to establish a better risk management culture especially in senior management. This programme of work would be going forward in the New Year, and was described as a positive step forward by the Dual Assurance independent lead for risk.</p> <p>Council cautioned that risk management should be appropriate to avoid risk management hindering innovation and the resulting cost to the university.</p> <p>Council APPROVED the risk management culture description: <i>“Individuals and groups within the University at every level can appropriately manage risk as part of their day-to-day activities and can openly discuss, agree and plan for uncertainties and opportunities”</i>; the programme of work to develop the risk management culture and the proposal for reporting this to Council.</p>
<p><b>12.</b></p>	<p><b>LIVING SYSTEMS INSTITUTE BOOKLICE INFESTATION WORKS - PHASE 2 (CNL/21/151)</b></p>
	<p>The Chair welcomed Hugh McCann, Director of Estate Services and Gail Reeves, Head of Technical Services to the meeting.</p> <p>The issue of booklice in the Living Systems Institute (LSI) building was explained to Council and what measures had been taken thus far. It was noted that staff in the LSI Biological Services Unit had done well to stop the infestation from spreading to other parts of the building.</p> <p>Council noted that the LSI is a new building and some of the conditions that have caused the infestation could be as a result of a building design and build flaw and asked the Estates Team to investigate both the design and build contractors to see if there was liability with either.</p> <p>Council APPROVED an investment of up to £1.75m gross for the works to eradicate the booklice infestation in the Living Systems Institute Biological Services Unit, but requested that there would be an investigation into the contractor and designer of LSI to ensure any liability with them is identified.</p>
<p><b>13.</b></p>	<p><b>HESA DATA FUTURES (CNL/21/152)</b></p>
	<p>The Chair welcomed Ian Blenkarn Director of Education and Student Services and Michael Wykes Director of Policy, Planning and Business Intelligence to the meeting.</p> <p>The investment requested is to back fill staff who will be seconded onto a project team to undertake this work which is a requirement of the university's registration with the Office for Students.</p>

	<p>Council were informed that in future the university would be required to undertake more data returns to HESA also.</p> <p>Council APPROVED the business case for HESA Data Futures of £1,190k.</p>
<b>14.</b>	<b>SPORT AND PHYSICAL ACTIVITY STRATEGY UPDATE (CNL/21/153)</b>
	<p>The Chair welcomed Alison Davison - Director of Sports and Grounds to the meeting.</p> <p>The Director of Sports and Grounds set out the principles behind the strategy which included competitive sport and physical active and wellness; a quality and inclusive experience, with quality facilities and a sustainable business model.</p> <p>Council discussed:</p> <ul style="list-style-type: none"> <li>• The philanthropic and alumni contribution to the strategy and its immense value, especially on the high performance activity.</li> <li>• What is meant by community, which includes students and staff and sense of belonging, beyond the competitive teams, and creating a space in sport and wellbeing for all. It was noted that university facilities are open to the local community and partnerships with Exeter Chief's Rugby club and other local sports clubs is an important part of the role of a civic university.</li> <li>• The balance of effort and investment between elite and other sports activity and it was noted that the budget is c. 50:50, however the performance budget is heavily funded through alumni donations.</li> <li>• The investment into sport on Cornwall campuses, Council urged the executive to make this a priority investment in collaboration with FXPlus.</li> <li>• The Guild and SU's roles in this strategy.</li> <li>• EDI related targets.</li> </ul> <p>ACTION: Consider how Exeter could benchmark against other universities on the percentage of students that are physically active.</p> <p>ACTION: EDI KPI/s needed for the performance sport strategy and not just the physical activity strategy element.</p>
<b>15.</b>	<b>REPORT FROM AUDIT COMMITTEE</b>
	<p>The Chair of Audit Committee provided an update to Council and raised the topic of Environmental, Social and Governance (ESG) reporting. He stated that the Higher Education sector is lagging behind in this reporting, citing a KPMG survey which claims only c.15% universities provide reasonable ESG reporting. He urged the CFO to consider ESG reporting for the university and that it would align well with the new strategy. The CFO agreed to consider this for the Annual Report next year, but was concerned by a lack of agreed framework for the sector.</p> <p>ACTION: Next year's Annual Report to consider ESG reporting.</p>

<b>16.</b>	<b>DUAL ASSURANCE</b>
	<p>The Chair noted Dual Assurance meeting notes are available on BoardPacks for Council members and an annual summary (CNL/21/167).</p> <p>The Dual Assurance independent lead for IT and Digital commended the work of Lummerly to address the student digital experience.</p>
<b>17.</b>	<b>MATTERS BROUGHT FORWARD FROM PART II (CNL/21/154)</b>
	<p>Council AUTHORISED the Affixing the Seal (CNL/21/155).</p> <p>Council APPROVED re-appointment of Professor Clive Ballard as Pro Vice-Chancellor of the College of Medicine and Health for a one-year period to 31st October 2022. (CNL/21/156)</p> <p>Council APPROVED a revision to Ordinance 6 'Academic Requirements' to be inclusive of online programmes. (CNL/21/160)</p> <p>The following papers we noted:</p> <ul style="list-style-type: none"> <li>• Value for Money Report to Audit Committee 2020/21 (CNL/21/157)</li> <li>• Annual Report of Internal Auditors (CNL/21/158)</li> <li>• Annual Report of the Audit Committee (CNL/21/159)</li> <li>• Halpin Review of Senate Report (CNL/21/161)</li> <li>• Annual Report from Senate (CNL/21/162)</li> <li>• Capital Management Group minutes September &amp; October 2021 (CNL/21/163A) and (CNL/21/163B)</li> <li>• Academic Promotions (CNL/21/164)</li> <li>• EDI Termly Report (CNL/21/165)</li> <li>• Environment and Sustainability Annual Report (CNL/21/166)</li> <li>• Dual Assurance Annual Report (CNL/21/167)</li> <li>• Annual Teaching Quality Assurance Report (CNL/21/168)</li> <li>• University Compliance with Office for Students Reportable Events (CNL/21/169)</li> <li>• Council Finance and Investment Review Sub Committee Minutes 11 November 2021 (CNL/21/172)</li> </ul>
<b>16.</b>	<b>CHAIR'S CLOSING REMARKS</b>
	<p>The Chair thanked members for their attendance and noted that the day was more balanced by having a visit in the morning and meeting in the afternoon. She thanked those that organised the inspiring and interesting visit to the St Luke's campus.</p>

## COUNCIL &amp; 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)
Gerry Brown	NovaQuest Capital (Chairman)
Nicholas Cheffings	Hogan Lovells International LLP (Consultant); PRIME Commitment Ltd (Chair); Making the Leap (Trustee); CareTech Charitable Foundation (Trustee); British Paralympic Association Parallel Club (Chair); Interim Head of Legal and Company Secretary for The Crown Estate
Graham Cole	RVL Aviation (Chair); ASR Ltd (Board member)
Dr Barrie Cooper	University and College Union (Pensions Officer, negotiator, caseworker and representative at University of Exeter Branch)
Professor Alexandra Gerbasi	None
Andrew Greenway	Public Digital (Director)
Salam Katbi	Department for Education (South West Regional Co-ordinator for Prevent)
Professor Dame Caroline MacEwen	<i>Tayside Health Board (Consultant Ophthalmologist); General Medical Council (Interim Chair); Scottish Government (Clinical Lead/Advisor); Moorfields Eye Charity (Trustee); Healthcare Quality Improvement Partnership (HQIP) (Chair); Council of the GMC (Member); University of Dundee (Honorary Professor)</i>
Lily Margaroli	None
Amoetsoe Mkwena	<i>Hogan Lovells International LLP (Employee, Associate)</i>

Stevie Preece	<i>None</i>
Alison Reed	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>

## 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)
Professor Tim Quine	Tianjin University (Honorary Professor); Russell Group PVC Education Group (Chair); Exeter College (Member of Governing Body)
Imelda Rogers	None
Mike Shore-Nye	Exeter Science Park Limited (University nominated Board Director); 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

## 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)