

## THE COUNCIL



### Minutes of the meeting held on 25 June 2018

- Present: The Chair of the Council (Mr J. Greenwell), The Treasurer (Mr M. Williams), the Vice-Chancellor (Professor D. Richardson), the Pro Vice-Chancellor (Professor F. Lettice), the Deputy Vice-Chancellor (Professor N. Ward), Independent Members (Mr S. Blease, Mr J. Clayton, Miss G. Maclean, Dr K Skoyles and Dr W. Thomson), Member appointed by the Senate (Ms H. Lewis), Member appointed by the Support Staff (Mr C. Brown) and the Student Representatives (Ms M. Leishman and Mr J. Robinson)
- With: The Chief Resource Officer and University Secretary (Mr I. Callaghan), the Chief Operating Officer (Ms J. Baxter) the Acting Director of Finance, (Mr J. Brown), the Assistant Registrar (Ms L. Williams), the Head of Corporate Communications (Mr A. Stronach) and the Assistant Head of Corporate Communications (Mrs S. Lawson).
- In attendance: The Pro-Vice-Chancellors of Faculty (Professor S. Barrow and Professor D. Edwards)
- Apologies: Mr G Jones, Ms L. McGillivray, Dr W. Thomson, Professor P Gilmartin, Professor N Boodhoo and Professor J Collier

#### 70. MINUTES

Confirmed the Minutes of the meeting held on 14 May 2018, with the amendment to 54(e) to indicate that Jeremy Clayton had been invited to put his thoughts in writing for inclusion in a paper. On minute 62, noted that the presumption for Deep Dives was that they were open (so the "confidential" reference would be removed). On minute 60(5) Mr Brown's surname was corrected.

#### 71. STATEMENTS BY THE CHAIR

Warm welcomes to Chief Operating Officer Jenny Baxter, and to the incoming student representatives Oli Gray and Sophie Atherton (who were unable to attend today).

To those members whose last meeting it was (Prof J Collier, Mr C Brown, Ms H Lewis, Mr J Robinson and Ms M Leishman) the Chair offered thanks for their input, wise counsel and guidance, with a particular mention to the outgoing student representatives.

#### 72. STATEMENTS BY THE VICE-CHANCELLOR

- a) VC would discuss with the Chair about a possible Council meeting in August, if necessary.
- b) On admissions, an early view of this year's numbers would be given in August.
- c) Mr Clayton requested that Council should see the DataHE report mentioned on page 15. **ACTION: CRO**
- d) PVC-ACAD and UEA had been quoted in a report by the Reform Trust concerning the issue of grade inflation/grade improvement. Of five factors PVC ACAD had identified as contributing to grade improvement, only one was mentioned: improved entry tariff. The situation was more complicated than had been presented.

73. DECLARATIONS OF INTEREST

Mr Robinson declared that he had now signed a contract of employment with Imperial College, London and would be taking up post in October 2018

74. REPORT FROM THE VICE-CHANCELLOR

Considered  
the report from the Vice-Chancellor. (A copy is filed in the Minute Book, ref. COU17D062)

75. DEEP DIVE: ESTATES

Received and considered  
a presentation from the Director of Estates.

Noted the Lasdun Wall was now classified as an end of life asset and that the risks surrounding the building had been outlined to Council in 2016 leading to the development of the Estates Strategy and the long-term financial plan. Whilst the situation was being managed, the maintenance requirements had now reached a critical stage. The managed risks posed by the spandrel panels were outlined and it was noted that further investigation by laser survey would be undertaken. Noted that there was also a maintenance backlog for other buildings on campus. Despite the challenges the campus was fundamentally compliant with all requirements.

Noted that the residential option for the Lasdun Wall had been considered but not deemed viable and would therefore not be pursued at this time.

Noted that options for a Faith Centre (new build, remodelled or refurbished) were being written up. PVC HUM was consulting with all faith groups on campus.

Mr Clayton queried whether there was any analysis of what made the East or West campus attractive for investors and whether there was a strategic vision beyond maintenance of the Lasdun Wall. COO Jenny Baxter agreed that it would be good to overlay the maintenance plan with a broader strategic vision to drive even greater value from the planned works, within the scope of the existing financial envelope.

VC outlined that it was also important to work closely with the City and to develop the east/west campus transport link, as this would be important for the City, for business and for UEA. The VC was in discussions with City representatives and South Norfolk District Council. There were environmental sensitivities which would need to be respected. This would be a key infrastructure project, which would need to be outwith UEA's funding.

Mr Williams queried the future of Wolfson residence, which it was noted was reaching end of life. Mr Blease indicated that he would value KPIs/benchmark data on EST for comparison with other universities. **ACTION: Dir EST to share the Estates management report with COO/CRO for possible further circulation**

Mr Brown queried the measures that would be put in place to ensure that campus was not a disrupted building site for the next ten years. Dir EST outlined that a Programme Manager was being appointed to manage all aspects of programme delivery, including minimising disruption.

Council thanked Dir EST for the helpful presentation.

\*76. LONG-TERM FINANCIAL PLAN

This minute is confidential and attached as a separate sheet.

\*77. BUDGET FOR 2018/19 AND FUTURE YEARS' FORECASTS

This minute is confidential and attached as a separate sheet.

\*78. BLACKDALE RESIDENCES – PHASE 2

This minute is confidential and attached as a separate sheet.

\*79. UEASSS

This minute is confidential and attached as a separate sheet.

\*80. GENERAL DATA PROTECTION REGULATIONS

This minute is confidential and attached as a separate sheet.

\*81. RISK MANAGEMENT

This minute is confidential and attached as a separate sheet.

82. PRESENTATION FROM THE UEA STUDENTS' UNION

Received and considered

a presentation from the UEA Students' Union. (A copy is filed in the Minute Book, ref. COU17D060)

(Mr Robinson and Ms Leishman outlined the social enterprise function of the SU (shop, LCR gig venue, letting agency, Waterfront, employment, on campus bars etc) and Advocacy (professional advice service, UEA course reps scheme, Student-led teaching awards, Quality Conversations, accreditation scheme for housing, institutional student representation) and Opportunities (clubs and societies, student media, DSDW, buddying, events). Noted that charitable costs were £1m, Infrastructure costs were £650k. With the block grant of £400k awarded by UEA, the SU indicated that they were the most commercially leveraged SU and faced significant financial challenges. Additionally there was capital work which needed carrying out in Union House. The role of the SU in representing all students not just those already engaged with the SU was discussed. Noted that the university had requested representation on the SU Trustee Board and was progressing this with the officer team. The successful partnership with HSC was noted and the importance of having a SU representative on west campus was noted, though there was still more work to be done.

Noted that the SU were currently recruiting for a new Chief of Staff.

Agreed that the request for more resource would be considered outside of the meeting. **ACTION: CRO**

83. REPORT TO COUNCIL FROM SENATE AND STUDENT EXPERIENCE COMMITTEE

Received

- (1) the confidential annual report from Senate to Council. (A copy is filed in the Minute Book, ref. COU17D061)
- (2) the report from the Student Experience Committee. (A copy is filed in the Minute Book, ref. COU17D063)

(Mr Clayton indicated that it would be helpful to know more about areas where Senate would like Council focus and attention in future. Noted that whilst the report contained KPIs for teaching and learning, there were none for research, which could perhaps be usefully included next time, although it was noted that the REF only takes place every 6-7 years so there is less change than in the teaching metrics. There was further discussion around added value and grade improvement. All comments noted for next year.)

84. ANNUAL REPORT: EQUALITY & DIVERSITY COMMITTEE

Received

a presentation and annual report from the Equality & Diversity Committee to Council. (A copy is filed in the Minute Book, ref. COU17D064)

(The presentation was deferred to a future meeting of Council.)

85. HEALTH & SAFETY PRESENTATION AND REPORT TO COUNCIL

Received

a presentation and report from the Director of Safety Services on behalf of the University Health and Safety Executive. (A copy is filed in the Minute Book, ref. COU17D065)

(The presentation was deferred to a future meeting of Council.)

86. AUDIT COMMITTEE REPORT TO COUNCIL

Considered

a report from Audit Committee in respect of the meeting held on 25 May 2018. (A copy is filed in the Minute Book, ref. COU17D066)

87. GOVERNANCE MATTERS

Considered

a report from the Chief Resource Officer in respect of Governance matters. (A copy is filed in the Minute Book, ref. COU17D067)

- (1) Noted that the CUC Remuneration Code had now been published and its recommendations would be implemented at UEA. Agreed that there was no bar to a student becoming a member of SORC.
- (2) Noted that Claire Jowitt had been elected as Senate representative to the SCVA Board.

88. FINANCE COMMITTEE

All matters discussed at the Finance Committee are substantive items on this agenda. Therefore, there is no additional paper.

89. THE COUNCIL: MEMBERSHIP

Reported

- (1) an election has taken place resulting in the nomination of Mrs Daisy Mailey as the Support Staff representative to serve on Council for the period 1 August 2018 to 31 July 2021.
- (2) Senate has nominated Dr Louise Bohn as their representative to serve on Council for the period 1 August 2018 to 31 July 2021.

Confirmed

- (1) the appointment of Mrs Daisy Mailey to Council in the Support Staff category.
- (2) the appointment of Dr Louise Bohn to Council as a Senate representative.

90. ASSEMBLY

Received

the minutes of Assembly which met on Wednesday 23 May 2018. (A copy is filed in the Minute Book, ref. COU17D058)

91. ITEMS FOR REPORT

Received

the following Item for Report. (A copy is filed in the Minute Book, ref. COU17D068)

- (1) Sealings
- (2) Heads of Schools for 2018/19