

## THE COUNCIL



### Minutes of the meeting held on 27 June 2022

Present:

The Chair of Council	Dr S Howes
The Treasurer	Mr M Williams
The Provost and Deputy Vice-Chancellor	Professor C Bovis-Crossen
Senior Independent Member	Mr A Wood
Independent Members	Mr J Clayton
	Miss G Maclean
	Dr J Paine
	Ms J Wheeler
Members nominated by Senate	Professor R Chakraborty
	Dr U Sundaram
Member nominated by the Support Staff	Mr K Harper
Members nominated by the Students Union	Ms E Payne
Governor Apprentice	Mr I Garnham
	Dr Mei Ren

With: The Chief Resource Officer and University Secretary (Mr I Callaghan), the Assistant Registrar (Ms L Williams) and incoming SU nominated member, Taylor Sounes and with the Director of Finance, (Jason Brown), Director of People and Culture (Helen Wiseman), Head of Programmes (Dr Louise Bohn) and Project Manager (Sarah Ward) for the agenda items Minute 122 and 123.

#### 110. MINUTES & ACTIONS

Confirmed

a) the minutes of the Council meetings held on 16 May 2022; and

b) the actions log.

(Council added to the Action log: Minute, pg 24 re: research power and size and shape)

**ACTION: CRO.**

#### 111. MATTERS ARISING

Noted that all matters arising were either on the agenda or recorded as ongoing actions on the action log.

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112. STATEMENTS BY THE CHAIR

The Chair:

- 1) welcomed Taylor Sounes, the Undergraduate Education Officer who has been nominated by the SU to join Council, to observe the meeting. The other 2022/2023 Student Union nominee is Serene Shibli-Sexton, the Campaigns & Democracy Officer.
- 2) thanked retiring Council members Professor Ratula Chakraborty, Ivo Garnham, Lizzie Payne and Stephen Blease who whilst leaving Council had agreed to continue as an independent member of the Audit Committee.
- 3) thanked Mei Ren, who would cease attending having completed her Council apprenticeship, and two members of the University Executive Team who were leaving UEA this summer: COO Jenny Baxter and PVC SSF Frances Bowen.

113. DECLARATIONS OF CONFLICTS OF INTEREST (IF ANY)

The Chair reported that from April 2022 she had commenced her appointment as the chair of the Board of HR Wallingford Group Limited, a water-related consultancy and research company which was also developing a science research park. There was currently no conflict of interest but the situation would be monitored.

114. CONFIRMATION OF CHAIR'S ACTION

The Chair reported that since the last meeting she continues to meet with various Directors of Professional Services. She had formally appraised all Council members and alongside the Vice Chancellor and CRO had interviewed for new Trustees.

115. TRADE UNIONS

Received

a presentation from the Trades Union representatives, Michael Kyriacou (UCU), Amanda Chenery-Howes (UNISON) and Jimmy Cross (UNITE). (A copy is filed in the Minute Book, ref. COU21D091).

(Council welcomed the strong partnership working between the University and the Trade Unions and noted:

- the current environment in which Trade Union members, having worked hard to support the University through the COVID pandemic, were now experiencing more change arising from the CDP and the SRP;
- concerns around the impact of the cost of living crisis with some staff now becoming eligible for food bank vouchers;
- concerns about staff mental health and well-being;
- concerns about the impact on teaching, learning and the student experience by academic staff sharing offices.

Council acknowledged and welcomed the willingness of the Trade Unions to work with ET on the SRP, a programme essential to put UEA on a sustainable financial footing for the future. Trade Unions were represented on most committees and working groups at UEA and played a role in both gathering and disseminating information to members. Effective, honest and timely consultation and communication between the University and the Trade Unions was going to be vital during the next two years of the SRP).

#### 116. MEETINGS SINCE THE LAST COUNCIL MEETING

Reported

that the following meetings of Council's sub-committees had taken place

- Sustainability Board, 26 May 2022. (Action Log was updated and ISO2001 will be addressed. Strategy paper will be brought to Council).
- Digital Transformation Steering Committee, 26 May 2022
- Senate, 7 June 2022
- Estates Committee, 13 June 2022 (cancelled)
- Equality, Diversity and Inclusion Committee, 13 June 2022. The Committee was informed that UEA's website had been found to be not accessible and therefore in breach of Cabinet Office rules; this is now being addressed.
- Finance Committee, 16 June 2022 – a full report was on the agenda.

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Min.116

- Audit Committee, 17 June 2022. The Chair had provided a full report which had been circulated. (A copy is filed in the Minute Book, ref. COU21D092).

**117. EVALUATION OF COUNCIL STRATEGY 2021-22**

Reported

- 1) that in a new initiative for the University a Council strategy for 2021/22 was approved by Council on 4.10.21. Its aim was to set out how Council should operate and how it would fulfil its responsibilities in 2021/22. The strategy had 7 underlying principles (A copy is filed in the Minute Book GOV21D003)
- 2) the creation and documentation of the strategy was commended by Halpin in their external review of Council effectiveness.
- 3) that the Deputy Chair would be conducting an evaluation exercise to determine its usefulness and to inform the development of a strategy for Council to use during 2022/23.
- 4) that Council members would be asked to provide feedback on the strategy via a short email questionnaire.

**118. EXTERNAL REVIEW OF COUNCIL EFFECTIVENESS**

Reported

- 1) that the final report had been received and had been circulated to all Council members. (A copy is filed in the Minute Book, ref. COU21D075)
- 2) that the Governance Committee were reviewing the recommendations in detail and would bring forward recommendations to Council.

(Council remained concerned about the workload involved in implementing the recommendations. The CRO reassured Council that the Director of Governance was focusing upon this work as her key priority. Additional staff would be recruited as needed. There was to be a risk-based approach to the findings, confirmed by the Chair of Audit Committee.

Council noted the report included recommendations:

- 1) to develop an improved relationship between ET and Council.  
Council noted that the VC is considering changes in the ET for next year, in the light of the imminent departures of his Chief Operations Officer Jenny Baxter and PVC Social Sciences Prof Frances Bowen and would be updated Council in due course. The importance of greater transparency and common understanding of risks between ET and Council was agreed to be key for next year.
- 2) to address Council members concerns about the content of Council papers to better guide Council members to the actions required, and the time made available to members by circulating long and complex documents well in advance of meetings. Members agreed that the documents do not need come in one combined circulation pack).

**ACTION: CRO**

\*119. VICE-CHANCELLOR'S REPORT

Considered

a confidential report summarising the Executive Team's areas of focus since the last meeting of Council:

- 1) the latest Admissions projections as at 13/06/2022 (A copy is filed in the Minute Book, ref. COU21D077)  
(The Treasurer requested that in future the admissions report should include a summary with the School detail below)

**ACTION: Provost**

- 2) the University's Graduate Outcomes results. UEA had made significant progress and Council wished to better understand this and so requested an item on the October Council meeting agenda.

**ACTION: CRO/PVC SEE**

- 3) preparatory work for 2022/23. The draft student timetable was released to Schools last week and publication to students was on track.
- 4) preparatory work to enable the University to respond to a likely call for bids to offer Dentistry courses.

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- 5) The HMS Gloucester announcement. (Council welcomed UEA's involvement and the international recognition).

\*120. REPORT FROM FINANCE COMMITTEE

Considered

a confidential report from the Finance Committee meeting held on Thursday 16 May 2022. (A copy is filed in the Minute Book, ref. COU21D079)

(Council noted the current financial position and acknowledged the criticality of the Strategic Review Programme's portfolio review).

Recommended

- 1) that consideration was given to broadening out the Quinquennial Reviews of courses to more rigorously include financial information.
- 2) that the Portfolio review should consider trends over a 4-5 year period and a cost-contribution profile for all courses.
- 3) that the servicing costs of joint degree programmes generally and specifically should be established and considered as part of any review.

**(Action: Provost)**

\*121. RISK REGISTER REVIEW

Considered

- 1) a confidential report from the Chief Resource Officer summarising the latest updates to the Risk Register
  - 2) the risk register.
- (A copy is filed in the Minute Book, ref. COU21D080)

(The new risk register was welcomed by Council, having been substantially revised by ET. Council underlined the criticality of ET embedding active risk management into its way of working as the Strategic Review Programme commenced its work. The new risk management tool will be introduced for next year to assist in the analysis of risk data.

RESOLVED

to approve the risk register.

122. BUILDING THE FOUNDATION FOR SUSTAINABILITY AND SUCCESS:  
PART 1 - STRATEGIC REVIEW PROGRAMME

Considered

the proposed Strategic Review Programme (SRP): Foundations for Sustainability and Success. (A copy is filed in the Minute Book COU21D093).

(Council were supportive of the planned Strategic Review Programme noting that whilst the University was not in crisis emerging from the pandemic changes were required to remain competitive and sustainable for the future. Council acknowledged:

- the work undertaken and the investment made in developing the two year programme
- the financial planning that under pinned it (see Minute XXX)
- that the implementation was designed to be collegiate involving stakeholders
- the timeline of work and key decision points
- the interconnectedness between the SRP and the other two significant change projects already underway: the Campus Development Plan (CDP) and Digital Transformation (DTX), and indeed the criticality of sound and robust IT systems to underpin everything
- that decisions on branding would need care to avoid unintended consequences
- the immediate commencement of work on the Portfolio Review

Council asked for further thought to be given to the governance of the SRP and its integration with the DTX and CDP streams of work, quality assurance, associated KPIs, and success measures. Members also highlighted that further additional investment might become necessary as the SRP was implemented to retain, reward and recognise staff).

RESOLVED

- 1) to support the programme as proposed
- 2) that updates on progress covered the areas where more detail was required.

**ACTION: Provost, Dir FIN/CRO/Dir P&C**

COU-M8  
27.06.2022  
Min.123

**\*123. BUILDING THE FOUNDATION FOR SUSTAINABILITY AND SUCCESS:  
PART 2 - FINANCIAL PLANNING**

**Received**

a confidential paper from the Director of Finance providing details of the budget for 2022/23 and the future years financial forecasts (5 years) for ultimate submission to the OfS compiled based on the latest information available and taking the planned SRP into consideration. (A copy is filed in the Minute Book, ref. COU21D081).

**Considered**

recommendations from the Finance Committee

- 1) The budget for 2022/23; and
- 2) The future years forecasts (five years) for submission to the OfS by December 1 2022.

(Council noted some minor amendments had been recommended by the Finance Committee on 16 June 2022 and accepted the report with these changes.

The budget was now shown as a 5-year document as required by OfS. There was a “Business as usual” plan, with sufficient funding to support a 2-year recovery plan. The approved position presented remains within the parameters (no worse than)-of the approved position in Nov 2021.

Capital investment for the campus has been reviewed and reprofiled as part of the budget cycle and includes current estimated costs of the CDP of £616m. This includes the increased base cost of phase 3 from £29m to £50m, taking total cost inclusive of construction growth to £89.9m. The refinancing of the Universities loans in 2018, was to finance phase 1 of the refurbishment programme and this funding remains in place. The overall budget was as previously reported to Council. The budget includes provision for the long-term maintenance plan and decarbonisation project. However, the backlog lifecycle maintenance was not yet included.

Council members noted the risks in the underlying assumptions but overall the financial plan was robust and sustainable, would support the SRP, and would allow ET to deliver the academic mission of the University.)

**RESOLVED**



124. MENTAL HEALTH AND WELLBEING

Considered

an update (report) from the Pro Vice-Chancellor for Student Experience and Education in respect of mental health and wellbeing support for

students. The report was originally presented to the March 2022 Council meeting and has been revised to reference the investment in services. (A copy is filed in the Minute Book, ref. COU21D082).

(Council noted that the investment in this area was essential and wished it to continue. The impact of the Covid pandemic on the mental health of primary and secondary school pupils and HE age groups was noted).

125. CHANGING THE CULTURE

Received

a report from the Head of Student Services (Life and Learning) in respect of Changing the Culture. This is the report that was originally presented to the March 2022 Council meeting. (A copy is filed in the Minute Book, ref. COU21D083)

126. UEA GROUP ORGANISATIONAL RELATIONSHIPS

Considered

- 1) The governance structure of the University
- 2) The UEA Group structure and organisational relationships
- 3) INTO UEA LLP

(A copy is filed in the Minute Book, ref. COU21D084)

(Council were briefed on the current position of the INTO UEA LLP joint venture. The Chair of Audit Committee welcomed a review of this business partnership. Council gave its full support of a thorough review of INTO and its holdings).

Recommended

a University review of the INTO UEA LLP joint venture

**(Action: Provost)**

COU-M10  
27.06.2022  
Min.127

127. SAINSBURY CENTRE BOARD

Received

the annual report and strategy for the Sainsbury Centre for Visual Arts from Professor Jago Cooper. (A copy is filed in the Minute Book, ref. COU21D085).

(Council noted the strategy and the challenges ahead. Prof Cooper outlined the opportunities for the 50<sup>th</sup> year anniversary of SCVA during UEA's 60<sup>th</sup> year. A question about the financial planning for the SCVA including building maintenance was to be addressed by the CRO)

**ACTION: CRO**

128. LOOKING TO 2022-2023

Received

a verbal report from Chair of Council, Dr Sally Howes, OBE on her plan of work for Council in 2022-2023. Council noted that there was a full programme of work ahead, supporting ET with the implementation of the SRP and implementing the recommendations from the external review of Council effectiveness.

\*129. ESTATES AND CAMPUS DEVELOPMENT PROGRAMME

Received

a confidential report from the Director of Estates in respect of the Campus Development Programme (CDP) and Estates Division. (A copy is filed in the Minute Book, ref. COU21D086)

\*130. DIGITAL TRANSFORMATION PROGRAMME

Received

a confidential report from the Chief Operating Officer in respect of the Digital Transformation Programme (DTx) (A copy is filed in the Minute Book, ref. COU21D087)

131. UPDATES TO STATUTES AND ORDINANCES

Reported

that it was anticipated that there would be changes required to the Statutes and Ordinances for Council between the date of this meeting and the first meeting in Autumn 2022.

RESOLVED

that Council may approve these amendments via a virtual Council meeting in the intervening period.

132. COUNCIL MEMBERSHIP

Considered

- 1) recommendations from the Governance Committee recruitment panel to appoint the following preferred candidates as independent members of Council for a period of three years from 1.8.22, unless otherwise negotiated, and to join as members the Council sub-committees named below:
  - a) Professor Lu-Yun Lian
  - b) Mr Francis Tengesha (also to Finance Committee)
  - c) Mr Thomas Mather (also to Audit Committee)
  - d) Mr Simon George (also to Finance Committee and as Deputy Treasurer) with effect from 1 January 2023.
- 2) a recommendation from the Governance Committee recruitment panel to continue the Board Apprenticeship Scheme for Disa Lee Choun for a further period of one year.
- 3) a nomination from Senate for Professor Laura Camfield (DEV) to serve on Council for the period 1 August 2022 to 31 July 2025.
- 4) nominations from the Students' Union for Serene Shilbi (Campaigns and Democracy Officer) and Taylor Soules (UG Education Officer) to become members of Council for the period 1 July 2022 to 30 June 2023.

**RESOLVED**

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27.06.2022  
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133. ACCESS AND PARTICIPATION PLAN Progress report against plan

Considered

a report from Academic Director for Inclusive Education, Professor Helena Gillespie, Director of Graduate Success, Becky Price and Head of Widening Access and Participation, Charlotte Wheatland on UEA's response to the requirements for monitoring of Access and Participation 2019/20 set by Office for Students. (A copy is filed in the Minute Book, ref. COU21D089)

**RESOLVED**

134. REPORTABLE EVENT

Confirmed

that a submission of a reportable event was made to the Office for Students on Thursday 26 May 2022. The event is a case of legal action against the University on the grounds of Disability Discrimination under the Equality Act 2010. The University intends to defend the claim vigorously and whilst it is not anticipated that the outcome would be material to the University a report has been made on the basis that the penalty for discrimination can be unlimited. The Chair of Council was made aware of the case prior to the report being submitted.

135. APPOINTMENT OF AUDITORS

Considered

recommendations from the Audit Committee to the 16 May 2022 Council meeting, to:

- 1) re-appoint KPMG as group external auditors for a further period of five years with the option to extend for a further two years. This appointment to take effect from the audit of the 2022/23 financial statements;
- 2) re-appoint PricewaterhouseCoopers as internal auditors for a further period of five years with effect from 1 August 2022 with the option to extend for a further two-year period;

- 3) appoint Larking Gowen to audit the University's subsidiary companies (with the exception of Quadram Institute Biosciences and The Sainsbury Laboratory which are audited under separate contracts) for an initial period of one year (2022/23 audit), renewable (based on a comparative quote).

(Council noted that the appointments would be made in accordance with a Procurement Framework Agreement)

**RESOLVED.**

136. ITEMS FOR REPORT

Received

the following Item for Report:

- i. Sealings

(A copy is filed in the Minute Book, ref. COU21D090)

137. HEADS OF SCHOOLS 2022-2023

FACULTY OF ARTS AND HUMANITIES

- Art, Media and American Studies (AMA) Dr R. McLennan (2025)
- History (HIS) Dr M. Neumann (2024)
- Literature, Drama and Creative Writing (LDC) Professor R. Hand (2025)
- Politics, Philosophy, Language and Communication Studies (PPL) Dr K. Ridealgh (30.06.2024)
- Interdisciplinary Institute for Humanities Dr F. Costa (2024)

FACULTY OF MEDICINE AND HEALTH SCIENCES

- Norwich Medical School (MED) To be confirmed
- Health Sciences (HSC) Professor S. Hardy (01.09.2024)

FACULTY OF SCIENCE

- Biological Sciences (BIO) Professor T. Dalmay (31.12.2023)
- Chemistry (CHE) Professor N. Le Brun (31.08.2024)
- Computing Sciences (CMP) Professor G. Parr (21.08.2023)
- Environmental Sciences (ENV) Professor I. Renfrew (2027)

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- Mathematics (MTH) Professor E. Parau (2026)
- Pharmacy (PHA) Dr A. Mueller (01.04.2023)
- Interim Engineering (ENG) Professor C. Atkin (31.08.2026)

FACULTY OF SOCIAL SCIENCES

- Economics (ECO) Dr E. Lazarova (2024)
- Education and Lifelong Learning (EDU) Professor Y. Lebeau (2025)
- International Development (DEV) Professor L. Camfield (2023)
- Law (LAW) Professor M. Harker (2027)
- Norwich Business School (NBS) Professor O. Tregaskis (2025)
- Psychology (PSY) Professor N Cooper (2026)
- Social Work (SWK) Professor C. Cocker (2024)

138. DATES OF MEETINGS IN 2022/2023

Confirmed

the meetings of Council in 2022/23 had been confirmed as:

- Monday 10 October 2022, 13:00-17:00
- Monday 28 November 2022 (Council Strategy Conference, including Council meeting, 9:00-18:00)
- Monday 6 February 2023, 13:00-17:00
- Monday 17 April 2023, 13:00-17:00
- Monday 22 May 2023 (Extended Meeting) 9:00-18:00
- Monday 3 July 2023, 13:00-17:00