

RESOURCE MANAGEMENT COMMITTEE

Membership and Terms of Reference 2016/17

Terms of Reference

The “Consultative Report of the Council on matters relating to central administration and management...” ([Reporter, 10 March 2004](#)) confirmed that the Resource Management Committee should continue formally to be a joint committee of the Council and the General Board, dealing with the detailed work of resource allocation, but now reporting principally through the Planning and Resources Committee (PRC), with responsibilities focused on:

- management of the Resource Allocation Model (RAM) and its implementation, noting that as authority was decentralized to the Schools this work should increasingly concentrate on implementation of decision-making arising from use of the RAM;
- advising the PRC on allocations for central heads of expenditure;
- co-ordinating Cambridge's participation in national funding initiatives, such as CIF.

Current membership

The constitution of RMC is: the Pro-Vice-Chancellor (Planning and Resources) as Chairman, the Heads of Schools, and an Officer and a student member appointed by the Council.

The membership for 2016/17, updated at October 2016, is:

Professor D J Maskell (Chairman) (1.8.15-31.7.18)
 Professor M J Millett (1.4.14-30.9.18)
 Professor P M Allmendinger (1.10.15-30.9.19)
 Professor A L Greer (1.1.16 – 31.12.19)
 Professor R W Prager (1.1.14-31.12.17)
 Professor A L Fowden (1.10.15-30.9.19)
 Professor P H Maxwell (1.10.12-)
 Dr N J Holmes (1.1.15-31.12.17)
 Mr A Doku (1.7.16-30.6.17)

Acting Secretary: Mr J Appleton, supported by Dr F Moolla and Dr N Tamkin.

History

The RMC first met in January 2001. It replaced the Allocations Committee and the Needs Committee. The Council and the General Board agreed to the following remit for the RMC:

- to be responsible to the Planning and Resources Committee for the development of the RAM;
- to advise the Council and the General Board on the allocation of resource, including space, within agreed University budgets.

The Committee agreed to conduct its business under the following headings:

- straightforward;
- buildings and accommodation;
- graduate staff;
- recurrent expenditure;
- non-recurrent expenditure;
- grants from outside organisations and research policy;
- benefactions and bequests;
- organisation of faculties and departments;
- procedure of the committee;
- reserved.

The Committee agreed that a major strength lay in its small size and the opportunities this offered for informal and open discussion and negotiation. The Academic Secretary and the Registry attend the RMC meetings.

The Committee agreed to confirm delegated authority to the officers to commit expenditure of up to £50k from the Minor Works Fund. They also agreed that the officers should have the authority to commit up to £30k on non-recurrent grant expenditure on the understanding that any requests involving policy or principle would be referred to the Committee. The officers were to report on their actions through a regular report. The ability to authorise the filling of vacant offices was also confirmed delegated to the officers. Decisions by the officers are reported as straightforward business.

The following items were to be taken as reserved business:

- proposals for the early retirement of officers;
- discussions concerning facilities needed to undertake work of a sensitive nature;
- policy discussions concerning savings exercises etc;
- institutional reviews where these contain proposals of a sensitive nature relating to staffing;
- any other business in which reference to the employment of individuals is made.

RMC minutes are reported direct to the Planning and Resources Committee, with matters requiring the attention of General Board or Council flagged as such. The minutes once approved by the Committee are published, with the exception of any reserved business, on the Committees' website.

Since July 2010, the RMC has undertaken responsibility to oversee, on behalf of the Council, whether the University is obtaining best value for money in its expenditure and use of resources. The RMC will:

- receive a report to review the University's Value for Money framework and Value for Money strategy;
- submit to the Council, via the Audit Committee, an annual Value for Money report;
- undertake an annual review of the Value for Money policy;
- provide guidance and advice to help Schools and non-School institutions achieve Value for Money.

Since July 2012, the RMC has undertaken responsibility to consider, on behalf of the Council and the General Board, appropriate mechanisms for consideration of estate matters in so far as they are related to access and egress for disabled students, staff and visitors, building on the informal arrangements which already exist at officer level.

This paper was last reviewed and updated by RMC at their meeting in October 2015. This is now an updated draft for 2016/17.

RMC: Classification of Business 2016/17

Appendix

A. Delegated to the officers

- i. authorisation of requests for feasibility studies, or detailed plans and estimates, of minor works schemes;
- ii. authorisation of minor works schemes costing up to £50,000;
- iii. small-scale reallocations of space within buildings;
- iv. requests for non-recurrent grants for general educational purposes up to £50,000;
- v. requests for the establishment of academic offices below Readership level are approved by the officers on behalf of the Committee, once they are satisfied that adequate resources are available, and reported to the next meeting of the Committee;
- vi. proposals for the filling of vacant offices are normally approved by officers on behalf of the Committee, once they are satisfied that resources are available, and reported to the next meeting of the Committee;
- vii. periodic review of central heads of expenditure, the outcome of which is presented to the Committee as necessary;
- viii. reports on allocations from the Minor Works Fund and Non-Recurrent Grants are prepared by the officers for the Committee periodically;
- ix. deployment of discretionary and trust funds up to £50,000.

B. Considered by the Committee

a) Straightforward business

- i. the consultation process for the filling of vacant Professorships, under Statute D, XV, 17, was delegated to the officers (at RMC 15.12.04). The outcome of the process in each case is normally presented as reported business;

b) Business to be determined by the Committee

- i. authorisation of minor works schemes in excess of £50,000, following recommendations by the Space Management and Minor Works Sub-committee;
- ii. the allocation of space, including consideration of institutions' space needs and reallocation of space between institutions, following recommendations by the Space Management and Minor Works Sub-committee;
- iii. the interpretation of, and consideration of requests for, exemption from existing policies, e.g. overheads, dual support;
- iv. the deployment of discretionary and trust funds over £50,000 (may be straightforward if appropriate);
- v. the approval of routine HEFCE returns, e.g. assignment of departments to cost centres, accountability for 'R' funding;
- vi. resource requirements of new Professors;

- vii. management of HEFCE and similar initiatives, e.g. CIF, within the framework of existing policies and plans;
 - viii. non-recurrent grants in excess of £50,000;
 - ix. new policies or procedures, e.g. on overheads, collaborative research agreements, resource allocation.
- c) Business to be determined by the General Board on the recommendation of the Committee
- i. proposals for new established Professorships, prior to Report to the University. The Committee, for their part, are to be satisfied that the resources are adequate, before referring a new Professorship to the General Board in the form of a draft Report;
 - ii. proposals for new established Readerships. The Committee, for their part, are to be satisfied that the resources are adequate, before referring a new Readership to the General Board;
 - iii. special initiatives e.g. staffing policy in advance of the REF;
 - iv. requests for new expenditure against the Chest. These are considered as part of the Planning Round – the Committee make recommendations to the PRC, General Board and Council for allocations to Schools, other institutions, and central administered funds;
 - v. major resource allocation adjustments e.g. as a result of new buildings or redistribution.