Council Work Plan 2023-24

The Council’s work plan is updated after each meeting and posted on the Council’s website. For the full list of Council meeting dates, and corresponding paper deadlines, see: How to... submit papers to the University Council (cam.ac.uk)

Notes

Short meetings will focus on routine and/or urgent business.

Starred items will be deemed to be approved without discussion, unless a Council member requests that they be discussed under ordinary business.

The following items are included as ordinary business on the agenda of every Council meeting:

- Declarations of Interest
- Chair’s Report
- Minutes
- Matters Arising
- Updates on the USS, Industrial Action and Pay Negotiations
- Council Circulars

Items which we expect to come to the Council in 2023-24, but which have not yet been pencilled in for a particular meeting (possible topics for strategic discussions are shown in red text):

**Governance-related**
- Updated Terms of Reference for Various University Committees
- Paper on preparations for the HE (Freedom of Speech) Act 2023

**HR-related**
- Equality, Diversity and Inclusion: Next Steps
- Review of the University’s Disciplinary Policy
- Amendments to the Professorial Pay Review Scheme

**Finance-related**
- Financial sustainability, Including an Update on Progress Towards Prioritisation, Additional Income Generation and Savings
- Revised Financial Regulations

**Estate/sustainability-related**
- Property Board Business Plan
- Plans for Phase 2 of the North West Cambridge Development (MT)
- Bond Repayment Portfolio
- Lucy Cavendish College North West Cambridge Scheme: Outline Business Case
- Sustainability Strategy - Final Version for Approval (LT or ET)

**IT-related**
- Proposed Mandate to Support Rationalising and Improving the University’s Website Content (MT)
- Review of the Trial Year of the Email Policy (ET)
- Defragmentation
- Cyber Security

**Other**
- Knowledge Exchange Framework
- Size and Shape of the University
There will also be an online 'Teach-in' for members of the Council, Audit Committee and Finance Committee on the Annual Report and Accounts on 8 November 2023, from 10:15-11:15.

<table>
<thead>
<tr>
<th>Ordinary Business</th>
<th>Strategic Sessions:</th>
<th>Strategic Sessions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Oral Report from the Chair and the Pro-Vice-Chancellors</td>
<td>Draft Sustainability Framework – for discussion</td>
<td>Student Workload – for strategic direction at the start of a new initiative</td>
</tr>
<tr>
<td>• Consultation on Technical Provisions for the 2023 Valuation of the USS</td>
<td>Environmental Sustainability – major update informed by the Topping Study and discussion on proposed next steps.</td>
<td>Draft People Strategy – for discussion</td>
</tr>
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<td><strong>Ordinary Business</strong></td>
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<tr>
<td>• Ten Year Cash Flow Model</td>
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<td>• End of Year Documentation</td>
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<tr>
<td>• Oral Report from the Chair of the Audit Committee</td>
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<td>– CUEF Investment Management Report 2022</td>
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<tr>
<td><strong>Starred items</strong></td>
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<td>– Annual Reports of the Audit Committee and the Internal Auditors</td>
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<td>•</td>
<td>• Annual Report of the Board of Scrutiny</td>
<td>– Annual Report of the Remuneration Committee</td>
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<td>• Annual Report of CBELA</td>
<td>• Draft Response to the Board of Scrutiny’s Annual Report</td>
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<td></td>
<td>• Annual Report of the Council (First Draft for Comment)</td>
<td>• Acceptable Use Policy</td>
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<td>• Response to Research England’s Consultation on Plans for REF2028</td>
<td>• Review of the University’s Risk Register</td>
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</tbody>
</table>

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- **Michaelmas Term 2023**
- **18 September 2023** (online, 10:00-11:00)
- **16 October 2023** (in-person, 10:00-14:30)
- **27 November 2023** (in-person, 10:00-14:30)
## Lent Term 2024

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 January 2024</td>
<td>(online, 10:00-11:00)</td>
<td>Ordinary Business</td>
<td>• Oral Report from the Chair and Pro-Vice-Chancellors</td>
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<td>• Oral Report from the Chair of the Audit Committee</td>
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<td>• Nominating Committee for Pro-Vice-Chancellors (Res)</td>
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<td>Starred items</td>
<td>• Update on the Student Support Initiative</td>
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<td>• Systems Management Policy <em>(unless via circular)</em></td>
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<tr>
<td>12 February 2024</td>
<td>(in-person, 10:00-14:30)</td>
<td>Strategic Session: The University’s Estate</td>
<td><strong>Ordinary Business</strong>&lt;br&gt;• Equality and Pay Reporting 2022-23&lt;br&gt;• Review of the University’s Risk Register&lt;br&gt;• Review of Progress Against the Vice-Chancellor’s Priorities&lt;br&gt;• Updated Anti Bribery and Corruption Policy&lt;br&gt;• Annual Review of Council Documentation&lt;br&gt;• Proposals from the EJRA &amp; Retirement Policy Review Group</td>
</tr>
<tr>
<td>18-19 March 2024</td>
<td>(in-person, residential)</td>
<td>Topics for the Strategic Awayday (for members of the Council, General Board and Senior Leadership Team): Financial Sustainability</td>
<td><strong>Ordinary Business</strong>&lt;br&gt;•</td>
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<td>Starred items</td>
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<td>• Review of the Guidelines for Sustainable Business Travel</td>
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</table>
### Easter Term 2024

#### 29 April 2024
**Ordinary Business**
- Oral Report from the Chair and Pro-Vice-Chancellors
- Joint Report on the EJRA

**Starred items**
- Key points from Discussions at the Strategic Awayday
- Proposed dates for meetings in 2024-25

#### 3 June 2024
**Strategic Session:** Philanthropic Priorities and Growing our Philanthropic Income or Benchmarking with other Global Universities

**Ordinary Business**
- Draft Allocations Report for 2024-25
- Interim Update on the Ten Year Cash Flow Model

**Starred items**
-  

#### 15 July 2024
**Strategic Sessions:**
- Student Workload – progress update
- People Strategy – progress update

**Ordinary Business**
- Access and Participation Plan for 2024-28
- Plan for the Council Self-Effectiveness Review
- Draft Council Work Plan for 2024-25
- Annual Update on the Carbon Reduction Plan

**Starred items**
-  

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**Easter Term 2024**

**29 April 2024**
*(online, 10:00-11:00)*

**Ordinary Business**
- Oral Report from the Chair and Pro-Vice-Chancellors
- Joint Report on the EJRA

**Starred items**
- Key points from Discussions at the Strategic Awayday
- Proposed dates for meetings in 2024-25

**3 June 2024**
*(in-person, 10:00-14:30)*

**Strategic Session:** Philanthropic Priorities and Growing our Philanthropic Income or Benchmarking with other Global Universities

**Ordinary Business**
- Draft Allocations Report for 2024-25
- Interim Update on the Ten Year Cash Flow Model

**Starred items**
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**15 July 2024**
*(in-person, 10:00-14:30)*

**Strategic Sessions:**
- Student Workload – progress update
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**Ordinary Business**
- Access and Participation Plan for 2024-28
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