

University of Cambridge

COUNCIL

Minutes of a meeting of the Council held in the Council Room, The Old Schools, at 10.15 am on Monday 18 March 2013.

Present: Vice-Chancellor (Chairman); the Master of Christ's, the Master of Jesus, the Master of Fitzwilliam (for the North West Cambridge Project presentation), the Warden of Robinson College (up to and including the business recorded as minute 81); Professor Gay, Professor Karet; Dr Bampos (up to and including the business recorded as minute 81), Mr Caddick (up to and including the business recorded as minute 78), Dr Cowley, Mr Du Quesnay, Dr Good (up to and including the business recorded as minute 82), Dr Lingwood, Dr Oosthuizen, Dr Padman; Mr Lewisohn, Dame Mavis McDonald (Deputy Chairman) (up to and including the business recorded as minute 81), Professor Pearce (up to and including the business recorded as minute 81), Mr Shakeshaft; Mr Bell, Ms Old, Mr Wakeford; with the Registry, the Head of the Registry's Office, the University Draftsman, and the Academic Secretary; the Senior Pro-Vice-Chancellor, the Pro-Vice-Chancellor (Education), the Pro-Vice-Chancellor (Institutional Affairs) and the Pro-Vice-Chancellor (International Strategy).

Apologies for absence were received from Professor Donald and Professor Hopper.

The Senior and Junior Proctors were present. The Chair of the Syndicate for the West and North West Cambridge Estates and the Director of the North West Cambridge Project attended for the discussion about the RIBA Stage C designs for the North West Cambridge Project. The Director of Undergraduate Recruitment attended for the matter recorded as minute 78 ('Undergraduate Admissions Committee').

NORTH WEST CAMBRIDGE PROJECT

Phase 1, RIBA Stage C designs

The Pro-Vice-Chancellor (Institutional Affairs) presented the RIBA Stage C designs for Phase 1 of the North West Cambridge project. He reported that there had been good progress both on the designs for the various Lots and on the landscaping and design of the Phase 1 development as a whole. It would be important to achieve both diversity and coherence across the project. The project would be delivered to high standards of performance and sustainability in terms both of design and infrastructure. Eleven architectural practices had been selected to develop the various Lots. Two further practices were responsible for the landscape design. The school was currently being developed jointly with the County Council. He described the design, features, facilities and streetscapes in the various Lots of the Phase 1 development: the local centre and market square; key worker housing (primarily for postdoctoral researchers) and the associated social facilities; student housing (including social and communal space); nursery and community facilities; and the hotel. He noted progress on the advance works on the site, including archaeological surveys; ecological activities; and the development of Gravel Hill Farm to which the project team would relocate by August 2013. The section 106 agreement had been signed on 22 February 2013 and the outline planning consent secured. The finalisation of this agreement had, as previously reported, been delayed by the complexity of dealing with three local authorities. This would impact on the timetable for the delivery of Phase 1; it was now clear that the accommodation previously scheduled for occupancy by September 2015 would not be available by that date (i.e. in time for the start of the 2015-16 academic year).

The following points were amongst those raised in the course of discussion:

- Detailed consideration had been given to noise mitigation. There would be a significant landscaped earthworks and landscape barrier to mask traffic noise from and visibility of the M11. Building ventilation systems would include noise mitigation measures where required.
- The recurrent cost of maintaining public and communal spaces had been included in the financial modelling for the affordability to the University of the development as whole. Residents in the market housing would be subject to an annual charge for the maintenance of the site.
- The traffic management plan for the site both during the construction phase and thereafter was considered to be realistic. There would be normal standards of car parking provision for the market housing; the car parking provision for the key worker housing would be at approximately 25% to 30% of normal standards based on research into past ownership levels. There would be a high provision in terms of cycle and pedestrian routes and secure, covered cycle parking facilities for residents and visitors.
- The key worker housing would be available only to those who were new to Cambridge and qualified on the basis of assessment of net household income; the majority of postdoctoral researchers would fall into this category. Tenancy of key worker housing was restricted to annual tenancies for up to three years. Accommodation would be allocated on a points-based system. If the cost of rental accommodation would exceed 30% of the net household income, then the household was considered to be eligible for key worker housing. Rent would be charged at 30% of net household income.
- Discussions about the social space for the key worker and student housing were at an early stage. Consideration would be given to the extent to which graduate students and postdoctoral researchers might share these spaces.
- The community facilities would be available to faith groups and four residential units would be available to faith workers.

UNRESERVED BUSINESS

PART A: PRELIMINARY, LEGISLATIVE AND STRAIGHTFORWARD BUSINESS

71. Declarations of Interest

Dr Cowley, as the parent of children attending the same school as the children of the Director of the University Computing Service, declared an interest in the matter recorded as minute 81 ('Joint Report to the Council and the General Board of the Review of IT Infrastructure and Support') and as a University employee, declared an interest in the matter recorded as minute 83(b) ('Joint Report of the Council and the General Board on amendments to the pay and grading scheme for non-clinical staff'). Otherwise, no personal or prejudicial interests were declared.

72. Minutes

The unconfirmed minutes of the meeting held on 18 February 2013 were received and approved subject to the addition of a note to the effect that Dr Good had been in attendance at the meeting only from the start of the business recorded as minute 66 and an amendment as follows to minute 65 ('Joint Report to the Council and the General Board on the Review of IT Infrastructure and Support'): 'There was general but not unanimous support for the other recommendations.'

Action: Personal Assistant to the Head of the Registry's Office to web.

73. Procedure of the Council

(a) Approval of arrangements for the chairing of agenda items

It was agreed that the Vice-Chancellor should chair the entire meeting.

(b) Business starred as straightforward

The following items were unstarred for discussion: the Business Committee's discussion of a draft Report of the Council on the future of the Management Committee of the University Health Services and its subgroups; and a paper concerning the recent elections for student membership of the Council and the General Board.

The Council otherwise approved the matters for decision as set out in the confirmed starred items.

(c) Council Circulares

The Council noted the issue and approval (or proposed issue and potential approval) of the following:

Circular	Issue	Approval
4/13	8 February	18 February
5/13	15 February	25 February
6/13	22 February	4 March
7/13	1 March	11 March

74. Vice-Chancellor's Report

(a) Mr Tim Knox, currently Director of Sir John Soane's Museum in London, would succeed Dr Timothy Potts as Director of the Fitzwilliam with effect from 1 April 2013.

(b) Alison Traub, currently Campaign Director and Associate Vice-President for Development at the University of Virginia, had been appointed to the post of Director of Development and Alumni Relations with effect from 1 June 2013.

(c) Professor David Ibbetson FBA, Regius Professor of Civil Law, would succeed Sir Martin Harris as President of Clare Hall with effect from 1 August 2013.

(d) The Vice-Chancellor had participated in a Prime Ministerial delegation to India on 18 and 19 February 2013. It had provided a useful opportunity to communicate the extent of the University's engagement with India.

(e) The Vice-Chancellor had attended a dinner with MEPs in Brussels on 20 February 2013. There had been much discussion about the pressure on funding for higher education. It would be particularly important to protect research budgets.

(f) The Vice-Chancellor had attended the Russell Group meeting in Leeds on 7 March 2013. There had been considerable pessimism about the likely outturn for the Higher Education sector in the forthcoming Budget. Diversification of the University's funding base would be increasingly important.

(g) It was noted that the City Council, County Council, and South Cambridgeshire District Council had been invited to apply jointly to central Government for recognition and support under the City Deal scheme. The University (represented by the Pro-Vice-Chancellor for Institutional Affairs) and the Greater Cambridge Greater Peterborough Enterprise Partnership (represented by its Chairman) had been involved in preparing the bid. In return for some pooling of decision-making authority between the councils, a City Deal agreement might release future tax revenues for local use in improving transport infrastructure, housing and training. If negotiations later this year were successful, a Greater Cambridge Growth Board would be created, with the University as a member represented by the Pro-Vice-Chancellor (Institutional Affairs). This matter would form part of the discussion at the Council's strategic meeting on 22 April 2013.

75. Council, legislative and comparable matters

(a) Council Work Plan 2012-13

The updated Work Plan was received.

(b) Business Committee

The minutes of the meeting held on 4 March 2013 were received. The Committee had not met on 11 March but had been asked to approve by circulation, *inter alia*, a Report of the Council on the future of the Management Committee of the University Health Services. The Committee, while supporting the proposals in principle, had been unable to agree unanimously that the Report should be published because of concerns on the part of one member about the details of the implementation proposals and, in particular, the transfer of staff into the UAS. Professor Yates, as Chair of the Committee, had therefore referred the matter to the Council for discussion and decision. Dr Good, as Chairman of the University Health Services Management Committee and of the Executive Committee of the University's Counselling Service, reported. The proposals sought to ensure optimum co-ordination and (where appropriate) integration of University-wide strategies and policies for student wellbeing while recognising that student welfare remained, primarily, the responsibility of the Colleges. The proposals had been approved by the University Health Services Management Committee, the General Board and its Education Committee, the Senior Tutors' Committee and the Bursars' Committee.

The Council signed the Report for publication.

Action: Draftsman (publication)

(c) Membership of the Council: elections for student membership

A report on the recent election process was received. The Council was reminded that, for the first time this year, elections for student membership of the Council and the General Board was combined with wider elections to offices in the Cambridge University Students' Union (CUSU) and the Graduate Union (GU). In the course of the electoral process, considerable confusion had arisen because the Joint Report apparently created an expectation that the combined elections would automatically lead to specified elected representatives of the unions sitting as student members of the central bodies, whereas the recommendations of the Joint Report and consequential amendments to legislation did not in fact bring about such an outcome.

It was agreed that a thorough review should be undertaken in time for the elections which would be held in Lent Term 2014 in order to ensure that the regulations properly enacted the aspirations of the Joint Report. A further report would be brought back to the Council in due course.

Action: Head of the Registry's Office

76. Statutory provisions and regulations for nominations and election to the Chancellorship: proposed review

The Council, at its meeting on 18 February 2013, had given preliminary consideration to terms of reference and the proposed membership of a working group to review the statutory provisions and regulations for nominations and election to the Chancellorship. A formal proposal, taking into account the Council's views and following consultation with a potential chair, was received and approved subject to the following amendment: that the student membership of the working group should comprise two student members of the Council, one of whom should be an undergraduate student and one a graduate student.

Action: Head of the Registry's Office

77. Human Remains Advisory Panel

An update report from the Human Remains Advisory Panel was received.

78. Undergraduate Admissions Committee

The minutes of the Undergraduate Admissions Committee's meeting on 4 February 2013 had been provided to the Council in Circular 5/13 on 15 February 2013. Mr Wakeford had requested that the Committee's discussion about Access Agreements (recorded as minute 6(b)) should be referred to the Council for discussion. The Council received the minutes.

The Undergraduate Admissions Committee, at its meeting on 14 March 2013, had considered and agreed to recommend to the Council that a draft Access Agreement 2014-15 be approved for submission to OFFA. The Council therefore received the draft Access Agreement together with a document summarising the main changes from the version of the Agreement submitted for 2013-14.

The Pro-Vice-Chancellor (Education), as Joint Chairman of the Undergraduate Admissions Committee, reported. The Access Agreement was a legal contract between OFFA (as regulator) and the Collegiate University. The agreement was for a five year period. Agreements were now required annually. There were only two significant changes in the 2014-15 iteration. The first was the removal of the reference to the option of a Cambridge Bursary Scheme fee waiver for which there had been negligible uptake. The second was the inclusion of a paragraph setting out the University's concerns about the potential access implications of the proposals for AS-level reform.

Ms Old tabled a paper setting out the concerns of the CUSU Officers on the Council about the process by which the student body had been consulted during the development of the University's Access Agreement with the Office for Fair Access (OFFA). It was their view that student membership of the various University bodies which were responsible for drawing up the Access Agreement did not constitute consultation with the student body as

a whole. Further, CUSU did not consider that it had sufficient resource to undertake a thorough consultation with the student body. It was therefore CUSU's intention to submit a separate representation to OFFA.

The following points were amongst those raised in the course of discussion:

- There had been extensive and detailed consultation with student representatives during the process of drawing up the University's first Access Agreement with OFFA. The current iteration was an evolution from that document based on experience of its operation. Student representatives would continue to be consulted about further evolution.
- There was student representation on the bodies responsible for the Access Agreement. The Committee system was the method by which consultation was conducted in Collegiate Cambridge. It was expected that committee members would act as the consultative conduit between the committee and the constituency which the member represented.
- Minute 6(b) of the Undergraduate Admissions Committee's meeting on 4 February 2013 recorded an invitation to CUSU to contact the Director of Undergraduate Recruitment directly if there were issues which they particularly wished to discuss. CUSU officers had not availed themselves of that invitation.
- Email and social media offered fast and effective means of consultation. In particular, consultation with College JCRs and College Access Officers could easily be conducted electronically.
- The concerns expressed about the proposals for A-level reform were not in any way contradictory to the University's absolute belief in the need to maintain A-level coverage and standards.
- If CUSU did, as Ms Old suggested, make a submission to OFFA, it could not form part of or be an annex to the University's formal agreement.

The Council approved the Access Agreement for submission to OFFA.

Action: Pro-Vice-Chancellor (Education),
Director of Undergraduate Recruitment

79. General Board

The minutes of the General Board's meeting on 6 February 2013 were received.

PART B: MAIN BUSINESS

80. University Finance (a) Budget

The Council received a paper setting out key assumptions and a first draft of the budget for 2013-14 and forecasts to 2016-17. The Senior Pro-Vice-Chancellor reported. The Resource Management Committee, at its meeting on 20 March 2013 would consider specific allocations and funding bids; the paper before the Council was aggregated information for Chest and non-Chest budgets and forecasts. The budget and the forecasts would be considered again at a meeting of the Finance Committee's Business Sub-Committee on 10 April 2013 and then at the Finance Committee's meeting on 1 May

2013. The Council would be asked to publish and sign the Budget and Allocations Report 2013-14 at its meeting on 20 May 2013.

The Senior Pro-Vice-Chancellor reported that the 2013-14 Chest budget showed a £6.2m deficit. This was a slight improvement on the forecast in the 2012 Budget Report (which had also anticipated a return to a balanced Chest budget by 2014-15, one year ahead of plan). However, various factors, such as a fall in rental income following the transfer of the Roger Needham Building into the operational estate; deferred maintenance costs; and increased investment in CUDO, meant that the move back to a balanced Chest budget would now be in 2015-16. The budget and forecasts assumed a flat £9,000 undergraduate fee throughout the period with no inflationary increase.

(b) Finance Committee

The minutes of the meeting of the Finance Committee held on 6 March 2013 were received.

81. Joint Report to the Council and the General Board of the Review of IT Infrastructure and Support

The Council, at its meeting on 18 February 2013, had expressed general, if not unanimous, support for the recommendations of the committee established to review IT infrastructure and support in the University. A Joint Report and the associated legislation had been circulated electronically to the Council on 1 March 2013; a revised version which took into account the comments received had been circulated with the papers for the Council's meeting. The General Board, at their meeting on 6 March 2013, had received the documentation and agreed to sign the Report; the unconfirmed minute of their discussion was received. Dr Cowley and Mr du Quesnay had submitted proposed revisions to the Report; these had also been provided to the Council.

The Senior Pro-Vice-Chancellor reported. The Report sought approval for the structural changes and the associated regulations for the implementation of the Review Committee's recommendations. It was recognised that the proposed changes were of considerable magnitude and of significance across the Collegiate University; the Report therefore called for an immediate ballot. The timetable for conducting the ballot was set out in the papers.

As discussed at the Council's meeting on 18 February 2013, the Report proposed that a new Director of University Information Services should be in post by 1 October 2013 and that the individual appointed should establish a senior management team as quickly as possible in order to resolve the residual anxieties and uncertainties of staff at every level. The Director of UCS and MISD would both be invited to apply for a post of interim Director for a period of three years; their underlying posts would be protected. Thereafter, the substantive post would be filled by means of full external competition.

There had been further detailed consideration and consultation about the strategy and timetable for the implementation of the new arrangements. There were, inevitably, risks involved in any significant organisational change; it would be important to manage the merger carefully, particularly given the differences in culture between the two organisations. However, it had been concluded, on balance, that the risks inherent in an extended period of uncertainty were greater than those in the more expeditious timetable for implementation proposed in the Report even taking into account the complex relocation which would take place over the summer. It was noted that the process of full integration might take up to three years.

Mr du Quesnay spoke to the revisions to the Report which he and Dr Cowley had submitted. They supported a merger of the UCS and MISD; the appointment of a Director of Information Services; and the establishment of a single Information Strategy Committee reporting to the Council. They did not, however, support various proposals in the Report as follows: the membership and terms of reference for the new Information Strategy Committee; line management by the Vice-Chancellor of the Director of Information Services; and the timetable and the proposed interim arrangements for the merger. They also considered that the timetable for the conduct of the ballot was inappropriately ordered and truncated.

The following points were amongst those raised in the course of discussion:

- It was intended that there should be a working group which would be responsible for initiating the implementation of the recommendations including managing the initial phases of the merger process. The implementation budget included a provision for professional change management support. It would be important for the Council and the General Board to receive regular, detailed reports of the implementation process.
- If there was approval for the principles and the recommendations in the Report, there was some merit in an expeditious and decisive implementation. It was nevertheless recognised that there were significant sensitivities around the proposed merger and, in particular, the differences in culture between the two organisations.

Following a detailed discussion, a majority of Council members signed the Joint Report for publication. Dr Cowley and Mr du Quesnay indicated that they intended to submit a note of dissent. It was agreed that the timetable for the conduct of the ballot should be reviewed and revised in order that the Discussion took place before the deadline for the submission of amendments.

Action: Draftsman (publication)

82. Audit Audit Committee

The minutes of the meeting of the Audit Committee held on 7 March 2013 were received together with the report of the working group established to review the University's procedures against the recommendations of the Woolf Inquiry Report. The Council agreed to adopt the recommendations of the Woolf Working Group Report. The Executive Committee would now bring forward terms of reference and its future *modus operandi* for final approval and adoption by the Council.

83. University Employment (a) Human Resources Committee

The minutes of the meeting of the Human Resources Committee held on 21 February 2013 were received. The Pro-Vice-Chancellor (Institutional Affairs) reported, in respect of minute 1480/13 ('Absence monitoring for individuals sponsored under Tiers 2 and 5 of the Points-Based Immigration system'), that he would shortly be writing to Heads of Institution and other senior staff explaining the monitoring obligations on the University; the need for

ongoing compliance; and the steps which the University was taking to influence government immigration policy.

(b) Proposed changes to the pay and grading structure for non-clinical staff

A Joint Report of the Council and the General Board on amendments to the pay and grading scheme for non-clinical staff was received. The revised Report contained only minor amendments from the version received and discussed by the Council at its meeting on 22 October 2012. The General Board at their meeting on 6 March 2013 had approved and signed the Joint Report. The Council signed the Joint Report for publication.

Action: Draftsman (publication)

(c) Compromise agreements

As requested at the meeting on 18 February 2013, the Council received a paper setting out current government thinking on the arrangements for the ending of employment contracts; recent media coverage, in particular about the use of confidentiality agreements in the NHS; and the University's policy on compromise agreements. It was agreed that the HR Committee should be asked to review the University's standard compromise agreement with a view to ensuring that the terms were appropriate in a University context, particularly given considerations around freedom of expression.

PART C: RESERVED BUSINESS

84. Remuneration Committee

Officers other than the Registry and Head of the Registry's Office withdrew.

The report from the meeting held on 18 February 2013 was received. Professor Kelly reported. The Council endorsed two recommendations of the Remuneration Committee and approved a third. It was noted that the Committee was always mindful, during its deliberations about market supplements, of equality and diversity considerations.

Mr du Quesnay asked a question about the impact of the delays to some aspects of the North West Cambridge project on the appointment of a Director of Estate Strategy. The Registry responded. The Council, at its meeting on 18 February 2013, had received and approved a proposal for the unestablished post of Director of Estate Strategy following the retirement of Michael Bienias on 1 October 2013 and a proposed appointment to it. The panel making the appointment had now confirmed Mr Roger Taylor in the new post. It had taken into account the delays referred to in the context of the proposed appointment to a new deputy role in Estate Management by October 2013 and the West and North West Cambridge Estates Syndicate's intention to reinforce the executive for North West Cambridge with a new senior appointment.

Vice-Chancellor
22 April 2013

