

COUNCIL

Minutes of a meeting of the Council held in the Council Room, The Old Schools, at 10.15 am on Monday 16 December 2013.

Present: Vice-Chancellor (Chair); the Master of Jesus, the Warden of Robinson; Professor Donald, Professor Gay, Professor Hopper, Professor Karet; Mr Caddick, Dr Cowley, Mr Du Quesnay, Dr Lingwood, Dr Padman; Mr Lewisohn, Dame Mavis McDonald, Professor Pearce, Mr Shakeshaft; Mr Jones, Ms Old, Ms Osborn (for the unreserved business); with the Registry, the Head of the Registry's Office, the University Draftsman, the Academic Secretary, the Director of Finance; 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 the Master of Christ's, Dr Good and Dr Oosthuizen. Dr Bampos is on sabbatical leave during Michaelmas Term. The Master of St Catharine's is a member of the Septemviri which is hearing a case; her membership of the Council is suspended until the conclusion of that case.

The Director of External Affairs and Communications was present.

The Senior and Junior Proctors were present.

UNRESERVED BUSINESS

PART A: PRELIMINARY, LEGISLATIVE AND STRAIGHTFORWARD BUSINESS

35. Declarations of Interest

The Vice-Chancellor declared an interest in respect of one of the nominees for an honorary doctorate (minute 48 refers); he would leave the meeting for the discussion of that individual case and the Deputy Chair would take the chair. Otherwise, no personal or prejudicial interests were declared.

36. Minutes

The unconfirmed minutes of the meeting held on 25 November 2013 were received and approved subject to an amendment to minute 25(b) (Business Committee) as follows: *'Concern was expressed over the long term effects of restricting annual academic and other pay increases to 1%.* It was noted that this impacted particularly negatively on lower paid staff.'

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

37. Procedure of the Council

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

It was proposed that the Vice-Chancellor should chair the entire meeting subject to the exception noted under minute 35, above. The Council approved this arrangement.

(b) Business starred as straightforward

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

(c) Council Circulars

The Council noted the issue and approval of the following:

Circular	Issue	Approval
29/13	29 November	9 December
30/13	6 December	16 December

38. Vice-Chancellor's Report

- (a) Martin Bellamy, currently Director of Change and ICT for the National Offender Management Service, had been appointed as the Director of Information Services.
- (b) Lord Grabiner, QC, would succeed Professor Tony Badger as Master of Clare College at the start of the new academical year.
- (c) The Campaign Medallists' Dinner had taken place on 27 November 2013.
- (d) Professor Helga Nowotny, President and founding member of the European Research Council, had delivered the ST Lee Lecture on 28 November 2013.
- (e) The Vice-Chancellor had chaired a meeting of the Russell Group European Group on 9 December 2013.
- (f) The Vice-Chancellor delivered the keynote speech about 'Delivering a national qualification system for Wales' at a Welsh government event on 11 December 2013.
- (g) Ms. Yun Won Cho had been appointed as the Executive Director of Cambridge in America (CAm) with effect from 1 February 2014. She was currently Vice President for Development at the Rutgers University Foundation and Interim Vice President for Development-Biomedical and Health Services at Rutgers University. She had previously been the Director of Development for Columbia University's School of International and Public Affairs. She would work closely with the Executive Director of Development and Alumni Relations.
- (i) The Vice-Chancellor congratulated the Department of Physics on the renewal of the Athena SWAN Silver Award.

- (j) Universities UK had withdrawn a controversial case study concerning the enforcement of gender segregation at the request of guest speakers. The Vice-Chancellor had made it clear, in all discussion of the matter, that the University would not support such segregation.
- (k) There had been considerable discussion, at a UUK event on 6 December 2013 attended by the Minister for Universities and Science, about the surprise announcement, in the Chancellor's autumn statement, that the government would lift the cap on student numbers at publicly-funded higher education institutions in England by 2015-16. The long-term financial sustainability of this change in policy was uncertain, given that it was intended that it would be funded from the sale of assets from the Student Loans Company. It was regrettable that there had been no consultation with the sector (including with the Higher Education Funding Council for England) prior to the announcement.
- (l) The Pro-Vice-Chancellor (Institutional Affairs) reminded Council that it had agreed, at its meeting on 18 March 2013, that he should continue to represent the University in negotiations with local and national government in a bid for support and recognition from central government under the City Deal Scheme. The Chancellor, in his autumn statement on 5 December 2013, had committed the government to reaching a deal with Greater Cambridge. On 12 December 2013, representatives of the local authorities, the Local Enterprise Partnership and the University had signed a Memorandum of Understanding with the Deputy Prime Minister. The bid which had been submitted to the Cabinet Office and the Treasury had noted that the Greater Cambridge area had generated more economic growth than any other area of the UK because of the success of the University and the associated Cambridge Cluster. However, future success and growth were threatened by the increasing unaffordability of housing at all levels and by poor transport infrastructure. The bid was, therefore, for borrowing of £1bn to build a significant number of homes in the travel-to-work area and better roads and public transport links into and around the city. There would also be extra funding for training at the technician level where there was a significant skills shortage in the region. The proposed Greater Cambridge Growth Board would be allowed to keep a 10% share in the increased tax revenues generated by additional growth in order to repay the loans. This Gain Share mechanism had been accepted by the government in relation to transport; however, there remained some challenging negotiations in respect of the housing side because the Treasury wished to avoid increasing the Public Sector borrowing requirement and the Chancellor was opposed, in principle, to council housing. Government and the local authorities would now need to agree their respective share of the risk should the expected economic growth not occur. The University would not be required to underwrite the loans. It was hoped that agreement could be reached in time for an announcement in the Budget in March. The University's main contribution would be to increase the level of development (and, therefore, the number of jobs) particularly on West Cambridge, as infrastructure improvements permitted. The Council would be kept informed of progress.

39. Council, legislative and comparable matters

(a) Council Work Plan 2013-14

The updated Work Plan was received.

(b) Business Committee

The Council noted that no meeting had been held on 9 December 2013.

40. Membership of the Board of Scrutiny

Regulation 2 for the election of members of the Board of Scrutiny provides that, if at any election insufficient nominations are received to fill the vacant places in either class (c)(i) or class (c)(ii), the Council shall appoint as many members as may be necessary.

The Council noted that no person was nominated in the election for one member of the Board of Scrutiny in class (c)(i) (a person who has been a member of the Regent House for not more than ten years on 1 October 2013), during the Easter Term 2013. The Council, at that stage, had decided to re-open nominations rather than making an appointment. No nominations were received by the deadline of 12 noon on 8 November 2013. The Council, at its meeting on 25 November 2013, had therefore agreed that it should make an appointment to the Board and members of the Council were invited to submit suggestions to the Registry or the Head of the Registry's Office. Two suggestions were submitted: brief biographies, together with the current membership of the Board of Scrutiny were received. Following a vote, the Council agreed to appoint Dr Sam Lucy, *N*, to the Board of Scrutiny with immediate effect until 30 September 2017. It was noted that fuller biographies would be helpful, for the future, in informing the Council's deliberations.

Action: University Draftsman

41. General Board

The minutes of the General Board's meeting on 6 November 2013 were received. It was noted that the Education Committee had established a Working Group to consider ways of ensuring that the experience of students on taught postgraduate courses was comparable to that of undergraduate students. The engagement of Colleges and the Graduate Union in support of that agenda had been sought.

PART B: MAIN BUSINESS

42. Finance, Planning and Resources Finance Committee

The minutes of the meeting of the Finance Committee held on 20 November 2013 were received. It was noted, with regard to the HEFCE financial forecasts, that predictable variability was reflected in the figures. However, there was significant uncertainty around funding for research, particularly from the Research Councils, which represented a significant and unquantifiable financial risk. It was noted that the Committee had received and approved an updated budget for 'Little U' for 2013-14 which took account of known changes since the approval and publication of the Budget Report and provided actuals against which expenditure could be measured.

43. Risk Steering Committee

The Annual Report of the Risk Steering Committee for 2012-13, including the annual review of the Key Risk Register, was received together with the unconfirmed minutes of the Risk Steering Committee's meeting on 15 October 2013.

The Senior Pro-Vice-Chancellor reported. The Risk Register was a dynamic document, subject to review and, as necessary, revision in response to both internal and external factors. It was formally reviewed biannually and scrutinised annually by the Council. There were no significant changes in the status (red/amber/green) of the risks although there had been some movement in the rank order.

The Chairman of the Audit Committee reported. The Risk Register was an important audit and assurance mechanism which also informed the University's strategic decisions and direction. Risk management was a standing item on the Audit Committee's agenda and the Risk Register was used by the internal auditor to compile the annual internal audit plan.

The following is a summary of the comments made in discussion:

- The status for the 'Student experience and quality assurance' risk was amber. This reflected both the positive results in the National Student Survey and the weaker scores in both the Postgraduate Research Experience Survey and the Postgraduate Taught Experience Survey. It was noted that enforcement of the General Board's Code of Practice for Research Students was one of the internal control measures for this risk. It was recognised that practice varied across institutions; however failure to observe the Code was a key factor in the outcome of cases brought through the appeals and complaints mechanisms. The Education Committee had invited Faculties and Departments to submit feedback on the operation of the Code.
- It was noted, with regard to health and safety, that the Council also monitored the risk by receiving the Annual Report and minutes of the Health and Safety Executive Committee.
- The residual scores for the risks, particularly at the top end of the register, remained high. This reflected the significant political, regulatory and financial uncertainties of the environment within which the University currently operated.

44. North West Cambridge

The Pro-Vice-Chancellor (Institutional Affairs) reported.

There continued to be positive discussions with the Department for Education (DfE) about the University Training School which was now officially in the 'pre-opening' phase. The search process for both a chair of governors and a head teacher was underway. The DfE was likely to make a public announcement in January 2014.

Rental terms had been agreed with the College Rental Group which would now consult with the remaining Colleges about total unit numbers. A minimum of 100 rooms had already been confirmed; the uptake might rise to about 220 rooms if all of those Colleges which had expressed an interest confirmed a commitment. The remaining rooms would be managed by the University. The College Purchase Group (comprising Jesus College, Sidney Sussex College, Pembroke College, King's College and Gonville and Caius College) had agreed to buy 37 family units within Lot 4 and would manage them jointly.

Lot-based design and planning was proceeding as planned and was on schedule.

45. University employment Human Resources Committee

The Council, at its meeting on 25 November 2013, had received the minutes of the meeting of the Human Resources Committee held on 24 October 2013 and agreed that the Report of the General Board on the establishment of the University Offices of Director and Assistant Director of Teaching should be brought back to the Council for discussion. The Report was received again.

The Pro-Vice-Chancellor (Institutional Affairs) reported. This proposal would allow a small number of individuals who had been in unestablished posts (in some cases for a number of years) to be given proper recognition by the University in the form of an established office. Established teaching-only posts (such as Language Teaching Officers and Clinical Anatomists) already existed. This proposal would provide a generic framework for appointment and promotion which could be used to accommodate these existing posts. The risk of a proliferation of such posts was limited: they attracted neither QR funding nor research grant overheads and were therefore expensive.

The following is a summary of the comments made in discussion:

- It would be important to consider such posts in the context of wider considerations around career structure and progression for academic staff and, in particular, the balance between teaching, research and other activities. It was noted, in this regard, that the Senior Academic Promotions exercise now took much greater account of applicants' teaching and general contributions.
- The purpose of the current proposal was to rationalise and provide a framework for existing posts not to encourage the establishment of new teaching-only posts. There was no expectation that Schools which did not already have such posts would necessarily wish to establish them. It would be important to have criteria for determining the establishment of new teaching-only posts.
- The University remained committed to the principle of research-led teaching at both undergraduate and graduate level.

It was noted, in conclusion, that the proposal was currently out for consultation with the Schools. A final proposal and a draft Report would be brought back to the Council in due course.

The minutes of the Human Resources Committee's meeting on 12 December 2013 would be circulated for the Council's meeting on 20 January 2014.

PART C: RESERVED BUSINESS

With the exception of the Registry and the Head of the Registry's Office, officers were not present for the discussion of the following matters.

46. University Officers Office of Pro-Vice-Chancellor

Under the provisions of Statute D, IV, 2 appointments and reappointments to the office of Pro-Vice-Chancellor were made by the Council, following consultation with the General Board and on the recommendation of a Nominating Committee. The Nominating Committee had met on 27 November 2013 and had made unanimous recommendations. The General Board, at its meeting on 4 December 2013, had considered and supported the suggestions. A CV in respect of the proposed appointment was received. On the recommendation of the Nominating Committee, and with the concurrence of the General Board, the Council agreed to appoint Professor Graham Virgo as Pro-Vice-Chancellor (Education) for three years from 1 October 2014. The Council agreed to reappoint Professor Jeremy Sanders for a further year from 1 October 2014.

47. Remuneration Committee

A report of the Remuneration Committee's meeting of 21 October 2013 was received. Following discussion, the Council agreed to note the actions taken by the Committee in respect of the payment of bonuses in the Investment Office and the North West Cambridge Office; the proposed stipend on Grade 12 of the Operations Director in Estate Management; the stipend of the Director of University Information Services. The Council also endorsed the market supplement payable to the Head of the Research Office. The Council was reminded that there had been a review of the methodology for calculating bonuses in the Investment Office; the new arrangements would come into effect at the next review.

48. Honorary Degrees Honorary Doctorates 2015 and 2016

The Vice-Chancellor chaired the discussion with the exception of that concerning one candidate for which he left the room and the Deputy Chair took the Chair.

A strictly confidential paper containing recommendations by the Honorary Degree Committee was received. The Council noted the arrangements for approval of nominations by vote set out on the back of the cover sheet and approved the nominations. One of the recommendations was referred back to the Honorary Degree Committee for further discussion.

Action: Ceremonial Officer, Vice-Chancellor's Office

Vice-Chancellor
20 January 2014

