

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 20 April 2015.

Present: Vice-Chancellor (Chair); the Master of Corpus Christi, the Master of Jesus, the Warden of Robinson; Professor Anderson, Professor Karet; Dr Anthony, Mr Caddick, Dr Charles, Dr Good, Dr Holmes, Dr Hutchings, Dr Lingwood, Dr Padman; Mr Lewisohn, Professor Dame Shirley Pearce, Mr Shakeshaft (Deputy Chair), Ms Weller; Ms Hoogewerf-McComb, Mr Jones, Ms van Gijn; with the Registry, the Head of the Registry's Office, the University Draftsman, the Academic Secretary and the Director of Finance; the Pro-Vice-Chancellor (Education), the Pro-Vice-Chancellor (Institutional Affairs) and the Pro-Vice-Chancellor (International Strategy).

Apologies were received from the Mistress of Girton and Dr Good. Professor Davis and Dr Oosthuizen are on sabbatical leave.

The Senior and Junior Proctors were present.

**UNRESERVED BUSINESS**

**PART A: PRELIMINARY, LEGISLATIVE AND STRAIGHTFORWARD BUSINESS**

**83. Declarations of Interest**

Dr Anthony, as Chair of the Fees Sub-Committee of the Bursar's Committee, declared an interest with regard to the matter recorded as minute 93 (Planning and Resources Committee). Otherwise, no personal or prejudicial interests were declared.

**84. Minutes**

The unconfirmed minutes of the meeting held on 16 March 2015 were received and approved.

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

**85. Procedure of the Council**

**(a) Arrangements for the chairing of agenda items**

It was agreed that the Vice-Chancellor should chair the meeting for all items of business.

**(b) Business starred as straightforward**

It was reported that Mr Jones wished to unstar the matter recorded as 85(b) ('Guild of Benefactors'). Otherwise 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:

<b>Circular</b>	<b>Issue</b>	<b>Approval</b>
8/15	20 March	30 March
9/15	10 April	20 April

### **85. Vice-Chancellor's Report**

The Vice-Chancellor prefaced his report by noting that the extent of his overseas travel on University business was increasing as the formal launch of the next Campaign approached. Significant funding had been realised during recent trips.

He reported that he continued to engage with all of the political parties in the run-up to the General Election on 7 May 2015. There had been some discussion about undergraduate fees in the context of the current political debate. In responding to the discussion, the University had noted the gap between fee levels and the cost of an undergraduate education and the need to preserve the quality of the student experience but had not advocated any particular solution. There was a similarly engaged but a-political approach to the discussion around immigration and European funding for Higher Education.

(a) The Vice-Chancellor had attended a Cambridge Enterprise Venture Partners event on 17 March 2015.

(b) The Guild of Benefactors' Ceremony had taken place on 18 March 2015. There had also been a meeting of the Campaign Board that day. It was noted that the Campaign Board was primarily comprised of donors who had already made gifts of £1m + or were capable of so doing and who had indicated a willingness to use their networks and influence in support of the Campaign.

It was further noted that the donations of the individuals admitted to the Guild of Benefactors had already been scrutinised through the normal processes of the Advisory Committee on Benefactions and External Legal Affairs (ACBELA). It was a formal recognition of their contribution and commitment to the University's mission, values and academic activities. CUDAR drafted individual citations which were reviewed by the Registry and then read out by him at the ceremony. More detailed biographical information was provided in the accompanying programme for the event.

(c) The Annual Disability Lecture had taken place on 19 March 2015.

(d) There had been a meeting of the Russell Group in Brussels on 23 and 24 March 2015.

(e) The Vice-Chancellor had travelled to Berlin on University business from 27-29 March 2015.

(f) The Vice-Chancellor had travelled to the US on University business from 29 March–2 April 2015.

(g) The Boat Race, featuring for the first time both the men's and the women's races on the same day, had taken place on 11 April 2015.

(h) The Vice-Chancellor had attended meetings in Brussels on behalf of UUK on 13 April 2015.

(i) The Vice-Chancellor had visited Saudi Arabia on University business from 14-17 April 2015. He had delivered the opening address for IECHE2015 (The International Exhibition and Conference on Higher Education).

(j) The Council congratulated Professor Anderson on the award by the British Computer Society (BCS) of the BCS Lovelace Medal.

## **86. Council, legislative and comparable matters**

### **(a) Council Work Plan 2014-15**

The updated Work Plan was received.

### **(b) Business Committee**

No meeting had been held on 13 April 2015.

### **(c) Strategic Meeting**

The notes of the spring strategic meeting were received and approved subject to replacing 'post-doctoral students' with 'post-doctoral researchers' and the inclusion of a sentence in the report of the plenary discussion about the University Estate to make it clear that borrowing should be used only to fund development activities where there was an identified stream of income that would meet the cost of borrowing and the principal.

There was further discussion, with regard to the Environmental Sustainability Policy, of the way in which the University could have due regard to global environmental sustainability when considering relationships and engagement with external bodies and with regard to its investment strategy. It was reported that ACBELA, at its meeting on 15 April 2015, had undertaken its annual review of the University's Statement of Investment Responsibility. The Director of Finance, the Chief Investment Office and the CUSU Socially Responsible Investment (SRI) Officers had attended the meeting for discussion of this item. The Committee had also received a proposal from the SRI Officers for the establishment of a working group. The broad purpose of the working group would be to consider socially responsible investment in the context of the University's investment strategy and the Statement of Investment Responsibility. ACBELA had agreed that such a working group should be established under its aegis and would bring forward its determination of the terms of reference and membership of the working group, having consulted the SRI Officers, for endorsement by the Council at its next meeting.

There was further discussion about the scope of the proposed Environmental Sustainability Policy and the balance between the University's direct environmental impact as a result of its teaching and research activities and the wider positive indirect impact of those activities (including through knowledge transfer) locally, nationally and internationally. It was agreed that the Environmental Sustainability Strategy Committee (ESSC) would take a broad approach and a holistic view. It was further agreed that there was no inconsistency or contradiction between pursuing world-leading research which furthered knowledge and understanding across a range of environmental issues and, as an institution, behaving responsibly with regard to environmental sustainability on a day-to-day basis. It was noted, with regard to the scope of the Policy, that the ESSC would consider and propose priorities

and an implementation mechanism and that any requests for an increase in the budget, based on a business case, would be brought forward through the Planning Round in the usual way.

It was noted that the discussions at the Strategic Meeting of the Environmental Sustainability Policy and the Estates Strategy would be referred to the respective committees to inform their further deliberations. Thereafter, formal proposals would be brought back through these committees for approval by the Council.

#### **(d) September meeting and strategic meeting**

It was noted that the Council's September meeting would be held at Madingley Hall on the morning of 21 September to be followed by lunch and the first part of the September strategic meeting in the afternoon. The day would conclude with dinner in the Hickson Room at Madingley Hall. The strategic meeting would continue at Madingley Hall on the morning of 22 September, finishing at noon or thereabouts. It would not be a residential meeting.

#### **87. Joint Report of the Council and the General Board on proposed amendments to the process for appeal under the Schedule to Statute C in the case of non-confirmation of appointment**

The Council, at its meeting on 24 November 2014, had received the preliminary report of the Working Group on a Limited Review of the Septemviri, had noted the General Board's approval of the recommendations and, for its part, had welcomed the recommendations of the Working Group to establish a more proportionate process for an appeal to the Septemviri by a probationer against non-confirmation of appointment. A Joint Report of the Council and the General Board had been brought back to the General Board at their meeting on 11 February 2015 and to the Council at its meeting on 16 February 2015. A question had been raised at the Council's meeting about the way in which the panel would inform itself about the merits of a particular case and it had been agreed that the Report should be referred back for consideration on this specific point. Advice had been sought from Senior Counsel. Professor Ibbetson, as Chair of the Working Group, was content with the revised Report. It had also been approved and signed by the General Board.

The Council approved and signed the Report for publication.

**Action:** Draftsman (publication)

#### **88. Joint Report of the Council and the General Board on arrangements for the management and governance of scientific research using animals**

The Business Committee had received a Report for approval on behalf of the Council. The Report had been considered and signed by the General Board at their meeting on 11 March 2015.

The Business Committee had referred the matter to the Council for discussion at the present meeting. A slightly revised Report was received together with the minutes of the Business Committee's meeting on 23 March 2015.

The Vice-Chancellor reported. The General Board, in the Lent Term 2014, had agreed to establish an expert, independent panel to undertake a review of the arrangements for the

governance and management of the University's facilities for animal research. The panel had been satisfied that the University's arrangements with regard to regulatory compliance were appropriate but had made a series of recommendations which were principally intended to unify the operation and strengthen the strategic oversight of the facilities.

A member of the Council, who had requested that the Report be referred to the Council, noted that he supported many of the recommendations in the Report and fully accepted the need for compliance with the law and best practice. However, he was concerned that centralisation and the imposition of uniformity across facilities might compromise flexibility and, potentially, the quality of the research. He considered that different types of research demanded different methodologies and approaches to the management of the facilities. He considered that it was important that researchers have a significant input into the management of the facilities. He also questioned the proposal that the Registry should formally become the Establishment Licence Holder with the provision to appoint an officer to act on his behalf.

In response, it was noted the Heads of the Schools of the Biological Sciences and Clinical Medicine supported the Report's proposals, considering them to be essential in reducing operational and reputational risk. They were the recommendations of an expert panel with significant regulatory and operational experience. There was no intention that there be any diminution in the engagement of active researchers; indeed the Report specifically stated that there should be strong academic representation on the proposed new Biomedical Services Governance and Strategy Committee. The University was investing a significant sum of money in biofacilities and it was important they were properly regulated.

In answer to a question from a member of the Council, the Registry confirmed that there would need to be an annually-reviewed business case in respect of the running costs for each of the three new facilities.

The Council approved and signed the Report for publication.

**Action:** Draftsman (publication)

## **89. Report of the Council on human resources and remuneration arrangements for the Investment Office**

The Council, at its meeting on 15 December 2014, had received and approved proposals for revised arrangements for human resources and remuneration in the Investment Office. A Report was received.

Ms Weller, as Chair of the Remuneration Committee, reported. The Remuneration Committee was supportive of the proposals which would allow the Investment Office to recruit, retain and develop investment professionals of suitable skill and experience to generate long-term investment returns. In order to do this, it was necessary to have human resources and remuneration arrangements which more closely mirrored those in industry than those in the University. Delegation of authority for these new arrangements to the new Investment Office Employment and Remuneration Committee was not an abdication of the Council's authority. It would report to the University's Remuneration Committee and would have a member appointed by the Council.

A member of the Council noted his objections, for reasons of transparency, consistency and accountability, both to the proposal that Investment Office staff form a new class of employees which would fall outwith the University's pay and grading structures and to the

delegation of responsibility to the new Investment Office Employment and Remuneration Committee.

In response, it was noted that the proposed arrangement was similar to that in the Local Examinations Syndicate. It had its own staffing regulations which were managed by the Syndicate, subject to the general oversight of the Council. Further the remuneration of Investment Office staff would continue to be disclosed in the £10K bands in the remuneration note published in the Financial Statements in common with all employees of the University and its subsidiary undertakings. The oversight structures for the Investment Office would be robust and accountable. The ongoing success of the Investment Office was vital to the University in delivering its strategic objectives.

The Council approved the Report for publication.

**Action:** Draftsman (publication)

#### **90. Advisory Committee on Benefactions and External Legal Affairs (ACBELA)**

The Council, at its meetings on 14 December 2014 and 16 February 2015, had discussed, respectively, the membership of and the reporting mechanisms for ACBELA. ACBELA had since considered the matter; a report to the Council was received and noted.

#### **91. General Board**

The unconfirmed minutes of the General Board's meeting on 11 March 2015 were received.

#### **92. Agreement with the Office for Fair Access (OFFA)**

The Council received the first draft of the University's OFFA agreement for submission by the deadline of 23 April 2015.

The Pro-Vice-Chancellor (Education) reported. The draft represented the first stage in a two-stage submission process which had been agreed with OFFA. It provided a narrative of the University's access processes and procedures. It was a modification of the previous Access Agreement but had been expanded to provide more detail. The tight submission timescale had not allowed sufficient time to review and determine quantitative targets. OFFA had indicated that these must be 'more stretching'. Revised targets would be proposed by the Undergraduate Admissions Committee's working group for approval by the Council and the Colleges' Committee. This second submission would be brought back to the Council at its meeting on 18 May 2015. It would be important to establish targets which were challenging but realistic.

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

- The draft was commended as a clear and evidence-based piece of work which demonstrated the University's commitment to fair access. It was open and transparent. However, it was suggested that it was, in parts, unnecessarily defensive and that some of the evidence was not sufficiently signposted.
- It was noted that there was a shared commitment between the University and the Colleges to meet the targets set out in the Access Agreement. There was strong

College representation on the working group. It would be important to understand the total spend on access activities across the Collegiate University.

- The focus was on input rather than on outputs such as progression into employment or graduate study.

The Council approved the draft for submission to OFFA, subject to the approval of the Colleges' Standing Committee.

**Action:** Director of Undergraduate Recruitment

## **PART B: MAIN BUSINESS**

### **93. University Finance Planning and Resources Committee**

The minutes of the meeting of the Planning and Resources Committee held on 25 March 2015 were received together with paper PRC1646 ('University Composition Fees 2016-17'). It was noted that the Committee had agreed, at its January meeting, that there should be a consistency across the University in terms of setting a minimum Home/EU MPhil fee for taught courses in 2016-17. It had been agreed, at the meeting on 25 March 2015, that this minimum should be set at £9,468. This was a combined University/College fee. It was noted that this fee level was at the top end of the funding available to home students. It would be important that the University continued to work to ensure the availability of awards to support the best such students.

The Council approved University Composition Fees for 2016-7 as recommended by the PRC.

**Action:** Draftsman

### **94. The Higher Education Funding Council for England's (HEFCE) annual assessment of institutional risk**

Based on accountability returns submitted for 2013-4, HEFCE's overall assessment was that the University was 'not at higher risk'. The Chief Executive's letter to the Vice-Chancellor was received, as required by HEFCE. It was noted, with regard to the benchmarking information about key financial indicators for the sector as a whole, that the figures for the University of Cambridge included the Press and Assessment. It was agreed that it would be helpful to see benchmarking figures for Little 'U'. It was noted that the University's borrowing was for the North West Cambridge project and, by contrast with many other institutions, not for operational activities.

It was reported that the Resource Management Committee had met on 12 April 2015 to consider a first draft of the Budget and Allocations Report for 2015-16. The Report would be brought to the Council for discussion and approval at its meeting on 18 May 2015.

## **95. Audit**

The minutes of the meeting of the Audit Committee held on 5 March 2015 were received. It was reported that individuals had been identified to fill the two vacancies on the Committee and that the appointment process was underway.

It was noted that there were delays at CUP in the delivery of a Global Finance and Fulfilment system. However, the CUP Audit Committee had the matter under close review and was confident that the project would be delivered within a reasonable timeframe.

With regard to a fact-finding report into a Wellcome Trust grant in the Department of Pathology, it was acknowledged that financial commitment reporting from CUFS for PIs was sub-optimal. The Director of Finance reported that a web-based system had been developed, pending further improvements to reporting through CUFS, and was being widely used.

## **96. North West Cambridge**

The Pro-Vice-Chancellor for Institutional Affairs reported. An update report on progress and issues arising on the North West Cambridge Development was received.

The Pro-Vice-Chancellor (Institutional Affairs) reported. Progress with regard to the vast majority of the project continued to be good. Completion of the primary school and the first tranche of student accommodation remained on schedule. Contractors had been selected for most of the University lots and work had begun on site. The Madingley Road junction was nearing completion and work had commenced on the Huntingdon Road junction which would facilitate access to the primary school.

He reported on progress on the community aspects of the project. Prospective parents and pupils had been notified of the outcome of their applications for admission to the primary school. The working group established to consider a model for a possible new graduate college and for a postdoctoral foundation had been meeting regularly and expected to bring forward proposals to the Colleges' Committee and the Council by the end of the summer. The University continued to work with the City Council in developing the management structure for the jointly-run Community Centre. Names for neighbourhoods and streets for the first phase had been approved.

Countryside Properties and Hill Residential, as the development partners for the first phase of market housing, had developed designs and pre-application discussions were now underway with the planning authorities. A preferred hotel operator had been selected and final stage negotiations were being progressed. The proposals for the hotel included a range of amenities and facilities which would benefit the local centre. The brief for the senior care facilities had been developed in collaboration with the Institute of Public Health.

The delivery of the site-wide infrastructure continued to be pressured. The Chair of the Syndicate, the Director of Estates Strategy and the Construction Director had met with the CEO of the infrastructure contractor twice in the past month to discuss performance matters and seek rapid resolution. There would be a further meeting in Cambridge in the next week.

Work was underway on a Phase 2 Feasibility Study which would report formally to the Finance Committee and the Council later in the year. The Syndicate had also launched a 'lessons learnt' exercise to reflect on the successes of Phase 1 and to identify possible improvements.



**97. University employment**  
**Human Resources Committee**

The minutes of the meeting held on 12 March were received together with paper 12/03/HR418 ('Draft Equality and Diversity Information Report 2013-4'). It was noted that the specific duties of the Equality Act 2010 required the University to publish sufficient information to demonstrate compliance with the general equality duty. The University was, in any case, committed to openness and transparency in this regard.

In response to a question, it was noted that it was difficult to provide a more detailed breakdown with respect to staff in the group defined as 'researcher' because it was characterised differently across sponsors and institutions.

Vice-Chancellor  
18 May 2015