



HUGHES HALL  
UNIVERSITY OF CAMBRIDGE

**COLLEGE COUNCIL  
Confirmed Minutes**

**Eighty-third meeting of COLLEGE COUNCIL 20 March 2019**

*{}* indicates that this item will be removed prior to publication on the College website.

**OPEN BUSINESS**

**Present:** Dr Anthony Freeling (Chair, President), Dr Lydia Drumright (Pro-Vice-President), Mr Daniel Anton Garcia (MCR President), Dr Stephen Axford (Director of Research Translation), Mrs Victoria Espley (Bursar), Dr Sara Hennessy, Prof Ian Hodge, Dr Agnieszka Iwasiewicz-Wabnig, Dr Philip Johnston (Senior Tutor), Prof Jonathan Powell, Dr Corinne Roughley (to item 83.8), Dr Eugene Shwageraus, Miss Hattie Stacey (MCR Secretary).

**Apologies:** Dr Hilary Burton (Vice-President).

**In Attendance:** Mr Bill Conner (Acting Development Director), Mrs Suzanne Draper (Minutes Secretary).

**83.6. Introduction**

**83.6.1. Declarations of Interests**

There were no declarations of interests.

**83.7. Minutes and Matters arising from the Open Business of College Council, of 27 February 2019**

**83.7.1. Approval of minutes (CC83 03)**

The minutes were approved as an accurate record.

**83.7.2. College Council action list: Open Business (CC83 04)**

- 81.12.3. Prevent – Freedom of Speech policy  
Dr Roughley, Dr Drumright and Miss Stacey to meet to consider whether there needed to be any revision of the Freedom of Speech policy, and to report back to Council.
  - Dr Roughley had circulated the guide for HEIs on freedom of expression, the current College policy and the original guidance circulated in 2016 to colleges, and invited comments from the Senior Tutor, Dr Drumright, Dr Steinfeld and the MCR Secretary. Ongoing.
- 81.14. College response to the University's 'Consultation on revised student disciplinary procedure'  
Dr Roughley to draft the final version and circulate the submitted response to Council.
  - This item can be marked as complete.

### **83.7.3. Matters arising not on the action list**

#### **83.7.3.1. Evaluation of Council's trial strategy for responding to University consultations at short notice [CC79.13]**

Dr Roughley confirmed that, as agreed by Council, in response to University consultations at short notice, smaller sub-groups had been set up to discuss issues, but any major items had been brought to Council before submission to the University.

Council agreed that it was satisfied with the arrangement and that the approach should be continued.

### **83.8. Catering Costs and Fixed Kitchen Charge (CC83 05)**

The Bursar spoke to the paper, which described the first phase of a two-phase analysis aimed at improving the service of the catering operation within College. The second phase of the analysis would be presented to Council in Easter Term when Council would be asked to agree the appropriate cost structure to support improvements and to agree proposed changes to the operations following the elongated insight into costs, quality and demand for catering across different meal items. In the meantime, the Bursar requested that Council agree a proposal to remove the Kitchen Fixed Charge (KFC) for students living in private accommodation and at Swirles Court and freezing it for 2019-20 for others.

The paper set out the main findings of a detailed analysis of the catering operation (including conference business) undertaken by the Bursary team for the years 2016/17 (actual), 2017/18 (actual), and 2018/19 (forecast).

- As set out in the management accounts presented at each meeting of Council and Governing Body, there has been a significant increase in the College's (acknowledged) subsidy to the catering operation.
- The data presented indicated that costs had increased between 2017 and 2019, with the most significant component coming from the cost of salaries, which had increased by 66%. This was largely explained by increased staffing and longer opening hours. The Bursar's team were considering ways in which costs might be reduced with a limited impact on the customers. However, in comparison to other Colleges (using RCCA data for 2017/18) conference and catering staffing costs per student fte were relatively low.
- In recent years there had been significant improvements in provision – increased opening hours; a wider range of daily products; increased staffing; and catering for an increasing number of internal events.
- Income from conference business had continued to grow, with accommodation contributing more to the increase than catering (which was limited by the availability of public space).
- Despite the additional investment, the rise in overall student numbers in College had not been matched by an increase in student expenditure in the Dining Hall. The Kitchen Fixed Charge (KFC) contributed almost as much to the catering operation as student spend.

- A detailed analysis of student expenditure patterns highlighted some key findings, which the Bursar planned to explore further in the light of feedback from the 2019 Student Survey. She noted that a survey on catering provision would also be sent to Senior Members and Staff before Easter.

There followed discussion as to why more students were not using the Dining Hall, although no clear conclusion was reached. There was concern expressed that perhaps the food quality had declined, in particular in Formal Hall (although, student feedback had noted that the food standards had improved). A number of suggestions were made to make improvements including an extra subsidy for catering; less resource for breakfast provision, which was possibly a waste of staff time and food; establishment of a café facility; and improving provision for Formal Hall.

### ***Proposed Kitchen Fixed Charge (KFC) for 2019/20***

The Bursar’s paper noted that Hughes Hall had the lowest KFC charge among those Colleges that did not include such charges in their rent. However, feedback from students (via Facebook, the MCR and the tutorial team) indicated that many students regarded the KFC as unfair. Students living in private accommodation felt the most aggrieved as they were unable to engage in College activities to the same extent as those in College-owned accommodation. The Bursar therefore recommended that the KFC be waived for all students living in private accommodation and at Swirles Court. However, since her analysis of costs had made it clear that a KFC was necessary to support the costs of the services provided to students (such as weekend opening and subsidised servery costs) she did not recommend abolishing the charge but instead proposed freezing it at the current level and undertaking a further review in Lent Term 2020.

The Bursar proposed the following charges for 2019/20:

	2018/19	2019/20
On-site	£399	£399
Off-site	£201	£201
Private/Swirles	£149	£0

Council approved the proposed charges.

The Bursar thanked Mr Anton Garcia for all his work on this issue. The President thanked the Council for the discussion.

## **83.9. Reports from Honorary Post-holders**

### **83.9.1. Boat Club Senior Treasurer’s report (CC83 06)**

Council received the Boat Club Senior Treasurer’s report. The report outlined the success of the Club in 2018/19, with almost 150 members and excellent results in the Lent Bumps. The Senior Treasurer noted that the Boat Club Treasurers continued to work with the Advisory Committee and the College to monitor expenses given the influx of new rowers. The MCR Officers disputed the statement ‘Sadly, a great many students were turned away from the sport...’ reporting that to their knowledge no rowers had been turned away.

The President congratulated the Boat Club on this year’s success.

### **83.9.2. MCR Senior Treasurer's report (CC83 07)**

- Council received the MCR Senior Treasurer's report, which noted the following:
- The budget had increased as a result of a rise in student numbers
- The MCR was operating within its means while supporting new initiatives in College.
- The distribution of funds to societies was managed very well.
- The Club Room (referred to by its former name 'the Bar' in the report) was well managed and making a small profit.

The MCR Senior Treasurer wished to thank the MCR Treasurer, Mr Maxim Kuvshinov, for all his work.

### **83.10. Brand and visual identity**

#### **83.10.1. Survey results (CC83 08)**

The President reported on findings of the Hughes Hall Bridge Student Survey 2019. The survey had focused on perception and branding, not student satisfaction. In summary and very positively, the core drivers of interest in applying to the College were ones where the College performed well (e.g. welcoming/friendliness and stimulating /innovative/progressive). Overall, the results suggested that if Hughes Hall could get its message across effectively there would be many students who would want to apply to this 'non-traditional' college. The President noted that there had been some negative feedback, mostly from students allocated to Hughes Hall and who had not been offered on-site accommodation. This suggested that the College should consider pausing its growth until it could build more accommodation.

The feedback regarding the Bridge was that the overall concept was viewed as attractive and a good fit with the College. The concept as presented (which predated the recent Council paper and more specific ideas about how the Bridge would operate) was viewed as rather vague and there was scepticism as to whether the College would be able to execute against the concept. There was also feedback that there seemed to be very limited communications to students about the Bridge. A revised version of the idea was being presented to alumni in a similar survey.

The Director for Research Translation commented that the Bridge was building momentum with events, but was at an early stage of engaging with students and that the appointment of a Communications Officer would strengthen internal and external communications.

The President noted that branding was an on-going project.

#### **83.10.2. Visual identity brief (CC83 09)**

The President presented a draft brief for commissioning work on the following three items:

- A visual identity for 'The Bridge'
- A logo for the Climate Change Engagement Centre
- Support for executing both the Hughes Hall and Bridge visual identities - through a statement of brand principles, electronic files and templates for using the visual identity in stationary, web assets and Microsoft programmes

Council approved the brief, subject to including Fellows and other Senior Members in the 'Our audiences' section.

### **83.11. Senior Members' Privileges (last approved 4 November 2018) (CC83 10)**

The Fellowships Office sought clarification as to whether the following privilege applied when a Senior Member booked a room for a guest:

'Guest rooms - free when needed for college commitments, otherwise at members' rate.'

Council decided that the members' rate would apply when a guest room was booked by a Senior Member for a guest.

**ACTION:** The Bursar to word the amendment and send to the College Secretary.

### **83.12. MCR Business**

The MCR President reported that the MCR had held its elections and that most of the committee posts had been filled: a second round of elections would be held for the small number of posts that had remained vacant.

#### **83.12.1. PhD Accommodation Survey results (CC83 11)**

The MCR President reported on the PhD Accommodation Survey results and informed Council that comments given in response to the question 'Given the option to stay at College accommodation in your 4<sup>th</sup> year, would you apply for accommodation?' had highlighted the difficulties that PhD students experienced with accommodation contracts going into their fourth year and not knowing for how long they would need a room.

It was agreed that the Room Allocation Team at Hughes Hall would pilot a scheme with a small number of rooms for fourth-year PhD students in 2019/20.

The MCR President wished to acknowledge Mr Patrick Perillo, the MCR Accommodation Office, for his work on the survey.

#### **83.12.2. Amendments to the MCR constitution (CC83 12)**

The MCR Annual General Meeting took place on 3 March 2019. The MCR committee proposed a series of minor changes to the MCR Constitution which had been approved by the student body. The changes included:

- Addition of an article regarding the sustainability of the activities carried out by the MCR
- A more comprehensive definition of the role of subcommittees
- An increase in the notice period for annual general meetings
- Formatting changes

Council approved the amendments.

### **83.13. President's Report**

The President had nothing further to report.

### **83.14. Minutes of Committees**

#### **83.14.1. \*\*\* Confirmed minutes Investments Committee, 25 October 2018 (CC83 13)**

Council received the minutes of the Investments Committee, 25 October 2018.

### **83.15. Any other Open Business**

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The President wished everyone a Happy Easter.

SD and WS 21/03/2019