



HUGHES
HALL

UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL

Confirmed minutes

One hundred-and-fourteenth meeting of College Council 4 October 2022

Council Room at 4.30pm

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OPEN BUSINESS

Present: Sir Laurie Bristow (Chair, President), Prof Nidhi Singal (Vice-President), Miss Kudzai Chivenga (MCR President, to item 14.15), Miss Maxine Hanson (MCR Secretary, to item 14.15), Dr Sonia Ilie, Prof Bill Irish (to item 14.17.2), Dr Yury Korolev, Ms Mahnaz Malik (to item 14.11.3), Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof Ricardo Sabates, Dr Carole Sargent, Dr Lars Vinx.

In Attendance: Dr Stephen Axford (Director of Strategy and the Bridge), Mr William Conner (Director of Institutional Advancement), Mr Andrew Grieve (Assistant Bursar, to item 14.15), Mrs Wendy Solomou (Secretary).

14.1. Introduction

14.1.1. Welcome

The President, who was himself attending Council for the first time, welcomed Ms Malik to her first meeting.

The President spoke briefly on the purpose of Council and requested that papers be submitted to the Secretary at least one week before a meeting so that they could be circulated in good time.

14.1.2. Declarations of interests

There were no declarations of interests.

14.2. Minutes and Matters arising from the Open Business of College Council, of 21 June 2022

14.2.1. Approval of minutes (CC14 01)

The minutes were approved as an accurate record.

14.2.2. College Council action list: Open Business

There were no items outstanding.

14.2.3. Matters arising not otherwise on the agenda

The President informed Council that normally the remit of Council was reviewed at the start of each academic year but given that this was his first meeting as Chair, a review of the terms of reference had been deferred to the next meeting.

14.3. Decisions made by circulation since the meeting of 21 June 2022

14.3.1. {[REDACTED]}

14.4. President's report

The President thanked Fellows for the event on 3 October arranged by the Vice-President to welcome him to the College. He said that it had been well attended and had engendered a good sense of collegiality which he hoped he could build on with future events.

The President informed Council that his early priorities were centred on three principles: People (what should be prioritised for students, senior members, and staff); Place (creating a sense of place post-COVID and planning for the development of more space to catch up with the growth of the College); and Purpose (thinking about what the College was for and what it aimed to achieve). He said that his immediate plans included: holding semi-structured discussions with Fellows to agree priorities; creating opportunities for events for students and Senior Members; and developing a communications strategy which would build the story of the College and continue to raise its profile.

14.5. MCR business

The MCR President reported that the MCR planned to hold elections for three posts, a One-Year Officer, an Outreach Officer, and a Disability Officer. She said that PhD students would be encouraged to stand for the latter two posts to increase post-graduate representation on the MCR Committee. It was noted that all MCR Officers serve from the beginning of Easter Term until the end of the following Easter vacation except for the One-Year Officer, who is elected in Michaelmas term and serves from then until their graduation so as to allow a student on a one-year course to serve on the committee.

It was noted that the Outreach Officer and Disability Officer posts would first need to be established, which would require a revision to the MCR constitution, to be approved by Council. The MCR President said that she hoped to bring the proposed amendments to the next meeting of Council.

14.6. Annual report from the Acting Dean (CC14 03)

The President thanked Dr Vinx for performing the role of Acting Dean in a voluntary capacity for the 2021-22 academic year.

Dr Vinx spoke to the paper, which gave an overview of the investigations regarding matters of student discipline (31 concerns raised) and investigations of formal complaints raised under the College's grievance procedure (one complaint) undertaken during 2021-22. He acknowledged the support of the Tutorial Office and the Senior Tutor in performing the role.

Dr Vinx raised some points where he felt the policies could be improved or revised to give:

- Greater clarity as to the scope and purpose of the grievance procedure. For example, the Dean is not well-placed to deal with complaints concerning the provision of supervisions and services provided by the College.
- Greater clarity as to whether a serious complaint should continue to be investigated when a complainant decides to withdraw the complaint.
- Stiffer penalties, such as removal from college accommodation, for students who repeatedly draw credible complaints of causing excessive noise.
- Removal of the investigation of late rent payments from the Dean's remit.

In discussion Council did not reach a clear consensus on the points raised. It was agreed that they should be given further consideration by the Senior Tutor when the policies were reviewed. It was noted that both the grievance procedure and disciplinary policy were due for review.

14.7. Managing external requests for College donations (CC14 04)

Council approved the delegation of dealing with external requests for College donations to the Compliance Administrator within the following budgetary limits for the 2022-23 financial year:

- **Community initiatives £1,000**
aligning with the objective to 'maintain and carry on a College in Cambridge for graduates and for students' by supporting events and residents in the College's immediate local area.
- **Educational and learning affiliations £1,000**
aligning with the objective to 'promote education, learning and research in the University of Cambridge and elsewhere' by supporting educational events.

14.8. Bridge Centres' budgets for 2022-23

14.8.1. Centre for Climate Engagement (CCE) restated budget for 2022-23: (CC14 05)

Council approved the budget, which had been restated since the meeting of 21 June [CC13.5] to take account of the recent funding agreement with the Ikea Foundation.

14.8.2. Digital Education Futures Initiative (DEFI) budget for 2022-23 (CC14 06)

The Bursar spoke to the paper, which laid out the proposed budget for DEFI for 2022-23. This had forecast income of £188,000 and an expenditure budget of £213,040. The forecast in-year deficit of £25,040 for 2022/23 was offset by the previous year's carried forward surplus of £44,452 giving an overall budget surplus of £19,412 at the end of 2022/23.

{{REDACTED}}

Council approved the budget.

14.8.3. Cambridge Teacher Research Exchange (CamTREE) budget for 2022-23 (CC14 07)

The Bursar spoke to the paper, which laid out the proposed budget for CamTREE (a subdivision of DEFI) for 2022-23. This had forecast income of £162,500 and an expenditure budget of £183,444. The forecast

in-year deficit of £20,944 for 2022/23 was offset by the previous year's carried forward surplus of £50,227 giving an overall budget surplus of £29,283 at the end of 2022/23.

{[REDACTED]}

Council approved the budget.

14.9. {[REDACTED]}

14.10. Bursarial

14.10.1. Bursar's Report (CC14 09a)

The Bursar highlighted the following in his report:

- {[REDACTED]}
- **HR Strategy** – owing to the ongoing expansion of the Bridge and the attendant need to recruit more staff, the HR team were to be increased from 1.5 FTE to 2.0 FTE.
Automation of some manual processes was being explored.
A training programme targeted at managers and supervisors was being developed.
- **IT** – the new team were settling in well and the weekday operating hours of support had been extended from 9am - 5pm to 8am - 6pm.
- **Accommodation** – Accommodation-booking systems were currently being evaluated with the aim of having a new system in place in Lent term 2023.
Seven guest rooms in the Centenary Building had been refurbished and were available for use by Fellows and other College visitors during termtime and for commercial hire during the vacations.
- **Staffing** – The Conference Operational Team had returned to pre-COVID staffing levels and the Housekeeping Team was close to a full complement. There was one vacancy in the Porters Team.
- **Facilities** - two electric vehicle charge points had been installed: one for general use and the other for the College's new electric van.

14.10.2. Management accounts: year to 31 July 2022 (CC14 09b)

The Bursar presented the year-end management accounts, which would also be considered by Finance Committee before being submitted to Governing Body. He noted that the outturn was as expected, with a £5k favourable variance in the net surplus against forecast.

14.10.3. Reforecasting process and timetable (CC14 10)

The Bursar spoke to the paper, which detailed the following changes:

- An amendment to the format of the management accounts to reflect a true operating profit and loss account. Balance sheet (capital) items would be reported each month as additional schedules rather than being included as elements within the profit and loss account.
- Summary management accounts of the Bridge Centres would be incorporated into the overall management accounts. These would not impact the overall surplus/deficit - for the purpose of management accounting the expenditure of each Bridge Centre would be treated as being

matched by income. This would avoid the distorting effect of the timing of receipts of income between financial years within the monthly management accounts. Income would, however, continue to be monitored and reported in the statutory financial accounts.

- The current annual forecasting exercise (the restated budget) would be replaced with up to three forecasting exercises throughout the year as follows:
 - Reforecast 1 (RF1) - Sep/Oct (also known as the budget restatement exercise)
 - Reforecast 2 (RF2) - Dec/Jan
 - Reforecast 3 (RF3) - Apr/May (as required)

Financial performance would be measured against the most recent forecast rather than the budget.

14.10.4. Restated budget 2022-23 (CC14 11)

The Bursar recommended that the 2022-23 budget be restated to reflect actual student numbers/profile and other planned resourcing changes identified since June 2022, the main component of which was an increase in expenditure on salaries. He said that the restated budget would be scrutinised by Finance Committee before being submitted to Governing Body for approval.

Council approved recommending to Governing Body that the budget for 2022-23 be restated.

14.10.5. *Hughes Hall IT Strategy update (CC14 12)**

Council received an updated on the College's IT strategy without discussion.

14.11. Tutorial

14.11.1. Senior Tutor's Report (CC14 13)

The Senior Tutor's report included the following:

- Summary of admissions and student numbers (comprehensive report provided in item 14.11.2)
- Summary of Tripos results
- Seven new members of staff had joined the College in September - Head of Wellbeing and Welfare, College Nurse, and five Tutors
- Following student feedback, a Student Handbook had been reintroduced after a gap of many years and was being well received.

14.11.2. * Student Survey report (CC14 14)**

Council received the report of the Student Survey for 2021-22 without discussion.

14.11.3. Admissions Committee report to Council (CC14 15)

Dr Sargent (Deputy Senior Tutor (Admissions)) reported details of the 350 applications to undergraduate courses. Together with the 26 offer-holders who had deferred entry from the previous year, it was expected that 51 undergraduates would start in October 2022. A further 15 held confirmed places for admission in 2023. There had been 132 applications to the Graduate Course in Medicine and eight had accepted offers to start in 2022. She noted that post-Brexit there had been a marked shift in the balance towards students with 'overseas' fee status and that only 20 new students (including eight on the CGM course) with 'home' fee status were subject to regulated fees.

Dr Sargent reported that it had been a challenging year for post-graduate admissions across the University, but despite this the College had maintained a reasonable level of conversion of offers to acceptances. Predictions for entry in 2022 were for 60-65 part-time post-graduates, and approximately 340 full-time post-graduates of which 59 were doctoral level. In addition, a small number of doctoral-level students had yet to confirm but were expected to meet conditions to enable them to start in January or April 2023.

14.12. Director of Institutional Advancement's report (CC14 16)

The Director of Institutional Advancement's report included the following:

- Update of new funding in support of scholarships and prizes
- Details of other gifts including a £50k commitment from the University of Peking for the Digital Education Futures Initiative (DEFI) to undertake a research project
- Details of upcoming alumni events and review of recently held events
- \$250k received and a further \$250k donated towards the estates project

14.13. Director of Strategy and the Bridge's report (CC14 17)

The Director of Strategy and the Bridge's report included the following:

- Update on activity and funding strategies in the Bridge centres
- Update on Bridge initiatives – Global Health, Health Education England (HEE) training programme evaluation, and the Impact Leadership Programme
- Bridge Committee had met on 30 June. Items discussed included: (1) the establishment of a process of ethical clearance (when required) for research projects in Bridge centres. It had been agreed that it would be preferable for proposals to be dealt with via the appropriate ethics committee within the University. Dr Axford reported that whilst there had been questions as to whether departments would support College researchers, the University was clear in its guidance that ethics clearance mechanisms should be made available to all researchers within the collegiate university. (2) the recommendations of a working group (consisting of members of the Fellowships Committee and Bridge Committee) set up to develop the strategy for recruiting new Bridge Fellows. It had been agreed that recruitment should go ahead once the views of the incoming President could be taken on board.

14.14. *Minutes of committees**

Council received the minutes of the following committees without discussion:

14.14.1. Unconfirmed minutes House Committee, of 1 June 2022 (CC14 18)

14.14.2. Unconfirmed minutes Staff Strategy Committee, of 13 June 2022 (CC14 19)

14.14.3. Unconfirmed minutes Bridge Committee of 30 June 2022 (CC14 20)

14.14.4. Unconfirmed minutes CCE Oversight Committee, of 9 June 2022 (CC14 21)

14.14.5. Unconfirmed minutes DEFI Oversight Committee, of 9 June 2022 (CC14 22)

14.15. Any other Open Business

14.15.1. Future meetings of Council in 2022-23

It was agreed that meetings in Michaelmas Term should continue to be held in person.

End of Open Business WS