



HUGHES
HALL

UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL

Confirmed minutes

One hundred-and-sixteenth meeting of College Council 17 January 2023

Council Room at 4.30pm

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

OPEN BUSINESS

Present: Sir Laurie Bristow (Chair, President), Prof Nidhi Singal (Vice-President, to item 16.10), Dr Sonia Ilie, Ms Mahnaz Malik, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof Ricardo Sabates, Dr Carole Sargent, Dr Lars Vinx (via video link), Dr Claire West.

In Attendance: Dr Stephen Axford (Director of Strategy and the Bridge), Mr William Conner (Director of Institutional Advancement), Mrs Wendy Solomou (Secretary).

Apologies: Miss Kudzai Chivenga (MCR President), Miss Maxine Hanson (MCR Secretary), Prof Bill Irish.

16.1. Introduction

16.1.1. Welcome

The President welcomed Dr West to her first meeting and Council members introduced themselves.

The President reminded Council that it was important to be mindful and include due consideration of sustainability and EDI (Equality, Diversity, and Inclusion) issues throughout the meeting.

16.1.2. Declarations of interests

There were no declarations of interests.

16.2. Minutes and Matters arising from the Open Business of College Council, of 15 November 2022

16.2.1. Approval of minutes (CC16 01)

The minutes were approved as an accurate record.

16.2.2. College Council action list: Open Business

There were no items outstanding.

16.2.3. Matters arising not otherwise on the agenda

There were no matters arising.

16.3. Decision made by circulation since the meeting of 15 November 2022 (CC16 02)

Council noted that a proposal for the Bursar to enter negotiations to secure additional student accommodation for occupation from September 2023 had been approved by circulation.

{[REDACTED]}

16.4. President's report (CC16 03)

The President set out the next steps following the discussion at Governing Body on 30 November 2022 [GB85.3] about the future direction of the College, informed by the President's 'fireside chats' with Fellows and a Fellows' survey. The key priorities which had emerged were:

- Investing in People– building the Hughes Hall community.
- Clearly articulating the Identity and Values of the College ('this is the College for you') and offering an enriched educational experience.
- Developing the Estates and making the best use of space – essential for a positive experience for students and seniors.
- Agreeing the longer-term direction for the Bridge – recognising its unique selling point for Hughes Hall, and ability to have a significant and meaningful impact on wider society.

Work was already underway to progress the 'Investing in People' and 'Identity and Values' themes. At its last meeting (9 November 2022) Fellowships Committee, had agreed to develop a 'People Vision' to set clear targets for the desired size and profile of Governing Body and the wider Senior Membership. Work on this, including agreeing a way forward with regard to recruitment of Bridge fellows within the overall People Vision, was to be progressed during the Lent term. At the wider college level there were plans to develop culture and build capacity, including: events to promote Equality, Diversity, and Inclusion (EDI) and increase engagement with the Senior Membership; building skills particularly around communications to portray the College's distinct identity and values; and considering how the Bridge's Impact Leadership Programme (ILP) might be scaled up and offered to all students to improve employability and develop life skills. There was already a strong focus on strengthening the tutorial offer and the Senior Tutor spoke about current work on monitoring and improving support to students. She also reported that Admissions Committee would be reviewing college policy on the size and shape of the student body.

The President acknowledged efforts, led by the Bursar, to progress estates strategy and assess how the College could best develop and utilise its current facilities. The President informed Council that he would continue his consultations with the Senior Membership and that he planned to widen his consultation to include students. There would be consultations about the future direction for the Bridge during Lent term, and he was considering what format these should take.

Following discussion, Council agreed the President's proposal that the programme of work for the Lent term should be boiled down to a short practical agenda, preferably with some metrics and targets attached for monitoring progress, to be reviewed at future meetings of Council.

ACTION: The President and the Director of Strategy and the Bridge to develop the agenda.

16.5. MCR business

There was no MCR business discussed.

16.6. {[REDACTED]}

16.7. *Minor structural changes to Compliance and HR teams (CC16 04)**

Council approved without discussion the proposal for a small adjustment to the Compliance and HR Teams: the creation of a new part-time role of 'Bursar's PA and Compliance Administrator', the promotion of the current Compliance Administrator to Compliance Manager, and a reduction of the HR Team compliment from 2.5 FTE to 2 FTE (to be compensated for by the planned introduction of new technology). The changes were cost neutral and would be kept under review.

16.8. Bursarial:

16.8.1. Bursar's Report (CC16 05)

Council received the Bursar's report which included:

- **Recruitment and staff vacancies** – Six vacancies currently being advertised; two posts under review awaiting authorisation and eight upcoming posts to be recruited to the Centre for Climate Engagement (to be spread throughout 2023). Six new members of staff due to start in January, three leaving in the past month, and one member of staff going on maternity leave.
- **{[REDACTED]}**
- **IT** – The previously reported completion date for reimplementing StarRez by the end of Lent term 2023 might be delayed, depending on resourcing. A detailed project plan for the reimplantation would be provided at a future Council meeting.
 - There would be demonstrations of various HR systems throughout January with the aim of finding a system that would provide automated recruitment and onboarding processes and incorporate HR workflows into a single system.
 - The interim IT Director would come to the end of his contact in February and would spend much of his remaining time on the StarRez reimplementation.
- **May Ball** – Date for the May Ball confirmed (17 June).
- **Accessibility** – The conversion of a flat in Fenner's to provide fully accessible accommodation had been completed and work to install automatic doors at key locations had commenced. Other work in College (replacement of a gravel path and introduction of a ramp to give full access to the rear garden and library) was due to start in February.

In response to a question about how staff jobs were advertised to attract a diverse group of applicants the Bursar agreed to circulate a list of how recruitment advertisements were placed.

16.8.2. Management accounts to 31 December 2022 (CC16 06)

The Bursar presented the management accounts to 31 December 2022 noting that the forecast outturn remained in line with the restated budget (RF1) for 2022/23. There were no questions.

16.8.3. Summary of Reforecast 2 (RF2) 2022-23 (CC16 07)

Council received the paper, which would be scrutinised by Finance Committee at its meeting of 23 January. It was noted that there was little change to the forecast end-of-year surplus arising from the reforecasting exercise and no questions were raised. The Bursar informed Council that setting student accommodation charges and the budget for 2023-24 would be challenging given the uncertainty over the future costs of utilities, but that the newly established cycle of reforecasting throughout the current year would be helpful.

16.9. Tutorial and Admissions:

16.9.1. Senior Tutor's Report (CC16 08)

Council received the Senior Tutor's report.

- Undergraduate and postgraduate admissions (presented in Appendix A to the Senior Tutor's report) were on track and largely in line with previous years.
- Admissions Committee were planning work on a strategic review of the size and shape of the student body which would inform admissions targets, and accommodation and outreach policy from 2024 onwards.
- There was a high and increasing caseload of students requiring support from Tutors and the tutorial leadership team. Details of the number of students referred to the Support for Study Framework were presented (in Appendix B to the Senior Tutor's report) and provided a benchmark for future comparison. Further work would be undertaken to evaluate the caseload, test hypotheses, and provide Tutors with more tools to assess when and how to escalate matters to the leadership team.
- The Education team would be short-staffed in Lent term, following the resignation and departure of several staff, including the Head of Education Services. Interim line management arrangements had been put in place for the Head of Education Service's direct reports.
- The Senior Tutor was sad to officially report the death of a final-year undergraduate Law student, William Coatman, who had died in a tragic accident during the vacation. The College was arranging transport for staff and students attending the funeral later in the month.

16.9.2. Student numbers at the Division of Term (CC16 09)

Council received a report of student numbers and noted that there were 844 (819) fee-paying students in total comprising: 683 (664) full-time students, of which 203 (204) were undergraduates and 187 (195) were on doctoral programmes; and 161(155) part-time postgraduate students. In addition, there were 19 (15) students who were intermitting and 98 (94) doctoral students who were writing up. (Numbers for 2022 given in brackets.)

16.10. Director of Institutional Advancement's report (CC16 10)

Council received the Director of Institutional Advancement's report.

- The Annual Michaelmas Term appeal targeted at alumni had taken place in December and whilst it had focussed on the theme of student support the majority of donations received were unrestricted.

- The *Alumni Christmas Drinks* event in London was well received and attended.
- Travel plans: March 2-12 Delhi Mumbai, Qatar, and Dubai; 11-18 April Singapore and Hong Kong; 26-30 June Singapore, Kula Lumpur (possibly to be extended to include Tokyo and Seoul). The trips would provide an opportunity for connecting with alumni and fundraising following the COVID restrictions on travel.

Mr Conner informed Council that he would be presenting a strategy paper for the future direction of development at the next meeting.

16.11. Director of Strategy and the Bridge's report (CC16 11)

Council received the Director of Strategy and the Bridge's report.

- Global Health. Initial workshops/case studies/seminars were planned for the Lent and Easter terms. It had been agreed that the focus would be on equity and fairness as an underlying theme and the aim would be to provide new insights and advice for a broad audience, especially including policymakers and those with international influence.
- The two research-based evaluation projects for Health Education England (HEE) /NHS were reaching their final stages. There would be an assessment of what could be learned from running the projects and consideration of possible follow-on work.
- There was considerable interest amongst students in reviving the activities of the Enterprise Society, which had been wound down during the COVID pandemic. The Honorary President, Rupert Pearce Gould, and the MCR Academic Officer were both keen to be involved in reactivating the group.
- A series of events were planned for Lent term, including an MCR-led series of talks and panel discussions.

Council agreed that a Senior Members symposium should be held in Lent term and noted that the format of having short, punchy presentations on a broad theme had worked well at the last symposium.

16.12. *Minutes of committees**

Council received the minutes of the following committees without discussion:

16.12.1. Unconfirmed minutes Admissions Committee, of 29 November 2022 (CC16 12)

16.12.2. Unconfirmed minutes Bridge Committee, of 16 November 2022 (CC16 13)

16.12.3. Unconfirmed minutes Staff Strategy Committee, of 3 November 2022 (CC16 14)

16.12.4. Unconfirmed minutes Prevent Committee, of 22 November 2022 (CC16 15)

16.12.5. Unconfirmed minutes CCE Oversight Committee, of 13 October 2022 (CC16 16)

16.12.6. Unconfirmed minutes DEFI Oversight Committee, of 17 November 2022 OPEN BUSINESS (CC16 17)

16.12.7. Unconfirmed minutes House Committee, of 14 November 2022 (CC16 18)

It was noted that the Staff Strategy Committee (SSC) has agreed to temporarily suspend its meetings of 23 February and 11 May 2023 whilst a proposal for amendments to its terms of reference were

developed by a time-limited staff working group under the title 'staff forum' with the objective of proposing a re-shaped SSC for submission to Governance Committee and Governing Body.

16.13. Any other Open Business

There was no other Open Business.

End of Open Business WS