



HUGHES
HALL
UNIVERSITY OF CAMBRIDGE

GOVERNING BODY

Confirmed minutes

Eighty-sixth meeting of Governing Body 8 February 2023

In person at 5.30pm

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Present: Sir Laurie Bristow (President, Chair), Prof Nidhi Singal (Vice-President), Dr Farah Ahmed, Dr Stephen Axford, Prof Michael Barrett, Mr William Charnley, Dr Bart de Nijs, Prof Gishan Dissanaïke, Prof John Doorbar (to item 86.9), Dr Peter Dudley (from item 86.2.2), Dr Mish Ebrahim, Ms Emily Farnworth, Prof Emanuele Giovannetti, Prof Sara Hennessy, Dr Sarah Hoare (from item 86.2.2), Prof Riikka Hofmann, Dr Sonia Ilie, Prof Bill Irish (to item 86.9), Dr Agnieszka Iwasiewicz-Wabnig, Dr Alastair Lockhart, Ms Mahnaz Malik, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof William Nuttall, Prof Ajith Parlikad, Prof Jonathan Powell, Dr Perla Pucci, Dr Carole Sargent, Dr Guillermo Serrano Nájera, Dr Jeffrey Skopek, Prof Jacob Stegenga, Dr Martin Steinfeld (from item 86.2.2), Prof Andreas Stylianides, Prof Paul Tracey, Prof Caroline Trotter (to item 86.9), Prof Suzanne Turner, Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells, Dr Claire West, Dr Jessica White.

In Attendance: Mr William Conner (Director of Institutional Advancement, to item 86.9), Prof Neil Mercer (Senior Independent Fellow, to item 86.9), Mrs Wendy Solomou (College Secretary and Fellowships Manager, Secretary).

On leave: Dr Markus Gehring, Prof Kishore Sengupta.

Apologies: Mr Mark Anderson, Dr Paula Banca, Dr Jimmy Chan, Dr Othman Cole, Prof Tamsin Ford, Dr David McCay, Mrs Laurel Powers-Freeling, Dr Corinne Roughley, Prof Ricardo Sabates, Prof Jorge Santos, Prof Eugene Shwageraus, Dr Livia Tomova, Dr Nigel Yandell.

OPEN BUSINESS

86.1. Introduction

86.1.1. Welcome and apologies

The President welcomed Dr Guillermo Serrano Nájera to his first meeting of Governing Body.

86.1.2. In memoriam

In memoriam
Mr Nigel Brown OBE,
Honorary Fellow, died 19 January 2023, aged 77 years.

86.1.3. Declarations of interests (Open Business)

There were no declarations of interests.

86.2. Minutes and Matters arising from the Open Business of Governing Body, of 30 November 2022

86.2.1. Approval of minutes (GB86 01)

Governing Body approved the minutes as an accurate record.

86.2.2. Governing Body action list: Open Business (GB86 02)

- [84.7] **Update on estates strategy**
[REDACTED]

86.2.3. Matters arising not otherwise on the agenda

There were no other matters arising.

86.4. President's report

The President gave an update on the vision for the College discussed at the previous meeting [GB85.3] and actions taken to date. He said that he planned to continue his discussions with Fellows over the Lent term to focus on some key questions, including whether the College wanted to take an incremental or transformational approach to achieving its ambitions.

There followed further discussion concerning what the College should aspire to by 2030 concerning its identity, and the desired size and profile of its student body and senior membership. Points raised included meeting the challenges of an increasingly digital age; the possible benefits of attracting more part-time students (although the consensus was that student numbers should not rise until infrastructure had developed to accommodate them); and the importance of effectively communicating a clear sense of the College's identity, academic scholarship, outreach and offer to a variety of external audiences.

Council elections. The President reminded Governing Body that the annual elections for places on Council falling vacant would be held at the next meeting of Governing Body. He said that two current members would be reaching the end of their term in August and that only one of them would be eligible to stand for re-election. He encouraged Fellows to put themselves forward as candidates.

86.5. [CONFIDENTIAL ITEM] Update on estates strategy (GB86 03)

{[REDACTED]}

86.6. Scoping a review of Statutes and Ordinances (GB86 04)

The Bursar spoke to the paper, which presented Governance Committee's proposal for a review of the College Statutes and Ordinances. The rationale for such a review, including some specific examples of areas which need to be addressed, were given in the paper.

A major consideration was whether the size of the Trustee Body should be reduced in size in line with the recommendations of the College's auditors and Charity Commission guidance (as noted at the previous meeting [GB85.4.1]). One option, as adopted by roughly half of Cambridge colleges, would be to have only Council members as Trustees. This approach would require a change to the remit and structure of Council as well as that of Governing Body. Other areas Of Statutes in need of review included confusing references to the re-election of a president, the Academic Staff Schedule (dealing with terms and conditions of employment of certain categories of employee), and Statutes [IX-XI] pertaining to Students.

College Ordinances would need to be revised in line with any amendments made to Statutes, but the Bursar argued that an overall review should also be considered. He viewed the governance structures defined in Ordinances as too complex and top-heavy for the size of the organisation. Much of the operational detail would be better defined in Regulations, leading to more flexible and efficient administrative processes.

As a first step Governance Committee proposed that an internal planning group be established to undertake a scoping review with the aim of coming back to Governing Body by Michaelmas term with recommendations as to:

- the scope and scale of a programme of revision (e.g., How radical should such a review be – would it require a complete rewrite of both Statutes and Ordinances? Should the number of Trustees be reduced? Should the review be more limited in scope and tackle a specific set of issues?)
- estimate of timetable
- how the project would be operationalised in terms of breaking down the tasks (for example, might there be a number of working groups/ leadership for different strands of the project?) and an estimate of required resources, including external specialist advice, which would be required over the course of the project

It was proposed that the planning group be led by the Bursar, include another senior College employee allocated time to devote to the task, and two GB Fellows; the overall membership to be constituted to represent a diverse set of views. The President would not be a member but would be consulted and briefed. Governing Body representation would be open to volunteers with appropriate experience and recommended by the President and the Bursar with the expectation that those on the planning group would continue with some aspect of the work once the extent of the review/revision has been scoped and agreed.

Governing Body approved the establishment of an internal planning group. The President asked those who wished to volunteer to inform him of their interest.

In view of the amount of resource that would be taken up in scoping then undertaking the review, the Bursar requested that in the meantime Governing Body approve a policy of minimising amendments to Ordinances wherever possible, for example, accepting inconsistencies of an insignificant nature and approving polices without amendments to Ordinances providing any changes were not in breach of Statutes.

Governing Body approved the proposal.

86.7. Management accounts update (GB86 05)

The Bursar reported that the management accounts to 31 December 2022 showed only small discrepancies in individual areas to the forecast outturn and that there had been no change in the overall forecast surplus as stated in the restated budget. There were no questions raised.

86.8. Summary of Reforecast 2 (2022-23) (GB86 06)

The Bursar spoke to the paper which presented the outcome of the full re-forecasting exercise undertaken in November and December to take account of any material changes in assumptions since the restated budget had been approved by Governing Body on 26 October 2022 [GB84.5]. The Bursar reported that there were no significant movements - the restated budget net surplus had increased by £4k as a result of the exercise. Finance Committee and Council had reviewed and accepted the reforecast. There were no questions raised.

Governing Body approved the Budget Reforecast 2 for 2022-23.

86.9. Any other Open Business

Dr Iwasiewicz-Wabnig reported being approached by a Principal Investigator preparing a bid for a Future Energy Technologies Centre for Doctoral Training to discuss a potential partnership with the College. It was agreed that she would follow this up with the Senior Tutor and interested Fellows.

End of Open Business WS