



HUGHES
HALL

UNIVERSITY OF CAMBRIDGE

COLLEGE COUNCIL

Confirmed minutes

One hundred-and-eighteenth meeting of College Council 21 March 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 Bill Irish, Ms Mahnaz Malik, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof Ricardo Sabates (from item 18.2.2 to 18.9), Dr Carole Sargent, Dr Lars Vinx, Dr Claire West.

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 18.12.), Sarah Langford (Communications Manager, to item 18.12), Mrs Wendy Solomou (Secretary).

Apologies: Prof Nidhi Singal (Vice-President), Miss Kudzai Chivenga (MCR President), Miss Maxine Henson (MCR Secretary).

OPEN BUSINESS

18.1. Introduction

18.1.1. Welcome

The President noted that Dr Ilie was attending her final meeting before taking sabbatical leave and thanked her for her contribution to Council.

The President welcomed Mr Grieve and Sarah Langford to the meeting.

The President asked that Council be mindful of sustainability and EDI (Equality, Diversity, and Inclusion) issues throughout the meeting.

18.1.2. Declarations of interests

There were no declarations of interests.

18.2. Minutes and Matters arising from the Open Business of College Council, of 28 February 2023

18.2.1. Approval of minutes (CC18 01)

The minutes were approved as an accurate record.

18.2.2. College Council action list: Open Business (CC18 02)

[17.411] Proposed changes to the MCR constitution

The Senior Tutor to discuss with the MCR Senior Treasurer the possibility of providing a greater level of support to the MCR.

- The Senior Tutor reported that the MCR Senior Treasurer, Dr Pete Dudley, had agreed to the MCR Committee's request for additional support. Completed.

[17.12] Development Strategy

The Director of Institutional Advancement to circulate the '2030 Vision' brochure to Council.

- Completed.

18.2.3. Matters arising not otherwise on the agenda

There were no other matters arising.

18.3. President's report

The President reported that there had been a rich discussion of the emerging 2030 Vision at the previous week's meeting of Governing Body and that he was now working towards providing a formal proposal to be approved by Governing Body in the Easter term.

The President invited Sarah Langford to speak on communications strategy.

Sarah Langford gave an overview of the type/format of communications issued on a regular basis and of current projects aimed at improving communications both internally and with external audiences. She explained how she worked with groups across College, for example, the Comms Steering Group (President, Senior Tutor, Director of Strategy and the Bridge, Bursar) and the Comms Working Group (cross-college membership, meeting every three weeks). She summarised the overarching aims of the communications strategy as:

1. Engaging our people across college and externally (inspiring a culture that shares its successes)
2. Defining our brand (we are different, we do good, we support each other)
3. Telling our story (broadly, inclusively, dynamically, visually, across multiple platforms)

Council agreed that the presentation and discussion had been helpful and that communications should be included as an agenda item on a regular basis with Sarah Langford in attendance.

18.4. MCR business

The President gave a vote of thanks to the outgoing MCR President and MCR Secretary, and also acknowledged the contribution of the outgoing MRC Committee.

It was noted that not all positions had been filled in the recent elections and that there would be a second round in the Easter term. The following Officers were elected:

| | |
|-------------------------------------|-----------------------|
| President | Veronica Hera |
| Vice-President (Internal) | Maya Schulz |
| Vice-President (External) | Vacant |
| Secretary | Yihan Yue |
| Treasurer | Vacant |
| Academic Affairs Officer | Vacant |
| Social Officers | Gabrielle Regimbal |
| | Ibrahim Khan |
| Male & Non-binary Welfare Officer | Vacant |
| Female & Non-binary Welfare Officer | Sara Jaff |
| Equality & BAME Officer | Sarah Omer |
| Equality & LGBT+ Officer | Nina Forsyth |
| House Officer | Tiffany Crosbie-Walsh |
| Sports and Societies | Alice Twigger-Ross |
| IT & Infrastructure Officer | Ethan Ong |
| Ethical and Environmental Officer | Ariel Heah |
| Communications Officer | Vacant |
| One-Year Officer | Vacant |

18.5. {[REDACTED]}

18.6. HR and recruitment system (CC18 03)

The Assistant Bursar spoke to the paper, which proposed the implementation of a new HR information and recruitment system. This was required because the current information system had limited functionality and all recruitment and onboarding were undertaken by the HR team via manual and highly time-consuming processes. The new HR system would automate the recruitment and onboarding processes, integrate them with the HR management/information system, allow the HR team to focus on less process-driven tasks, obviate the need to recruit additional HR staff, and benefit all line-managers and employees.

Initially nine HR systems had been considered, before the choice had been narrowed to two suppliers, evaluated by the Assistant Bursar, the IT Manager, and the HR team. The proposed system, whilst the more costly of the two, was recommended because it would provide the greatest level of functionality and efficiency gains. If approved, the new application would be implemented over 8-12 weeks from April 2023 with the aim of going live by the beginning of July 2023.

In response to questions as to whether the additional cost was warranted the Bursar stressed that the recent rise in staff numbers and recruitment had placed unreasonable demands on the HR team and that the implementation of a new HR system was part of a systematic approach to improving college infrastructure and efficiency.

Council approved the implementation of the proposed HR information and recruitment system and the associated additional costs to the budget.

18.7. Creation of Post - College Teaching Officer in Economics (CC18 04)

The Senior Tutor requested that Council approve the establishment of a new Post of Economics College Teaching Officer (CTO) from 1 September 2023, for a fixed-term of four years, to be held co-terminously with a Fellowship in Class A. The post would be advertised at £32,348-£47,423 and the person appointed would report to the Senior Tutor.

The Post (and costs) would be shared equally across three colleges: Hughes Hall; St Edmund's; and Lucy Cavendish; with office space for the Post-holder to be provided by St Edmund's and the Fellowship to be held at Hughes. This would replace a current, similar arrangement which was coming to an end, whereby the costs of employing an Economics CTO were being shared with Downing College and St Edmund's College, the primary employer being Downing College. The Senior Tutor confirmed that the new arrangement would not involve any increase in costs other than the provision of the minor privileges granted to GB Fellows.

Council approved the proposal.

18.8. Welfare training proposal (CC18 05)

The Senior Tutor spoke to the paper, which provided a detailed summary of the welfare training requirements across the college community and included recommended courses for various groupings, together with the associated costs. She explained that the proposal for additional training was one element of a move towards a more proactive culture so that the entire college community would have the best-in-field training. The paper identified the specific training needs of the core well-being team (the Head of Student Wellbeing and Welfare, the College Nurse, and the Senior Tutor), members of the Student Finance and Welfare Committee, Tutors, and other staff interacting with students on a regular basis. It also included programmes (for example, Bystander training), which would also be offered to the wider college community.

Council approved the proposal and the additional £3,000 of unbudgeted expenditure in the current financial year (to be allocated between the Academic & Tutorial and Administration & HR) and an increase of £4,750 to the Academic & Tutorial budget for 2023-24.

18.9. Skills programme proposal (CC18 06)

The Senior Tutor presented a proposal for a comprehensive skills programme for students (and prospective students) for discussion and feedback. The proposal laid out the strategy for developing academic skills, life and wellbeing skills, and employability skills over a three-year horizon, indicating the current position, and how that might be improved to 'best practice' and beyond to 'pioneering'. The proposed programme entailed increased expenditure in future budgets of approximately £40k a year if the College were to aim at achieving pioneering level.

Council was asked to consider the proposal and timeline for moving towards the 'pioneering' level within three years, and in particular to discuss whether the proposal represented the kind of transformational work emerging from the 2030 vision.

Council endorsed the 'direction of travel' and supported further development of the strategy, although noted that the ambition to achieve the pioneering level within three years would be dependent on securing additional funding.

In discussion the following points were made:

- Make use of the University central resources such as the Cambridge Centre for Teaching and Learning (CCTL).
- Allow room in the timetable for supporting neurodiversity and disability
- Encourage uptake by offering programmes out of term time

18.10. Report of development trip to India and the Middle East (CC18 07)

The Director of Institutional Advancement reported on the recent trip to India (Delhi and Mumbai) and the Middle East (Dubai and Doha), and acknowledged the support of alumni who had organised events to which alumni and other guests had been invited. He said that he was in the process of following up contacts that had been established (reported in the paper) and hoped to bring some formal proposals in the Easter term.

18.11. *Minutes of committees**

Council received the minutes of the following committee without discussion:

18.11.1. Unconfirmed minutes Prevent Committee, of 14 February 2023 (CC18 08)

18.11.2. Unconfirmed minutes Investments Committee OPEN BUSINESS, of 13 March 2023 (CC18 09)

18.12. Any other Open Business

There was no other Open Business.

End of Open Business WS