



HUGHES  
HALL

UNIVERSITY OF CAMBRIDGE

## COLLEGE COUNCIL

### Confirmed minutes

#### One hundred-and-seventh meeting of College Council 9 November 2021

#### Video conference at 4.30pm

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

**Present:** Dr Anthony Freeling (Chair, President), Mr Jordan Corbett (MCR President, to item 7.13), Dr Sonia Ilie, Prof Bill Irish, Dr Tobias Kohn, Dr Yury Korolev, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof Ricardo Sabates, 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 7.13), Mrs Wendy Solomou (Secretary).

**Apologies:** Prof Nidhi Singal (Vice-President), Mr Yuchen Zhu (MCR Secretary).

### OPEN BUSINESS

#### 7.1. Introduction

##### 7.1.1. Welcome

The President welcomed Mr Newby, who was attending his first meeting of Council, and the Assistant Bursar, Mr Grieve.

##### 7.1.2. Declarations of interests

There were no declarations of interests.

#### 7.2. Minutes and Matters arising from the Open Business of College Council, of 12 October 2021

##### 7.2.1. Approval of minutes (CC7 01)

The minutes were approved as an accurate record.

##### 7.2.2. College Council action list: Open Business (CC7 02)

[6.5] Review of Council's composition and terms of reference.

The Secretary to refer Council's recommendation for a change to the constitution of Council to Governance Committee.

- Completed. On the agenda of Governance Committee meeting of 15 November 2021.

[6.6] Governance for COVID.

The Senior Tutor to update the protocol for dealing with COVID on-call management to include informing Directors of Studies of undergraduate students.

- Completed.

### **7.2.3. Matters arising not otherwise on the agenda**

There were no other matters arising.

### **7.3. President's report**

The President reported that there were very low levels of COVID infection in college - students were engaging in a good level of asymptomatic testing and in-person events continued to be held. However, he noted that staff remained under serious pressure and that it was proving difficult to recruit new staff to an unusually high number of vacancies. He anticipated that the concerns of individual staff members would be identified in the annual development reviews (ADRs).

{[REDACTED]}

### **7.4. MCR business**

The MCR President reported that the first five weeks of term had gone well. People were meeting each other, and events had been well attended. The MCR Committee were currently dealing with queries about processes for setting up societies and running events, and would be forming new sub-committees to deal with such matters. He also reported that the MCR was seeking an alternative name for its association which would be more inclusive and representative of the student body. He observed that the other mature colleges did not use the term, 'MCR'.

[Post-meeting note: an official change of title for the association known as the 'Middle Common Room' would require an amendment to Statute XI.]

### **7.5. College Agenda 2021-22 (CC7 03)**

The President reported that the College Agenda for 2021-22 was similar in its aspirations to that of the previous year. In response to questions the President clarified that:

- the College Agenda would be communicated to staff via their line managers.
- progress on the College's Carbon Reduction policy would be monitored via the publication of metrics based on science-based targets [see report to Council of 27 April 2021 CC3.6].
- The aim was to reach and maintain a target number of around 50 post-doctoral researchers, including 12 Research Fellows.

Council approved the agenda subject to the following correction:

P3. Correct 'Continue to increase the numbers of post-docs' to 'Continue to maintain the numbers of post-docs'.

### **7.6. Draft RCCA trustees report (CC7 04)**

Council received the Trustees' report for review prior to its submission to Governing Body for approval. It was noted that some further minor edits had been agreed by Audit Committee at its meeting of 8 November 2021. No further edits were recommended.

### **7.7. Annual report of Investments Committee to Council (CC7 05)**

The Assistant Bursar presented the annual report for the financial year to 31 July 2021, which had been approved by Investments Committee. He highlighted the strong performance in the Long-Term Fund due to advantageous conditions.

A question was raised about the type of investments the College held, for example was the College invested in armaments or petrochemicals?

The President responded that the College did not invest in individual equities, but in pooled investment funds. Furthermore, the College's investment managers (Cazenove Capital, part of the Schrodgers Group) had been instructed to perform ethical screening. Each term they provide the Investments Committee with information about the type and proportion of equities in which its funds are invested. Mr Grieve offered to circulate the screening information.

It was agreed that the annual report should in future include the investment screening data.

**ACTION:** The Secretary to circulate the investment screening data to be provided by the Assistant Bursar.

### **7.8. Catering – Front of house staffing (CC7 06)**

Council considered a proposal to address a current shortage of front of house staff. The Domestic Bursar, having consulted the Kitchen Team and students (via the Catering Focus Group) proposed a temporary set of measures which took account of the pattern of student demand and staff rotas:

- stopping the weekend brunch service
- recruiting students to support food service at formal halls and cafeteria
- focusing resources on the Monday to Friday shift pattern
- taking up the offer of the Head Chef to oversee the front of house evening service to keep it open
- paying enhanced rates for the Boat Club Dinner as a gesture of goodwill to the staff for their commitment
- recruiting some student casuals to assist service rather than relying on ad hoc temps

The MCR President expressed concern at the removal of the weekend brunch service, which was important socially and contributed to a healthy diet. He thought that such a move would not be popular among students. The Senior Tutor was also worried about the impact on part-time students and those with families who could only come in at the weekend. However, both acknowledged that action had to be taken and stressed the importance of clearly communicating to students that the changes were temporary in the face of an acute shortage of staff.

The Bursar agreed to follow up suggestions made during discussion about alternative ways of providing food at the weekends, such as the organisation of out-sourcing or student-led brunches.

Council approved the proposal as a short-term measure for the four weeks to the end of term.

### **7.8. Senior Tutor's report (CC7 07)**

The Senior Tutor highlighted the following from her report:

- Details of undergraduate applications in the recent admissions round. The Senior Tutor asked Council to note that there had been 79 applications in total (excluding applications for the Graduate Course in Clinical Medicine), not 99 as noted in the commentary.
- Her work with the Education Manager and College Librarian to develop a programme of academic skills support for students, which included piloting a new writing mentor programme.
- College Tutors had discussed the recommendations in the draft final report of the Strategic Review of Mental Health Provision (currently being considered by various intercollegiate and University committees) and welcomed them, although with some reservations.

### **7.9. Director of Institutional Advancement's report (CC7 08)**

The Director of Institutional Advancement reported:

- A new Alumni Relations and Events Officer had been recruited and would start in January.
- At its joint meeting of 13 October the Development Strategy Group and International Group for Development had expressed great enthusiasm for the College's estates strategy. Mr Conner said that he would be preparing a paper on estates fundraising for a future meeting of Council.
- There were three current/forthcoming fund-raising campaigns:
  1. Hoot for Hughes - a campaign to support the boat club. 600 former rowers from Hughes Hall were solicited for a gift on Friday, 29 October and resolicited on Wednesday 3 November as a result of a technology failure from the College's service provider.
  2. US calendar year-end campaign to all US alumni facilitated by Cambridge in America (from the middle of November).
  3. A 'planned giving' campaign to all US alumni over the age of 50 to promote legacy (from January).

### **7.10. Director of Strategy and the Bridge's report: (CC7 09)**

The Director of Strategy and the Bridge reported:

- A summary of the matters discussed at the Digital Education Futures Initiative (DEFI) Oversight Committee meeting of 28 October 2021.
- The NHS/Health Education England (HEE) evaluation project was recruiting two researchers.
- A third cohort of post-doctoral researchers and PhD students had joined the Impact Leadership Programme (ILP) now in its third year.
- The Centre for Climate Engagement had been involved in several activities relating to COP26.
- The Senior Members' symposium would be held on 10 November with an anticipated 50 participants. It would focus on how Hughes and its members had been resilient in their research during the pandemic.

- There would be an open event for students and other members of College to showcase the four Bridge centres and the ILP early in the Lent Term.

## **7.11 Bursarial**

### **7.11.1. Bursar's report: (CC7 10a)**

The Assistant Bursar presented the bursarial report jointly prepared with the Domestic Bursar. It included:

- A detailed summary of current vacancies and progress with recruitment.
- An update on staff returning to work in College and progress made towards adopting a more agile approach to working. Office moves had been completed and it was anticipated that from December desktop PCs would start to be replaced with laptop computers and docking stations.
- Information about a project to produce an Access Guide to be available in 2022. Sixteen colleges were participating and the Head of Facilities was working closely with AccessAble to produce the Access Guide for Hughes.

### **7.11.2. Management accounts update: (CC7 10b)**

The Assistant Bursar presented the management accounts to 30 September 2021 and noted that the year-end forecast was In line with the restated budget.

## **7.12. \*\*\*Minutes of committees**

Council received the minutes of the following committees without discussion:

### **7.12.1. Unconfirmed minutes Investments Committee (Open Business), of 11 October 2021 (CC7 11a)**

### **7.12.2. [CONFIDENTIAL] Unconfirmed minutes Development Strategy Group, of 13 October 2021 (CC7 11b)**

### **7.12.3. Unconfirmed minutes House Committee, of 20 October 2021 (CC7 11c)**

## **7.13. Any other Open Business**

There was no other Open Business.

End of Open Business WS