



COLLEGE COUNCIL

Unconfirmed minutes

One hundred-and-twenty-second meeting of College Council 10 October 2023

Council Room at 4.30pm

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Present: Sir Laurie Bristow (Chair, President), Prof Nidhi Singal (Vice-President), Veronica Hera (MCR President), Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof Bill Irish, Dr Carole Sargent, Dr Lars Vinx, Mrs Emily Farnworth, Dr Bart de Nijs, Dr Claire West, Mr Bill Conner (Director of Institutional Advancement) (*via Zoom*)

In Attendance: Mr Andrew Grieve (Assistant Bursar, to item 22.11), Sarah Langford (Communications Manager, to item 22.11), Mrs Julia Watkinson (Secretary)

Apologies: Dr Stephen Axford (Director of Strategy and the Bridge), Ms Mahnaz Malik, Mr Oliver Urquhart Irvine (Honorary Curator of Valuables), Yihan Yue (MCR Secretary)

OPEN BUSINESS

22.1. Introduction

22.1.1. Welcome

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

The President reminded the Council of EDI considerations and the requirement for concise, operational papers.

22.1.2. Declarations of interests

There were no declarations of interests.

22.2. Minutes and Matters arising from the Open Business of College Council, of 20 June 2023

22.2.1. Approval of minutes (CC22 01)

The minutes were approved as an accurate record.

22.2.2. College Council action list: Open Business (CC22 02)

[CC21.7] Terms of Reference for Capital Campaign Board (CC22 03)

The Director of Institutional Advancement to submit revised terms of reference.

- Council received the revised Terms of Reference and the named individuals who have agreed to be members of the Capital Campaign Board. The Council discussed the composition of the board, noting the importance of both the personal and fundraising networks of board members, and the inclusion of members of the College community who are invested in the 2030 Vision.
- Council agreed that the Director of Institutional Advancement will contact Governing Body and senior members to nominate Campaign Board leads, and that a revised Terms of Reference including a board prospect list will be re-presented to Council for approval. Governing Body will receive and approve the final board composition.

ACTION: The Director of Institutional Advancement to contact Governing Body and senior members for board nominations and bring a revised Terms of Reference paper including a prospect list to Council for approval.

[CC21.8.1] Council Feedback to Honorary Research Convenor

- Feedback has been provided to the Honorary Research Convenor – complete.

[CC21.10] Development Funds Generated and Expenditure (CC22 04)

- Council discussed the paper, noting the recent trend for development income being Bridge Centre related. Council noted that the development team require a clear strategy for how they can support Bridge Centres as they grow, across both core programmes and scholarships.

22.2.3. Matters arising not otherwise on the agenda

22.2.3.1 Review of Council's Terms of Reference (CC22 05)

Council did not make any recommendations for changing the constitution or remit of Council.

22.2.3.2 * Portal replacement project (CC22 06)**

Council noted without discussion that approval was given by circulation for progressing the Portal replacement project, as outlined in the Project Initiation Document.

22.3. President's report

The President reported that following Governing Body approval of the 2030 Vision on 14 June 2023, Council will now work in parallel to both manage operations to the benefit of the college community and progress the 2030 Vision.

22.3.1 Operationalising the 2030 Vision (CC22 07)

The President outlined the 2030 Vision action plan and noted the discrete streams of work owned by Council members, including: Pathways, Estate Development, the Capital Campaign and the Centre for Climate Engagement. Council agreed that an operational plan with timescales be devised by personnel with accountability for the vision (College Officers and chairs of committees) and this plan should be

reported back to Council and Governing Body. Council noted that the recruitment theme within the 2030 Vision should identify the purpose of any recruitment over and above growing the Fellowship. The President to consider with College Officers and Council how best to assure strategic oversight and delivery of the 2030 Vision.

ACTION: Secretary to convene a meeting of College Officers to define the 2030 operational plan.

22.3.2 Capital Campaign

The Director of Institutional Advancement reported that a fundraising target has been proposed for the Capital campaign, comprised of targets for the Academic Pavilion and Tutorial initiatives (Pathways, Bridge scholarships and fully-funded University scholarships linked to Climate Change Law and EdTech). Council noted an upcoming development meeting with Hong Kong alumni where discussion topics would include the capital campaign.

22.3.3 Pathways Progress

The Senior Tutor reported on the Pathways pilot programme, which includes Michaelmas Term 2023 access to the resources for those who opt-in to the research study, run in conjunction with the Faculty of Education. Council noted that Pathways has launched with 28 online modules and a Moodle site and students can receive one face-to-face session per week in addition to accessing the resources bank. The target opt-in rate for the study was two-thirds of the student community; the MCR President noted that there was enthusiasm for the initiative, but this was not converting to opt-ins for the study.

22.3.4 Communications Update (CC22 08)

The Communications Manager reported on recent enhancements to digital comms content, including student testimonials, an updated college video and a new virtual tour of Hughes. Council noted the strategic role of communications within the 2030 Vision and the additional capacity required to deliver this following recent staff turnover.

22.4. MCR business

The MCR President reported:

- Freshers Events have seen strong attendance; there has been more engagement with MPhils through their inclusion in the Hughes 'family' where freshers are supported by existing students
- The MCR Constitution is being re-drafted with support from Dr Pete Dudley and Dr Alastair Lockhart. Discussions include reducing the size of the Committee to seven elected officers and seven representatives (with flexibility on roles) and moving elections to Michaelmas Term

22.5. Honorary Curator of Valuables Report and Update (CC22 09)

The Honorary Curator of Valuables, Mr Urquhart Irvine, submitted his report which included recommendations on the college's collection. The President noted that the report highlighted the collection's role in telling the story of the college and that there was under-representation of the college's early female pioneers. Council agreed that a request be made to the college's senior members to contribute to the collection. The Vice-President volunteered to coordinate the display of further items from the archive and to consult with long-standing members of the college who have institutional knowledge of the collection.

ACTION: Vice-President to coordinate display of the collection, in consultation with Head of Facilities.

The President proposed a vote of thanks to the Honorary Curator.

22.6. College Procedure to Support and Assess Capability to Study (CC22 10)

The Senior Tutor proposed the Fitness to Study procedure be updated to align with the University's procedure. Council approved the Support and Assess Capability to Study procedure, with immediate effect. The approved procedure is given in the appendix to the minutes of Open Business.

22.7. Centre for Climate Engagement (CCE)

22.7.1. Associate Director, CCE – Job Description (CC22 11)

Council noted the job description for Associate Director at Grade 10, within CCE's budget and plan.

ACTION: CCE Director to update the job description in line with August 2023 University pay scales.

22.7.2. Update on CCE Innovate UK Grant Application (CC22 12)

Council received an update on CCE's participation in a bid consortium to apply for funding from Innovate UK to develop a methodology for a "locally determined contribution" (LDC) for local authorities. This would build on the concept of a governance and accountability structure for the UK to deliver on its Nationally Determined Contribution (NDC) as part of the Paris Agreement commitment through local action. Council noted the final bid was submitted in September 2023, with shortlisting by mid-October 2023.

Council was informed that additional steps had to be taken to submit the application out of full term, as decisions were required between Oversight Committee meeting dates. Council received confirmation that this research translation project was approved by the University's Research Officer.

22.8. MWB Gas Boiler Replacement (CC22 13)

The Bursar provided background on the Gresham Court boiler failure, and the subsequent evaluation of plant and boiler lifespan across the college estate. Council noted that alternative heat sources (GSHP, ASHP) were considered, but installation of these required an unacceptably long period of building evacuation, in addition to significantly higher costs. Biomass systems were also investigated and discounted for cost and environmental reasons. The Bursar confirmed Estates Committee's approval of £70k expenditure on highly energy efficient gas boilers, which will reduce the college's CO2 emissions.

Council noted that the construction of an energy centre will be explored as part of the Pavilion Project and conversion of existing energy sources should be included in the project fundraising requests.

Council approved expenditure of £70k on gas boiler replacement for the Margaret Wileman Building.

22.9. Bursarial:

22.9.1. Bursar's report (CC22 14)

The Bursar's report included the following:

- Finance – PEM, the College auditors, attended College w/c 25 September 2023 to conduct the annual audit. A clean audit is expected.
- HR and Staffing – Three current Operations vacancies and the Assistant Bursar vacancy.

- IT – The StarRez project is close to completion and well used by Operational teams, with only the Salto integration outstanding. The Iris Cascade project is in progress, with the recruitment and onboarding element live. A pilot will be conducted October 2023 with roll-out expected January 2024.
- Accommodation – The nine new external properties are fully occupied and the College gym has over 200 registered and attending inductions to date. Laundry refurbishment is complete, reducing water usage and saving over 50% less electricity than the previous machines.
- Facilities – The MWB first floor office conversion is complete, as is a health and safety remedial to the front drive gulley.
- Porters – the team is now operational 24 hours a day and all full-time porters will shortly be trained Security Industry Authority operatives, allowing for internal security management of college events which is both operationally preferable and cost-saving.

22.9.2. Management Accounts to 31 July 2023 (CC22 15)

Council received the management accounts to 31 July 2023 (Period 12) noting the year-end outturn was in line with forecast and the College had achieved a £16k surplus.

22.9.3. Restated 2023/24 Budget (CC22 16)

Council received the restated 2023/24 budget with a reduced net deficit of £44k. The Assistant Bursar provided detail on the material changes since Governing Body approved the budget in June 2023: increased income from summer school and bed and breakfast activity, offset by a reduction of nine students from forecast student numbers.

The Bursar confirmed Finance Committee will scrutinise the restated budget on 16 October 2023 before submission to Governing Body for approval. The reforecast 2 exercise will be completed January 2024.

22.9.4. RCCA 2022-2023 Trustees Report (CC22 17)

Council noted the 2022-2023 Trustee Report, which forms part of the Recommended Cambridge College Accounts (RCCA) submitted to Audit & Risk Committee for its scrutiny before being recommended to Governing Body for its approval as Trustees.

22.10. *Minutes of committees**

Council received the minutes of the following committees without discussion:

22.10.1. Unconfirmed minutes Bridge Committee, of 17 May 2023 (CC22 18)

22.10.2. Unconfirmed minutes DEFI Oversight Committee, of 25 May 2023 (CC22 19)

22.10.3. Unconfirmed minutes CCE Oversight Committee, of 8 June 2023 (CC22 20)

22.11. Any other Open Business

The President noted the request for a member of Council to serve on Bridge Committee. The President proposed a vote of thanks to the Assistant Bursar for his contributions to Council.

End of Open Business JW