

CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

15 December, *Thursday*. Last ordinary issue of the *Reporter* in Michaelmas Term.

19 December, *Monday*. Michaelmas Term ends.

25 December, *Sunday*. Christmas Day. Scarlet Day.

5 January, *Thursday*. Lent Term begins.

11 January, *Wednesday*. First ordinary issue of the *Reporter* in Lent Term.

17 January, *Tuesday*. Full Term begins.

Discussion on Tuesday, 24 January 2023

The Acting Vice-Chancellor invites members of the Regent House, University and College employees, registered students and others qualified under the regulations for Discussions (*Statutes and Ordinances*, 2021, p. 111) to attend a Discussion by **videoconference** on Tuesday, 24 January 2023 at 2 p.m. The following items will be discussed:

1. Topic of concern to the University: Forced retirement (p. 180).
2. Annual Report of the Council for the academic year 2021–22, dated 7 December 2022 (p. 186).
3. Annual Report of the General Board to the Council for the academic year 2021–22, dated 7 December 2022 (p. 197).

Those wishing to join the Discussion by videoconference should email UniversityDraftsman@admin.cam.ac.uk from their University email account, providing their CRSid (if a member of the collegiate University), by 10 a.m. on the date of the Discussion to receive joining instructions. Alternatively contributors may email their remarks to contact@proctors.cam.ac.uk, copying ReporterEditor@admin.cam.ac.uk, by no later than 10 a.m. on the day of the Discussion for reading out by the Proctors,¹ or may ask someone else who is attending to read the remarks on their behalf.

In accordance with Grace 3 of 12 January 2022, the Chair of the Board of Scrutiny or any ten members of the Regent House² may request that the Council arrange for one or more of the items listed for discussion to be discussed in person (usually in the Senate-House). Requests should be made to the Registry, on paper or by email to UniversityDraftsman@admin.cam.ac.uk from addresses within the cam.ac.uk domain, by no later than 9 a.m. on the day of the Discussion. Any changes to the Discussion schedule will be confirmed in the *Reporter* at the earliest opportunity.

General information on Discussions is provided on the University Governance site at <https://www.governance.cam.ac.uk/governance/decision-making/discussions/>.

¹ Any comments sent by email should please begin with the name and title of the contributor as they wish it to be read out and include at the start a note of any College and/or Departmental affiliations held.

² <https://www.scrutiny.cam.ac.uk/> and https://www.admin.cam.ac.uk/reporter/regent_house_roll/.

Amending Statutes for Selwyn College

1 December 2022

The Acting Vice-Chancellor gives notice that he has received from the Governing Body of Selwyn College, in accordance with the provisions of Section 7(2) of the Universities of Oxford and Cambridge Act 1923, the text of proposed Statutes to amend the Statutes of the College. The current Statutes of the College and the proposed amendments are available on the College's website at: <https://www.sel.cam.ac.uk/about/finances-and-governance>. The Council will consider the amendments after 10 a.m. on Friday, 30 December 2022.

Election to the Board of Scrutiny in class (c)(i)

6 December 2022

The Acting Vice-Chancellor announces that the following person has been elected to serve as a member of the Board of Scrutiny in class (c)(i) with immediate effect until 30 September 2023:

Class (c)(i) (a person who has been a member of the Regent House for not more than ten years on 1 October 2022):
Dr NAZIA HABIB, *N*.

Details of the poll and the transfer of votes under the Single Transferable Vote regulations (*Statutes and Ordinances*, 2021, p. 121) are as follows:

Number of valid votes cast: 927 (no invalid votes) (Quota: 464)

Dr NAZIA HABIB, <i>N</i>	491	ELECTED
Mr ROBERT JOHN HOPWOOD, <i>MUR</i>	436	
TOTAL	927	

Elections to the Council in class (b)

6 December 2022

The Acting Vice-Chancellor announces that the following have been elected to serve as members of the Council in class (b) for four years from 1 January 2023:
Class (b) (Professors, Readers and Professors (Grade 11)):

Professor ARIF MOHIUDDIN AHMED, CAI and Professor JASON EDWARD SCOTT-WARREN, CAI.

Details of the poll and the transfer of votes under the Single Transferable Vote regulations (*Statutes and Ordinances*, 2021, p. 121) are as follows:

Election in class (b)

Number of valid votes cast: 1,151 (no invalid votes) (Quota: 384)

	First count	Transfer of Professor Vidal-Puig's votes	Second count	Transfer of Professor Kavadias' votes	Third count	Transfer of Professor Simons' votes	Fourth count	Transfer of Professor Eilstrup- Sangiovanni's votes	Fifth count	RESULT
Professor ARIF MOHIUDDIN AHMED, CAI	298	+8	306	+5	311	+26	337	+27	364	FIRST ELECTED
Professor METTE EILSTRUP-SANGIOVANNI, SID	179	+8	187	+17	204	+20	224	-224	–	–
Professor STYLIANOS KAVADIAS	91	+5	96	-96	–	–	–	–	–	–
Professor JASON EDWARD SCOTT-WARREN, CAI	226	+5	231	+11	242	+13	255	+84	339	SECOND ELECTED
Professor BENJAMIN DAVID SIMONS, JN	115	+8	123	+11	134	-134	–	–	–	–
Professor ANTONIO VIDAL-PUIG	55	-55	–	–	–	–	–	–	–	–
Professor GARTH NATHAN WELLS, JE	187	+15	202	+13	215	+47	262	+46	308	–
<i>Non-transferable</i>		6	6	39	45	28	73	67	140	
TOTAL	1,151		1,151		1,151		1,151		1,151	

Cambridge University Assistants' Contributory Pension Scheme

5 December 2022

Regulation 5 of the Ordinance on the Contributory Pension Scheme (CUACPS) (*Statutes and Ordinances*, 2021, p. 154), and Rule 5 of the Scheme rules permit the rules of the CUACPS to be amended from time to time. Such an alteration may be made without the authority of a Grace where it is to ensure CUACPS' continued approval by the Pension Schemes Office and by the National Insurance Contributions Office of the Inland Revenue or any bodies which succeed either of them. Such alterations shall be published in the *Reporter*.

Rule 5 of the rules of the CUACPS further provides that the University shall have the power to amend the rules of the Scheme from time to time provided that the changes have been approved by two-thirds of the Scheme's Trustee (CU Pension Trustee Limited). The proposed changes were considered and approved by the Trustee on 20 June 2022 and by the Council on 5 December 2022.

The change to CUACPS is to remove the benefit set out in Rule 62.3 of the current rules governing the CUACPS in respect of new Scheme joiners on or after [1 January 2023]. Rule 62.3 provides that a funeral grant of £2,500 or such greater amount as may be determined by the Trustee from time to time will be payable on the death of a Pensioner with the payment made by way of a discretionary lump sum. The Trustee has determined that it will no longer exercise its discretion to pay the discretionary lump sum in respect of any new Scheme joiners on or after 1 January 2023 and that Rule 62.3 should be amended to reflect this. The reason for this is that the funeral grant is an unauthorised payment for the purposes of the Finance Act 2004 in respect of Members who joined the CUACPS since 6 April 2006, and is therefore subject to penal tax charges.

Since 6 April 2006 and until recently, the CUACPS had continued to pay funeral grants on the death of a Pensioner (except in relation to a Pensioner who joined the CUACPS on and after 6 April 2006 and died after their 75th birthday). This was on the understanding that such payments continued to be authorised under the pensions tax regime. However, it has recently come to light that this was a misinterpretation of the legislation and in fact the only circumstance where the payment would continue to be authorised since 6 April 2006 is where it relates to a Pensioner who joined the CUACPS before 6 April 2006 and who dies after their 75th birthday.

The CUACPS has reported the issue to HMRC in relation to funeral grants that have continued to be paid on an unauthorised basis since 6 April 2006. The University now wishes to correct the position under the rules of the CUACPS in relation to new Scheme joiners, as set out above.

For the following groups of pensioners, it has been decided the funeral grant benefit should not be removed retrospectively so the CUACPS will continue to grant this benefit as before and has now implemented procedures so that appropriate tax charges are deducted and reported to HMRC:

- Pensioners who joined the CUACPS before 6 April 2006 and die before their 75th birthday; and
- Pensioners who joined the CUACPS on and from 6 April 2006 up to and including 31 December 2022.

An explanatory note and the changes proposed are available at <https://www.admin.cam.ac.uk/reporter/2022-23/weekly/6679/CPS-changes-note.pdf>. The current rules of the Scheme are available on the Pensions website at <https://www.pensions.admin.cam.ac.uk/cps/scheme-guides-factsheets>.

Committee on Benefactions and External and Legal Affairs

5 December 2022

The Council gives notice of changes to the terms of reference of the Committee on Benefactions and External and Legal Affairs¹ and publishes for the information of the University the revisions, which the Council has approved, as follows:

- (a) Expansion of the introductory text to clarify the Committee's remit, the amended text to read as follows:

The Committee on Benefactions and External and Legal Affairs (CBELA) (formerly entitled the Advisory Committee on Benefactions and External and Legal Affairs) is a standing committee of the Council.

The main purpose of the Committee is to scrutinise engagements between the University and external parties to ensure that they are appropriate in terms of reputational risk. In the context of its assessment of reputational risk, the Committee may take account of ethical considerations. As required by charity law, it bases its decisions on how best, overall, to enable the University to fulfil its mission.

The Committee does not normally consider reputational risks associated with the purpose of research, which are scrutinised by other University bodies. It may seek the advice of other University bodies if research content is directly relevant to its assessment of the reputational risks relating to engagements with external parties.

- (b) Addition of a footnote to paragraph (1):

The power of the University to accept donations is delegated to the Vice-Chancellor by the Regent House. See Regulation 6 of the special regulations for the office of Vice-Chancellor, *Statutes and Ordinances*, 2021, p. 709.

¹ <https://www.governance.cam.ac.uk/committees/cbela/Pages/tor.aspx>

- (c) Revision of paragraph (2) and the addition of a footnote, to read:
- (2) to provide advice in response to requests from any College of the University, or any other entity similarly associated with the University², as to whether the acceptance of any prospective donation or funding to the body making the request would be acceptable;
- ² Currently, the Cambridge Trust and the Gates Cambridge Trust.
- (d) Addition of a new paragraph, numbered (5), reading:
- (5) to decide on behalf of the Council about the return or repurposing of donations where there are legal grounds for doing so;
- (e) Renumbering of all subsequent paragraphs to take account of the new paragraph detailed above.

University Composition Fees

5 December 2022

In the following Notice the Council proposes amendments to the fees for certain categories of students as set out in the Table of Fees attached to the regulations for University Composition Fees.

A. Home Undergraduate regulated fees in 2023–24

Cost of an undergraduate education

1. Ordinances provide that recommendations for the University Composition Fees to be charged to Home undergraduate students be accompanied by an analysis of the cost of an undergraduate education agreed by the General Board and the Council following consultation with the Colleges (*Statutes and Ordinances*, 2021, p. 155; Grace 13 of 26 May 2011). The outcome of the agreed calculation for 2020–21 is an average cost per student of £21.7k (after rounding) as follows:

2020–21	£k / UG FTE
University expenditure	15.1
less: College fee	(4.6)
net University expenditure	10.5
plus: College expenditure	11.1
Total cost	21.7

Details of the analysis are provided in an interactive dashboard on Tableau Server.¹

Home undergraduate students subject to the regulated maximum fee (Table 1 in the attached Schedule)

2. The Minister of State for Higher and Further Education confirmed² that for the 2023–24 and 2024–25 academic years, the maximum tuition fee caps will be maintained £9,250, meaning the maximum fee cap will have remained the same for seven years.

3. The Council therefore proposes that Home students admitted on or after 1 September 2017 will be liable for a fee of £9,250 in 2023–24. The cap and fee may be increased for those students and for new entrants in future years.

4. Although on certain conditions the cap might also have been increased for continuing students starting before 1 September 2017, no increase was applied. The Council therefore proposes that Home New Regime students admitted before 1 September 2017 be liable for a fee of £9,000 in 2023–24.

5. Table 1 in the Schedule sets out the fees subject to the cap, including the fee for the year abroad.

6. Fees for the courses in Table 2 in the Schedule shall be as set out in the table.

7. Fees for the degree of Master of Architecture and the Postgraduate Certificate in Education (P.G.C.E.) are regulated, and are in line with the regulated fees as described above.

B. Home Equivalent and lower qualification ELQ exemptions

Fees for ELQ exempt students in 2023–24

8. Students aiming for equivalent or lower qualification (ELQ) on courses in Medical and Veterinary Sciences leading to the B.A. Degree, as defined in the Regulations, to the M.B. or B.Chir. Degrees, the Vet.M.B. Degree, on courses in Architecture, or the Postgraduate Certificate in Education are exempt from the ELQ policy and pay the Regulated fees set out in Tables 1 and 2.

The Council is accordingly submitting a Grace to the Regent House (Grace 1, p. 203) for the approval of the fees set out in the Schedule attached to this Notice.

¹ See <https://tableau.blue.cam.ac.uk/#/site/InformationHub/views/CostofanUGEducationdashboard/CostofanUGEducationoverview?.iid=1> (access, via Raven, only on request, see <https://www.information-hub.admin.cam.ac.uk/tableau/tableau-server-access>).

² <https://questions-statements.parliament.uk/written-statements/detail/2022-02-24/hcws630>

SCHEDULE

*Home undergraduate and certain other fees in 2023–24*TABLE 1¹

<i>Qualification</i>	<i>Annual fee (£)</i>	
	Home	
	2023–24	
	Students who commenced on or after 1 September 2012 but before 1 September 2017	Students who commenced on or after 1 September 2017³
B.A. Degree:² <i>Courses leading to Tripos, Preliminary or Ordinary Examinations in</i>		
Group 1		
Anglo-Saxon, Norse and Celtic	9,000	9,250
Archaeology	9,000	9,250
Asian and Middle Eastern Studies	9,000	9,250
Classics	9,000	9,250
Economics	9,000	9,250
Education	9,000	9,250
English	9,000	9,250
History	9,000	9,250
History and Modern Languages	9,000	9,250
History and Politics	9,000	9,250
History of Art	9,000	9,250
Human, Social and Political Sciences	9,000	9,250
Land Economy	9,000	9,250
Law	9,000	9,250
Linguistics	9,000	9,250
Modern and Medieval Languages	9,000	9,250
Philosophy	9,000	9,250
Theology, Religion and Philosophy of Religion	9,000	9,250
Group 2		
Mathematics	9,000	9,250
Group 3		
Architecture	9,000	9,250
Geography	9,000	9,250
Music	9,000	9,250
Group 4		
Chemical Engineering	9,000	9,250
Computer Science	9,000	9,250
Engineering	9,000	9,250
Management Studies	9,000	9,250
Manufacturing Engineering	9,000	9,250
Natural Sciences	9,000	9,250
Psychological and Behavioural Sciences	9,000	9,250
Group 5		
Medical and Veterinary Sciences (including for this purpose the Second M.B. and the Second Vet.M.B. Examinations)	9,000	9,250
Year Abroad⁴	1,350	1,385
B.Th. Degree	9,000	9,250
Medical and Veterinary Degrees: M.B., B.Chir. Degrees, Vet.M.B. Degree	9,000	9,250
M.Eng. Degree and M.Sci. Degree	9,000	9,250
M.Math. Degree	9,000	9,250

¹ See Table 5 for fee rates for certain students taking equivalent or lower qualifications (ELQ).² Students who have proceeded to the B.A. Degree but have been given leave to read for another Tripos 'not for honours' are deemed to be ELQ students for the purpose of their fee liability (see Table 5).³ Fees are liable to change annually.⁴ The Year Abroad fee applies to students undertaking a full year course of study abroad or working away (see Regulation 7 for the Law Tripos, Regulation 23 for the Asian and Middle Eastern Studies Tripos, Regulation 28 for the Modern and Medieval Languages Tripos, Regulation 23 for the Engineering Tripos). Home undergraduate students on a year abroad under the Erasmus Scheme are liable for 15% tuition fee for students admitted in and after 2012. Overseas undergraduates will be charged 50% fee during their year abroad and postgraduates will pay the full fee.

TABLE 2

<i>Qualification</i>	<i>Annual fee (£)</i>
	Home
	2023–24
Postgraduate Certificate in Education (P.G.C.E.)	9,250
Master of Architecture	9,250

Topic of concern to the University: Forced retirement

2 December 2022

The Registry gives notice that she has received the following request for the discussion of a topic of concern to the University:

Ten years ago, this House voted for an Employer-Justified Retirement Age (EJRA) of 67.¹ There have been many changes since then.

Ten years ago, there was an expectation that academics leading active research projects would be able to stay on as contract staff, yet now many academics find that they are not allowed to apply for grants or industrial contracts that run past their retirement date. This deprives the university of income and young researchers of their jobs.

Ten years ago, we believed that other universities would follow suit, but only Oxford and St Andrews did so. Oxford has since raised its retirement age and excluded academic-related staff, placing us at a disadvantage in recruitment and retention.

Ten years ago, we believed that forced retirement was lawful, yet last year Oxford lost a case at the Employment Appeal Tribunal.²

Cambridge now speaks out against discrimination on the basis of eight out of the nine ‘protected characteristics’ in the Equality Act 2010, but still discriminates against its employees on the basis of one of them: age. This discrimination also places us at a competitive disadvantage as we lose many of our highest income and research generators.

We need a thorough debate about whether forced retirement is an effective, appropriate or equitable policy. It is also vital that the widest possible range of opinions be heard as an important policy is reformulated. We therefore call for a fresh Discussion in the Regent House on this topic.

URL for further information: <https://www.cl.cam.ac.uk/~rja14/ccf-ejra.html>

¹ <https://www.admin.cam.ac.uk/reporter/2011-12/weekly/6264/section8.shtml#heading2-19>

² <https://www.gov.uk/employment-appeal-tribunal-decisions/the-chancellor-masters-and-scholars-of-the-university-of-oxford-v-professor-paul-ewart-ea-2020-000128-rn-previously-ukeat-slash-0032-slash-slash-rn>

This request is supported by the 53 members of the Regent House listed in Annex A.

The Council has agreed that this topic will be included among the matters for consideration at the Discussion at 2 p.m. on Tuesday, 24 January 2023 by videoconference (p. 175).

ANNEX A

D. S. H. ABULAFIA
A. M. AHMED
R. J. ANDERSON
S. M. ANSARI
S. BARON-COHEN
E. BENVENISTI
H. K. D. H. BHADSHIA
R. E. BOURKE
PIETE BROOKS
E. T. BULLMORE
M. E. CATES
C. M. CLARK
T. W. CLYNE
D. COYLE
J. A. CROWCROFT
J. S. DENNIS
A. DICKINSON
R. J. DOWLING

M. P. EISNER
G. R. EVANS
B. J. EVERITT
N. J. GAY
M. A. GIROLAMI
D. A. GOOD
D. A. HODELL
S. B. HOLDEN
C. J. HUMPHREYS
S. P. JACKSON
S. KAVADIAS
R. R. KERSWELL
G. A. KHAN
R. KOLCUN
M. H. KRAMER
O. B. LINTON
L. M. MACHESKY
S. H. MANDELBROTE

E. MASTORAKOS
J. D. MOLLON
A. W. MOORE
B. C. J. MOORE
A. MYCROFT
S. M. OOSTHUIZEN
A. M. PITTS
R. RAU
T. W. ROBBINS
B. J. SAHAKIAN
L. SARNO
W. SCHULTZ
R. J. SMITH
S. C. TAYLOR
S. H. TEUFEL
M. VAN DER SCHAAR
G. N. WELLS

Trustees of Cambridge University Endowment Trustee Body: Expressions of interest by Monday, 16 January 2023

The Council has appointed Mr Mark Lewisohn as the inaugural Chair of the recently formed Cambridge University Endowment Trustee Body (see the Report: *Reporter*, 6655, 2021–22, p. 468). Expressions of interest are now invited from individuals wishing to serve alongside him as members of the Trustee Body.

There will be five Trustee Body members in addition to the Chair – two appointed by the Council, two appointed by the non-University investors (Colleges and Trusts) and one by members of the Body itself. The University, Colleges and Trusts are now running a joint recruitment process for all their appointed members.

The Cambridge University Endowment Fund (CUEF) has as a fund manager the University of Cambridge Investment Management Ltd (UCIM). UCIM is regulated by the Financial Conduct Authority and is advised by an Investment Advisory Board (IAB) which brings considerable relevant external investment expertise.

The role of the new Trustee Body is to set the high-level investment principles, fund performance and distribution objectives in consultation with UCIM and the IAB, and to monitor the performance of the CUEF and UCIM. The role of the Trustee Body is not to be involved in asset allocation or selection of investments or fund managers (which is the role of UCIM) but to ensure that UCIM is investing appropriately taking due regard to risk, return and responsible investment in accordance with its mandate while acting on behalf of all its investors equally.

The CUEF currently has 19 investors comprising the University, 13 Colleges and 5 trusts, each of which is a separate legal entity. The University, as the largest investor in the CUEF, closely monitors the performance of its investment in the CUEF through the Council's Finance Committee (Financial Investments Sub-Committee), but also through annual presentations by UCIM to the Council and its Finance Committee. The University is the legal trustee of the CUEF and carries out its responsibilities as trustee through the Cambridge University Endowment Trustee Body to minimise any conflict of interest that might arise.

The positions

As members of the Cambridge University Endowment Trustee Body the appointees will play a key role in the oversight of UCIM as a regulated fund manager to ensure that collective investments are managed competently, appropriately and fairly.

At least one member will need significant experience in responsible investment and, to ensure diversity of thought and perspective, at least one member need not be from a professional investment background.

Trustee Body members must at all times act in the interests of all investors, not the interest of any investor that appointed them (to the extent there is a conflict).

Attributes and experience

The CUEF is open to investment only from the University and charitable entities connected to it. The people appointed as members of the Trustee Body will have, or be able to develop rapidly, a broad knowledge of the collegiate University, its stakeholders and its approach to investing. They will be excellent communicators with empathy for the University's mission and sustainability agenda. An understanding of philanthropic fundraising and the attitude of donors to funds that will be held in the CUEF is also helpful.

Nonetheless, the University, Colleges and Trusts are looking to recruit a diverse set of skills and experience for the Trustee Body and an existing relationship with the collegiate University is not essential.

Terms of appointment

The position of Trustee Body member is an unpaid role, for a minimum tenure of four years. There are expected to be three meetings of the Trustee Body a year but it is possible that other *ad hoc* meetings will be required in the initial phase to deal with set-up issues or later to deal with any urgent matters that may arise. The successful candidates will be able to claim reasonable expenses incurred in the course of business associated with the Trustee Body.

Process for appointment

The Chair and Council are being advised by a Nominating Committee, which is chaired by Mr Lewisohn and has the following additional members: Ms Sharon Flood, Dr Ann Kaminski, Mr Naguib Kheraj, Dr Richard Anthony, Mr Tim Harvey-Samuel and Mr Anthony Odgers.

The Council is committed to a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity.

Expressions of interest, which should comprise a curriculum vitae and covering letter should be sent by email to Liz Allan, liz.allan@peoplepuzzles.co.uk, by **12 noon on Monday, 16 January 2023**.

VACANCIES, APPOINTMENTS, ETC.

Vacancies in the University

A full list of current vacancies can be found at <https://www.jobs.cam.ac.uk/>

The Regius Professorship of Engineering in the Department of Engineering; informal enquiries: Helen Higgins, Consultant, Minerva (email: helen@minervaresearch.com); closing date: 27 January 2023; further details: <https://www.jobs.cam.ac.uk/job/38553/> and <https://www.minervaresearch.com/regius>; quote reference: NM34544

Professorship of Economic History (1928) in the Faculty of History; tenure: from 1 October 2023 or as soon as possible thereafter; informal enquiries: Professor Mary Laven, Chair of the Faculty of History and Convenor of the Board of Electors (email: chair@hist.cam.ac.uk); closing date: 10 January 2023; further details: <https://www.jobs.cam.ac.uk/job/38506/>; quote reference: JJ34503

Professorship of Education (2008) in the Faculty of Education; tenure: as soon as possible; informal enquiries: Professor Pauline Rose, Convenor of the Board of Electors (email: pmr43@cam.ac.uk); closing date: 31 January 2023; further details: <https://www.jobs.cam.ac.uk/job/38523/>; quote reference: JR34517

Clinical Lecturer in Paediatrics in the Department of Paediatrics; tenure: maximum of four years or until CCT; salary: £40,257–£58,398 or £35,254–£61,042 or £35,858–£63,423; closing date: 2 January 2023; further details: <https://www.jobs.cam.ac.uk/job/38465/>; quote reference: RP34467

The University actively supports equality, diversity and inclusion and encourages applications from all sections of society.

The University has a responsibility to ensure that all employees are eligible to live and work in the UK.

NOTICES BY THE GENERAL BOARD

Establishment of a Professorship (Grade 11) of Statistics

The General Board, on the recommendation of the Faculty Board of Mathematics and the Council of the School of the Physical Sciences, has approved the establishment of a Professorship (Grade 11) of Statistics for a single tenure from 1 November 2022, assigned to the Department of Pure Mathematics and Mathematical Statistics. The Chair of the Resource Management Committee approved the funding arrangements for the office under delegated authority on 22 November 2021.

Statistics is a strategic priority for the Department because of its ever-increasing research opportunities and high demand from students. The present group in Statistics, based in the Statistical Laboratory, is of high international quality but is small in relation to national competitor institutions. Statistics is a central component of the joint initiative in Mathematics of Information with the Department of Applied Mathematics and Theoretical Physics, based in the Cantab Capital Institute, which runs a successful Centre for Doctoral Training-type Ph.D. programme. The Department has an acute teaching need for an additional academic office to deliver the undergraduate Mathematics Tripos and Part III-level teaching (M.Math./M.A.St.), following recent resignations and retirements. Statistics courses remain a key attraction for students, with applications for the subject of Statistics for the M.A.St. Degree increasing by 67% over the last five years.

Academic Career Pathways, 2023 exercises: Committee memberships

The General Board has appointed the following as members of Committees for the Academic Career Pathways 1 October 2023 exercises in both *Research and Teaching* and *Teaching and Scholarship*, which will run in parallel. Further information on the Academic Career Pathways is available at <https://www.acp.hr.admin.cam.ac.uk/> (R&T), and <https://www.acptands.hr.admin.cam.ac.uk/> (T&S).

Vice-Chancellor's Committee

Professor Andrew David Neely, Senior Pro-Vice-Chancellor for Enterprise and Business Relations (*Chair*)¹

Professor Catherine Sarah Barnard (Arts and Humanities)

Professor Valerie Gibson (Biological Sciences)

Professor Elizabeth Ann Howlett Hall (Clinical Medicine)

Professor Nicolette Zeeman (Humanities and Social Sciences)

Professor Richard Vincent Penty (Physical Sciences)

Professor Alan Lindsay Greer (Technology)

Externals:

Professor Gesine Manuwald, *University College London* (Arts and Humanities)

Professor Susan Wray, *University of Liverpool* (Biological Sciences)

Professor David John Burn, *Newcastle University* (Clinical Medicine)

Professor Emily Jackson, *London School of Economics and Political Science* (Humanities and Social Sciences)

Professor Julia Mary Yeomans, *University of Oxford* (Physical Sciences)

Professor Rebecca Cheung, *University of Edinburgh* (Technology)

¹ During the current period of transition, the Acting Vice-Chancellor, Dr Anthony Freeling, has delegated responsibility for Chairing the Academic Career Pathways' Vice-Chancellor's Committee to Professor Andrew David Neely, Senior Pro-Vice-Chancellor.

SCHOOL COMMITTEES

Arts and Humanities

Professor Catherine Sarah Barnard (*Chair*)
 Professor Maire Ni Mhaonaigh
 Professor Simon David Goldhill
 Professor Catherine Jane Crozier Pickstock
 Professor Michael Moriarty
 Professor Christopher John Young
 Professor Gesine Manuwald (*External*)

Biological Sciences

Professor Valerie Gibson (*Chair*)
 Professor Julie Ahringer
 Professor Nicholas Brown
 Professor Richard Michael Pasco Fearon
 Professor Anna Philpott
 Professor Susan Wray (*External*)

Clinical Medicine

Professor Elizabeth Ann Howlett Hall (*Chair*)
 Professor Patrick Francis Chinnery
 Professor Ismaa Sadaf Farooqi
 Professor Tamsin Jane Ford
 Professor Patrick Henry Maxwell
 Professor Julian Charles Rayner
 Professor David John Burn (*External*)

Humanities and Social Sciences

Professor Nicolette Zeeman (*Chair*)
 Professor Jennifer Chloe Gabrys
 Professor Timothy Norman Harper
 Professor Alexey Onatskiy
 Professor Pauline Margaret Rose
 Professor David Walter Runciman
 Professor Emily Jackson (*External*)

Physical Sciences

Professor Richard Vincent Penty (*Chair*)
 Professor Sir Shankar Balasubramanian
 Professor Catherine Jane Clarke
 Professor Peter Howard Haynes
 Professor Nigel Peake
 Professor Bhaskar Vira
 Professor Julia Mary Yeomans (*External*)

Technology

Professor Alan Lindsay Greer (*Chair*)
 Professor John Stephen Dennis
 Professor Andrew Mawdesley Pitts
 Professor Paul James Tracey
 Professor Giulia Viggiani
 Professor Garth Nathan Wells
 Professor Rebecca Cheung (*External*)

FACULTY COMMITTEES

1. School of Arts and Humanities*Combined Faculty Committee One:
Architecture and History of Art, English, Music,
Philosophy, and Divinity*

Professor Charles Alan Short (*Chair*)
 Professor Caroline Vout*
 Professor Rosalind Polly Blakesley
 Professor James William Patrick Campbell
 Professor Clare Elizabeth Chambers
 Professor Richard William Dance
 Professor Raphael Thomas Richard Lyne
 Professor Nicholas John Marston
 Professor Jan Melissa Schramm
 Professor George Hendrik Van Kooten
 Mr Alex Charles Bartlett Drury (*Secretary*)

*Combined Faculty Committee Two:
Classics, Modern and Medieval Languages and
Linguistics, and Asian and Middle Eastern Studies*

Professor Emma Fiona Wilson (*Chair*)
 Professor Esra Gulsum Ozyurek*
 Professor Katherine Nicole Bennison
 Professor Gabor Sandor Betegh
 Professor Emily Joanna Gowers
 Professor Anna-Leena Korhonen
 Professor Adam Noel Ledgeway
 Professor Roel Sterckx
 Professor Andrew John Webber
 Mr Nigel Matthew Thompson (*Secretary*)

2. School of the Biological Sciences*Biology and Veterinary Medicine*

Professor Beverley Jane Glover (*Chair*)
 Professor Karen Dorothea Ersche*
 Professor Sarah Jane Bray
 Professor Julian Michael Hibberd
 Professor Laura Susan Rahman Itzhaki
 Professor Heike Laman
 Professor Eric Alexander Miska
 Professor Steven Robert Henry Russell
 Professor Jonathan Sam Simons
 Professor Derek James Smith
 Professor James Lionel Norman Wood
 Ms Paula Catherine Bibby (*Secretary*)

3. School of Clinical Medicine*Clinical Medicine*

Professor Edward Thomas Bullmore (*Chair*)
 Professor Angela Charlotte Roberts*
 Professor Rebecca Clare Fitzgerald
 Professor Richard James Gilbertson
 Professor Judy Hirst
 Professor Matthew Anthony Lambon Ralph
 Professor Andrew William McCaskie
 Professor Sir Stephen O'Rahilly
 Professor Susan Ozanne
 Professor David Henry Rowitch
 Dr Litsa Maria Biggs (*Secretary*)

* Member appointed external to the Faculty.

4. School of the Humanities and Social Sciences*Economics*

Professor Leonardo Felli (*Chair*)
 Professor Lucia Antonia Salome Reisch*
 Professor Peter Luc M. Bossaerts
 Professor Vasco Miguel Pereira Marques de Carvalho
 Professor Robert Andrew Evans
 Professor Sriya Iyer
 Dr Susan Wan (*Secretary*)

Education

Professor Gordon Thomas Harold (*Chair*)
 Professor Manali Sudhir Desai*
 Professor Karen Sue Coats
 Professor Linda Fisher
 Professor Sara Hennessy
 Professor Paul Gulab Ramchandani
 Professor Andreas Stylianides
 Professor Rupert Wegerif
 Miss Kate Marie-Josephine Allen (*Secretary*)

History

Professor David James Maxwell (*Chair*)
 Professor Sriya Iyer*
 Professor John Hugh Arnold
 Professor Gareth Meredith Austin
 Professor Nora Berend
 Professor Mary Rachel Laven
 Professor Simon Richard Stanislaw Szreter
 Dr Elizabeth Haresnape (*Secretary*)

Human, Social and Political Sciences and the Department of History and Philosophy of Science

Professor Timothy Mark Lewens (*Chair*)
 Professor Clare Elizabeth Chambers*
 Professor Judith Mary Browne
 Professor Harri Mikael Englund
 Professor Sarah Brooks Franklin
 Professor John Ernest Robb
 Ms Marie Ann Butcher (*Secretary*)

Law, Land Economy, and Criminology

Professor Peter Mandler (*Chair*)*
 Professor Laura Diaz Anadon
 Professor Lionel Alexander Fiennes Bently
 Professor Martin John Dixon
 Professor Manuel Peter Eisner
 Professor Mark Christopher Elliott
 Professor Eilís Veronica Ferran
 Professor Louise Joan Gullifer
 Professor David Ross Howarth
 Ms Laura Clare Smethurst (*Secretary*)

5. School of the Physical Sciences*Earth Sciences and Geography*

Professor Richard John Harrison (*Chair*)
 Professor Ruth Elizabeth Cameron*
 Professor Marie Edmonds
 Professor Matthew Gandy
 Professor Sally Anne Gibson
 Professor Michael Hulme
 Professor Clive Matthew Martin Oppenheimer
 Professor Sarah Anne Radcliffe
 Professor Nicholas Jeremiah White
 Dr Adam Nigel Strange (*Secretary*)

Mathematics

Professor Natalia G. Berloff (*Chair*)
 Professor Ulrike Luise Tillman*
 Professor Michael Elmhirst Cates
 Professor Colm-cille Patrick Caulfield
 Professor Raymond Ethan Goldstein
 Professor Mark William Gross
 Professor James Ritchie Norris
 Professor Oscar Randal-Williams
 Professor Richard John Samworth
 Professor Edward Paul Scott Shellard
 Ms Rachel Elizabeth Plunkett (*Secretary*)

Physics and Chemistry

Professor Richard Gerard McMahon (*Chair*)
 Professor Marie Edmonds*
 Professor Vasily Belokurov
 Professor Ruth Elizabeth Cameron
 Professor Caterina Ducati
 Professor Matthew James Gaunt
 Dr James Henry Keeler
 Professor Jonathan Russell Nitschke
 Professor Michael Andrew Parker
 Professor Michael Christopher Payne
 Professor Jason Joseph William Alexander Robinson
 Professor Charles Gordon Smith
 Professor Mark Charles Wyatt
 Ms Angela Wanjiku Macharia (*Secretary*)

6. School of Technology*Business and Management*

Professor Stylianos Kavadias (*Chair*)
 TBC *
 Professor Feryal Erhun Oguz
 Professor Mauro Federico Guillen
 Professor Bart Maria Andreas Corneel Lambrecht
 Professor Wah Sung Mak
 Professor Rafael Lopes Rogo
 Ms Julie Brown (*Secretary*)

Computer Science and Technology

Professor Peter Michael Sewell (*Chair*)
 Professor Simon David Guest*
 Professor Ann Alicia Copestake
 Professor Mateja Jamnik
 Professor Srinivasan Keshav
 Professor Richard Michael Mortier
 Ms Caroline Anne Stewart (*Secretary*)

*Engineering and**Chemical Engineering and Biotechnology*

Professor Richard William Prager (*Chair*)
 Professor Clare Elizabeth Bryant*
 Professor Holger Babinsky
 Professor Andrew John Flewitt
 Professor Simon John Godsill
 Professor Simon David Guest
 Professor Timothy Herbert Warren Minshall
 Professor Roisin Meabh Owens
 Professor Alexander Francis Routh
 Professor Michael Patrick Forbes Sutcliffe
 Ms Leesa Osborn (*Secretary*)

* Member appointed external to the Faculty.

Payments to Examiners and Assessors who are medically qualified

[15 December 2022: This Notice was published in error and has been withdrawn (see *Reporter*, 6680, 2022–23, p. 214).]

REPORTS

Annual Report of the Council for the academic year 2021–22

The COUNCIL begs leave, in accordance with Statute A IV 1(c), to report to the University as follows:

Introduction

The Council presents this Annual Report on its work for the academic year 2021–22 to the University. The Report has three main sections. The first focuses on the key themes and strategic developments that have engaged the Council during the year, the second includes brief reports of the work of some of the Council's committees, and the third provides an overview of changes to the University's *Statutes and Ordinances*, senior leaders and the Council's membership.

Professor Toope's announcement at the September 2021 meeting of the Council that he would conclude his term as Vice-Chancellor on 30 September 2022 meant that the search for his successor was a major task for the Council during 2021–22. A summary of the search process is included in this Report.

The ongoing work to improve the University's finances was an important priority for the Council, as it had been in 2020–21. In addition, work to improve conditions for staff underpinned much of the Council's work during 2021–22, particularly in the context of the ongoing national disputes around pay and the Universities Superannuation Scheme (USS). Both of these matters will continue to be high on the Council's agenda in 2022–23, especially given the growing cost of living crisis.

The need to defragment the digital estate, in order to reduce costs and mitigate the risks inherent in the University's devolved provision of IT infrastructure, has emerged as a priority and the Council spent considerable time discussing and contributing to plans for this initiative.

During 2021–22 the Council held several joint workshops with the General Board to discuss various student and research-related topics. The aim of these discussions was to provide context for the Council's work and facilitate better alignment between the Council and the General Board. The discussions were very constructive and further joint workshops are planned for 2022–23.

This Report should be read in parallel with the Annual Report of the General Board to the Council for the academic year 2021–22 (p. 197), which sets out the University's academic activities.

PART I: KEY THEMES AND STRATEGIC DEVELOPMENTS

Search process for the next Vice-Chancellor

Following Professor Toope's announcement that he would conclude his term as Vice-Chancellor on 30 September 2022, and in accordance with the University's *Statutes and Ordinances*,² the Council established an Advisory Committee to advise it on the choice of a person to be nominated for appointment to the office of Vice-Chancellor.³

¹ Within the context of the digital estate, fragmentation is having different solutions, processes and/or practices for the same problem. Sometimes there are valid reasons for having different solutions, but those reasons need to be weighed up against the disadvantages that fragmentation brings, including lack of scale, lack of transparency, diffuse accountability, and propagation of inconsistencies.

² *Statutes and Ordinances*, 2021, p. 709.

³ *Reporter*, 2021–22: 6634, p. 77 and 6636, p. 109.

⁴ *Reporter*, 6659, 2021–22, p. 508.

⁵ *Reporter*, 6644, 2021–22, p. 224.

⁶ *Reporter*, 6652, 2021–22, p. 325.

The Advisory Committee was initially co-chaired by Dr Anthony Freeling, President of Hughes Hall, and Professor Pippa Rogerson, Professor of Private International Law and Master of Gonville and Caius College. Dr Freeling stepped down as co-chair on the announcement of his appointment as Acting Vice-Chancellor in May 2022. Professor Rogerson acted as sole chair of the Committee from that point.⁴

The Committee met at least monthly from October 2021 and kept the Council and, as appropriate, the Regent House apprised of the progress of its work. In Lent Term 2022, the Advisory Committee undertook a two-stage consultation across the collegiate University.⁵ The aim of the consultation was to enable the Committee to understand the views of members of the University and the Colleges on the next Vice-Chancellor's priorities and the attributes they would wish to see in the individual appointed to the office. The findings of the consultation informed the role and person specifications in the advert and further particulars. The Advisory Committee appointed executive search firm Perrett Laver to assist the Committee in the search.

The office was advertised in March 2022, inviting nominations and applications.⁶ The selection process was in three stages: detailed consideration of an initial pool of credible candidates (eight female, eighteen male) in May 2022;⁷ and, dividing the shortlisting into two parts, meetings with twelve candidates (five female, seven male) in June 2022⁸ and visits to Cambridge by eight candidates (five female, three male) in July 2022. During the visits to Cambridge in July, shortlisted candidates met a wide range of members of the collegiate University and had discussions around six topics: research, teaching, finance and fundraising, institutional relationships, strategy and change management, and external relationships. The Council and the Advisory Committee are grateful to all those who took part in these discussions.

The Advisory Committee proposed a list of three candidates for consideration by the Council. The Council held formal interviews with these three candidates on 20 September 2022, after which it nominated Professor Deborah Prentice to the Regent House for appointment as the next Vice-Chancellor. A Grace was published in the *Reporter* on 26 September and the appointment was approved on 7 October.⁹

Throughout its work, the Committee agreed on the importance of openness and candour in its approach and a willingness to challenge one another in pursuit of fair and objective decisions based on what was in the best interests of the University. The Council engaged in the process in the same open and objective manner, recognising that the choice of Vice-Chancellor must take account of the need to

⁷ One further candidate (1M) was considered after the initial shortlist had been determined. The candidate was not taken forward to the next stage.

⁸ Eleven of the twelve candidates were interviewed by the full Committee by videoconference. One candidate was not available for a meeting with the Advisory Committee by videoconference. Instead, the candidate met the Chair of the Advisory Committee. Following the report of the Chair to the Advisory Committee, the Committee agreed to take forward this candidate to the third-stage shortlisting meeting.

⁹ *Reporter*, 6668, 2022–23, p. 2.

appoint an individual capable of providing leadership to a community with a complex range of opinions. The Committee was also careful to design a selection process that focused on bringing out the best in candidates and to ensure that Cambridge presented itself as a welcoming and inclusive institution to candidates from a diverse range of backgrounds and experiences.

The Council believes that as a result of the procedure that it and the Advisory Committee have followed, the University can have full confidence in the thorough and inclusive way in which the nomination to the Regent House was determined.

Appointment of an Acting Vice-Chancellor

The Council agreed a process for appointing an Acting Vice-Chancellor, to cover the period from the end of Professor Toope's term in office until the next Vice-Chancellor is able to take up office.¹⁰ It established a Nominating Committee for the appointment and agreed that the focus of the Acting Vice-Chancellor would be on two key areas:

- maintaining stability to ensure that the incoming Vice-Chancellor inherits a firm foundation from which to start their tenure; and
- ensuring that the University continues to be strongly represented externally, including with government and in the context of fundraising.

The vacancy was published widely in the University and interviews took place in May.¹¹ After consulting the General Board, the Council appointed Dr Anthony Freeling as Acting Vice-Chancellor from 1 October 2022.¹²

Finance-related matters

During 2021–22, the Council continued to consider how the pressures on revenues and costs of the academic University could be mitigated in order to ensure a sustainable financial position. Although the financial impact of the pandemic was less severe than originally feared, the University – and the HE sector as a whole – continues to face significant challenges as outlined in last year's Report. Finance-related matters, and the continued progress of the Enhanced Financial Transparency project, will continue to be very high on the Council's agenda in 2022–23, particularly in the context of the ongoing cost of living crisis.

This section provides a summary of the main finance-related discussions at the Council in 2021–22.

Ten-year cash-flow model

The Council considered updated versions of the ten-year cash-flow model for the academic University in October and May. These reviews demonstrated that the forecast unrestricted reserves would remain positive. This remained true when considering downside 'stress' scenarios. The Council was therefore able to release £150m into the Investment Fund.

The second review showed that the significant increase in forecast energy costs and other inflationary pressure would lead to a reduction in the forecast central unrestricted reserves position, which nevertheless remains positive with adequate liquidity.

¹⁰ *Reporter*, 6646, 2021–22, p. 254.

¹¹ *Reporter*, 6648, 2021–22, p. 272.

¹² *Reporter*, 6659, 2021–22, p. 507.

¹³ <https://www.finance.admin.cam.ac.uk/ftp/enhanced-financial-transparency>

¹⁴ *Reporter*, 6665, 2021–22, p. 607.

¹⁵ *Reporter*, 6653, 2021–22, p. 338.

¹⁶ *Reporter*, 6664, 2021–22, p. 578.

The ten-year model is aligned with the Enhanced Financial Transparency (EFT) project¹³ and, after the conclusion of that project, it will be explicitly linked to the budget. The Council published a Notice about the timetable for transition to EFT in June.¹⁴

Financial statements

In November, the Council approved the Annual Reports and Financial Statements for the year ended 31 July 2021. These documents were submitted to the Office for Students (OfS) and were subsequently published in the *Reporter*.¹⁵

Budget and Allocations Report

The Council approved the Budget and Allocations Report for 2022–23 at its meeting in June.¹⁶ The budget takes a measured approach to the likely delays in the timing of planned expenditure and a risk to the University's mainstream QR funding from Research England. One change from previous years is that, while Chest allocations to Schools and institutions will be underwritten in full, only a proportion of that allocation will be released at the beginning of the financial year, with the remainder 'held back' until a need is demonstrated. This is expected to improve the year-end position without introducing unnecessary risk to the University's core activities.

The Report nevertheless indicates a budget Chest operating deficit and a projected overall budget deficit in 2022–23. It is therefore vital that the University continues to develop activities which are strategically important and able to return a net financial gain, and that the actual cost savings implied in the development of transformation and recovery programmes are delivered. The Council strongly encourages those concerned to sustain progress towards EFT, so that next year's budget can be based on EFT and give a more accurate long-term view. The Council urges all members of the University to exercise financial discipline, as the University can only achieve financial sustainability through collective endeavour.

The Council was pleased to learn that the Resource Management Committee is taking a more active approach to managing budgetary pressures in-year. The Schools are producing costed academic visions and cross-cutting themes are also considered in determining priorities for funding. Work will continue to ensure that decisions about expenditure are fully informed by academic priorities and with an awareness of which projects might, as a result, not go ahead. The Council plans to discuss these matters further, with other relevant parties, in 2022–23.

Fundraising

The Council congratulates Development and Alumni Relations on surpassing the *Dear World... Yours, Cambridge* campaign goal of £2bn and on another successful year, with a return on investment of £10.41 raised for every £1 spent and record-breaking engagement with alumni digital communications.

The Council was particularly pleased to note the increasing collaboration between the Colleges and the University, the strength of academic engagement in fundraising and alumni relations, the increase in donations to strategic priorities as well as the overall growth in the seven- and eight-figure prospect pool.

The current campaign closed at the end of the financial year, although fundraising for the University's priorities (including Cambridge Zero, the Student Support Initiative, and the Children's and Cancer Hospitals) continues.

Financial review of Phase 1 of the North West Cambridge development

At its meeting in March, and following a detailed briefing, the Council considered the findings of the financial review of Phase 1 of the North West Cambridge development, together with the lessons learnt which will be applied in the remaining phases and the broader non-operational portfolio.¹⁷

Due to various factors, the outturn financial metrics for Phase 1 showed a marked deterioration against previous forecasts and the review identified improvements to the processes governing a number of activities. The Council was assured that the Property Board and Estates Division have adopted a rigorous approach, anchored by commercial thinking and management of the University's risk position, in order to formulate proposals for the next phases of the development and avoid a repetition of the issues encountered in Phase 1.

Cambridge University Endowment Fund (CUEF)

The Chief Investment Officer presented CUEF's audited accounts for 2020–21 to the Council in November. These showed good progress towards the CUEF's long-term target asset allocation. For the financial year to 30 June 2021, the CUEF delivered a net return of +24.1%, the highest return in the history of the Fund. Looking ahead, given the challenging macroeconomic and market outlook, it is not expected that CUEF will achieve a similar level of absolute return next year.

University of Cambridge Investment Management Limited (UCIM) has made progress towards its ambition to drive the CUEF to net-zero greenhouse gas emissions by 2038, in line with the targets set by the Council. For example, UCIM has redeemed the CUEF's investments in a conventional energy real assets manager and invested in the fossil-free sleeve of an existing Absolute Return manager and in two funds specialising in sustainable energy infrastructure. In addition, data on the CUEF's existing managers' sustainability policies has been collected and will be used to measure progress against the CUEF's net-zero ambition over the coming years. Furthermore, UCIM has worked with the Cambridge Institute for Sustainability Leadership to create a curriculum specific to the CUEF's investment managers to aid them in pursuing a net-zero strategy in their funds.

The full CUEF annual report for 2021 is available on the UCIM website.¹⁸

Staff-related matters

The Council approved various actions to help address staff concerns within the constraints of the national negotiations on pay and the USS. These included the introduction of a new Workforce Policy, the establishment of a University Housing Commissioning Body and new recognition agreements with trade unions.

The Universities Superannuation Scheme (USS)

The Chief Financial Officer (CFO) briefed the Council at every meeting on developments with the USS. The CFO has been working with UUK and University and College Union (UCU) colleagues, plus other relevant parties, to push for an alternative scheme design that could put the USS on a more sustainable footing and deliver a better outcome for members.

During the year, the CFO, together with the Cambridge branch of UCU, held several joint open meetings about USS to solicit members' views and discuss the national developments and the University's position. The views expressed at these meetings informed the Council's discussions and the responses to the various USS and UUK consultations that it approved on behalf of the University.

With the Council's endorsement, the Vice-Chancellor signed a joint open letter to the USS with the Vice-Chancellors of the University of Oxford and Imperial College London to articulate shared concerns about the USS's investment proposals. The USS's reply did not fully address these concerns and a further joint response was sent to USS, with the support of five other Russell Group universities, to highlight the outstanding concerns.

In February, the USS's Joint Negotiating Committee voted to implement a package of benefit reforms proposed by UUK to resolve the disputed 2020 valuation of the USS. This included deferring the implementation of an inflation cap on members' future benefits to allow time for an alternative structure to be explored, which might make the scheme sustainable through a different mechanism and thereby allow the removal of the cap to be made permanent.

UCU put forward proposals to avoid benefit changes and conclude the 2020 valuation via a schedule of contributions based on indicative pricing provided by the USS Trustee. The Finance Committee and the Pensions Working Group instead advised that focusing on scheme redesign in advance of the 2023 valuation would be a better use of time and resource, as this represented the best hope for achieving a robust and sustainable scheme. The changes associated with the 2020 valuation came into effect on 1 April 2022.

In June, the Council received a response from the Chief Executive Officer (CEO) of the USS Group to the Regent House's call for a new valuation of the USS as at 31 March 2022.¹⁹ The response noted that the USS had commissioned an Accelerated Year-End Review to provide further information about the Scheme's funding position as at 31 March 2022. This review (and a further review later in the summer) found that the Scheme's position had improved since March 2022, so a valuation early in 2023 would be likely to lead to a better outcome for scheme members. USS have indicated their willingness to work collaboratively with UCU to fast-track the next valuation so it can deliver positive changes for scheme members as quickly as possible. USS have also indicated that they wish to work with UCU to bring about meaningful reform by developing lower-cost options for members and considering alternative scheme designs.

¹⁷ *Reporter*, 6661, 2021–22, p. 539.

¹⁸ https://www.cambridgeinvestmentmanagement.co.uk/system/files/documents/cuef_report_2021_4.6r.pdf

¹⁹ *Reporter*, 2021–22: 6649, p. 291; and 6663, p. 560.

In July, the Council was encouraged to learn that UUK had launched a consultation on the process for a thorough review of USS governance. Council members have long believed that such a review was overdue and hope that the review will address the issues with the current arrangements.

National pay negotiations and industrial action

The Pro-Vice-Chancellor (University Community and Engagement) briefed the Council on the progress of the national pay negotiations throughout the year. Council members suggested that further thought should be given to whether collective bargaining would deliver the best outcomes for the University's staff. The Council agreed that the University should continue to work with the Universities and Colleges Employers Association (UCEA) for now, and 'opt in' to the national pay negotiations for 2022–23, but recommended that the University should reserve the right to adopt a different approach in the future.

The trade unions rejected the final pay offer for 2022–23 that UCEA put forward and two dispute meetings took place in July to try to avert further dispute or industrial action. These meetings did not find a resolution and subsequently UCEA asked the University and other HEIs participating in the pay round to implement the final offer, with effect from 1 August 2022. The uplift amounts to up to 9% for staff on the lowest spine points, and an increase of 3% for staff on or above point 32 on the Cambridge pay scale.²⁰

There were periods of industrial action at the University in Michaelmas and Lent Terms in relation to two separate but related issues: USS pensions and pay. Limiting the impact of this action on students was the priority for the Council and members received frequent updates on the mitigations put in place to ensure that students were not disadvantaged.

Regrettably the unresolved pay dispute and ongoing tensions over the USS mean that further industrial action may follow in 2022–23. The Council will continue to advocate for all parties to work together to find solutions.

Workforce contractual arrangements

Throughout the year, the Council monitored the progress of, and supported, measures to improve contractual arrangements for its workforce. In May, it approved a new Workforce Policy, which set out the University's position on engaging its workforce. This new Policy highlights the University's commitment to engaging all members of its workforce in a fair and transparent way and to providing job security and stability, while balancing the ongoing requirement for flexibility in resourcing.

The timetable for giving employment contracts to those who teach on a regular and ongoing basis but as casual workers has three phases. Institutions with the highest number of casual workers were included in the first phase of the roll-out in October 2022. The expected contract start dates for the second and third phases are in January and April 2023 respectively.

Recognition of trade unions

During 2021–22 the University received voluntary recognition requests from: the University and College Union (UCU) for academic, academic-related and research staff; Unite the Union (Unite) for academic-related and research staff; and Unison for academic-related staff.²¹

The Council approved these voluntary recognition arrangements at its meeting in June, subject to approval of the associated amendments to the constitution of the University and Assistants Joint Board by the Regent House.²² Granting recognition to trade unions for more than one bargaining unit will give staff a choice of union to join, bearing in mind differing subscription rates and areas of focus.

Exceptional payment to staff in acknowledgement of their contributions during the pandemic

The Council and the senior leadership team were keen to recognise the exceptional contribution of staff to the University during the pandemic and the personal sacrifices made to keep operations running. Consequently, the Council approved a one-off non-pensionable exceptional payment of £1,000 (*pro rata*) to all staff who were directly employed by the academic University on 1 May 2022, and approved the use of £13.2m from the Investment Fund for this purpose.

Recommendations of the University Staff Housing Working Group

In February, the Council approved the recommendations of the University Staff Housing Working Group, which the Council had established in March 2019. These included establishing a University Housing Commissioning Body (UHCB) to identify the University's housing needs and produce commissioning briefs for the acquisition or development of housing. The Council also endorsed a new Staff Housing Framework which is designed to guide the decision-making of the UHCB, the Property Board, the Finance Committee, and the Planning and Resources Committee (PRC).

The Council agreed that providing high quality, carbon-neutral yet affordable housing for staff will be an investment in the future of the University, although difficult decisions will need to be made regarding finance and lessons must be learnt from earlier projects.

Before the pandemic, the Working Group had identified housing within a short commuting distance of the Cambridge Biomedical Campus and affordable housing for those on lower incomes as the most urgent unmet housing needs that had the biggest impact on the University's ability to fulfil its mission. The Council recommended that the UHCB should take these findings as the starting point for discussion and review them as the longer-term impact of the pandemic on staff housing needs becomes clearer.

Defragmentation of the Digital Estate

The Council spent considerable time during 2021–22 discussing and contributing to plans to defragment the digital estate, in response to the Audit Committee's concerns about the risks inherent in the University's devolved provision of IT infrastructure. In January, the Council was briefed on the problems caused by fragmentation and the steps that University Information Services (UIS) was taking towards defragmentation. These included working with willing departments via the Digital Workplace Programme to demonstrate how IT services could be transformed in order to build trust and secure support for expanding the programme to other institutions.

²⁰ *Reporter*, 6667, 2021–22, p. 701.

²¹ Unite and Unison are already recognised on a voluntary basis in respect of assistant staff.

²² *Reporter*, 6664, 2021–22, p. 575.

Council members expressed strong support for the programme and for accelerating progress where possible in order to reduce risks to the University, particularly in the context of an increasing threat to cyber security. Given the scale and complexity of the programme, the Council requested that UIS produce a defragmentation action plan. The Council reviewed a high-level plan at its meeting in March. This comprised a rolling programme to harmonise the wired network across the University and to move delivery of infrastructure and generic services from School- and institution-delivered services to UIS-delivered services. The Council endorsed this approach and asked UIS to develop a rigorous, properly resourced project plan with appropriate costings and careful consideration of the sequencing and priorities.

In June, the Council approved proposals for a year-long discovery phase, whereby UIS will take on the provision and management of the IT infrastructure services (predominantly networks in the first instance) for a small number of institutions. This will act as a pilot for the wider defragmentation programme, thereby helping to protect the University from financial risk, enabling UIS to build a full business case for the programme and aiming to provide the information and assurance needed for the programme to be rapidly scaled-up and accelerated. A new Steering and Assessment Group, whose members will include representatives from across the Schools and non-School institutions, will oversee the discovery phase.

The progress of the defragmentation programme will remain high on the Council's agenda in 2022–23 and the Council expects to consider the findings of the discovery phase in Easter Term 2023.

Student-related matters

The Council's strong interest in student wellbeing was reflected in its discussions throughout the year and in a number of joint workshops with the General Board.

Student Mental Health and Wellbeing Strategy

In December, the Council considered a progress report on the Strategic Review of Mental Health Provision and an implementation plan for Phase 3 of the Review. An extensive consultation on the recommendations of the external consultants, SUMS, showed that there was a broad consensus in favour of investing in a significant programme of reform to central University services for student mental health. This will facilitate a new 'stepped care' approach, through which students will be triaged by trained student wellbeing advisors into the most appropriate support. The new approach will significantly reduce the risks that are inherent in the current approach, and result in a much clearer, shared institutional understanding of the demand for, and performance of, provision.

The Council strongly supported the direction of travel and progression to Phase 3: the development of proposals for a long-term funding model and optimal governance model for student mental health and wellbeing provision. In order to implement the Review in a way that will sustain engagement and representation from Colleges and Faculties/Departments, an initial six task and finish groups were set up to develop proposals for delivering the Review's recommendations, including the reforms to central University services. The Council will receive a further progress report in 2022–23.

Student Suicide-Safer Strategy of the University of Cambridge and the Colleges

Also in December, the Council approved a suicide prevention and response strategy on behalf of the University. In response to feedback from some Colleges, a revised version was received in June in which the language of 'zero suicide' and 'suicide prevention' had been moderated to 'risk reduction' or 'risk mitigation'. The Council discussed the amended Strategy in detail and, while expressing concern about the change in terminology, agreed that the priority was to draft and implement an associated action plan without further delay.

At its first meeting in 2023, the Council will receive a report on the implementation of the action plan, together with the outcomes of the review and any suggestions for changing the language used in the Strategy, with a view to strengthening it.

Proposals for the introduction of a reading week

The Council supported the direction of travel put forward in the proposal from the Reading Week Working Group, which set out the case for the introduction of a reading week in the Michaelmas and Lent Terms. Members suggested that a relatively modest change for most staff might significantly improve student wellbeing and also have benefits for staff. However, in addition to the areas which the General Board had flagged for further consideration, the Council advised that any formal Report should be accompanied by a detailed implementation plan to give the Regent House confidence that the proposals are feasible. The Council's comments will inform the development of the proposals for consideration by the Regent House in 2022–23.

Widening participation and access

At its strategic meeting in April, the Council was joined by members of the General Board for an update on the University's Widening Participation Strategy and the various initiatives underway to promote widening participation at the undergraduate and postgraduate levels.

The Council subsequently approved a variation document to the University Access and Participation Plan (APP) for the 2023–24 academic year to address four new OfS priorities. Many of the actions in the APP will also benefit the wider student body and the Council particularly welcomed the introduction of Priority B, which asked universities to develop, enhance and expand their partnerships with schools and other organisations, to help raise the pre-16 attainment of young people from underrepresented groups across England. It also welcomed the enhanced focus on data and on the data-based evaluation of the success of access and widening participation initiatives.

The targets in the APP will be revised over the coming months in collaboration with the Colleges. The Council will be asked to approve a new APP in 2023 to cover 2024–25 to 2027–28.

A more detailed account of student-related matters over the 2021–22 academic year is included in the Annual Report of the General Board (at p. 197 below).

Research-related matters

The publication of the results of the Research Excellence Framework 2021 (REF2021), and the continuing uncertainty about the UK's association with Horizon Europe, meant that research-related matters were high on the Council's agenda in 2021–22. The Council received a preliminary report on the REF2021 results in May and was delighted that the University had risen to joint third place in the *Times Higher Education* league table across all institutions based on Grade Point Average and first place among institutions that conduct research in a diverse range of disciplines. The Council thanks all those who contributed to the University's REF submission for their work.

The findings of the detailed analysis of the results, together with recommendations for capitalising on existing strengths and making improvements across the University, were presented at a workshop attended by members of the Council, General Board, Finance Committee and Audit Committee in October 2022.

Earlier in 2021–22 the Council discussed the initial lessons learnt from the University's submission to REF2021. Several of these findings will have broader benefits across the institution, for example by developing centrally maintained systems and processes to support improved data collection and sharing across the collegiate University. Work has already been undertaken to ensure that staff data is better maintained in preparation for the annual HESA submission.

The Council invited members of the General Board to a workshop on research-related matters at its strategic meeting in April. The workshop opened with an update on the current state of the research funding portfolio, after which attendees discussed the following key components of a new Enabling Framework for Research and Research Strategy: People; Research Ideas and Themes; and Funding, Resources and Infrastructure. Attendees' feedback was captured and used to inform the development of the Enabling Framework.

The final part of the workshop introduced a draft REF action plan and response to a national consultation on the future of the UK's research assessment system (FRAP). Attendees' feedback on the priorities arising from the lessons learnt from REF2021, the key points for inclusion in the response to the FRAP consultation and how the University can gain maximum value for internal purposes from future REF preparations were captured and incorporated into the next iterations of these documents.

The Council expects to receive an updated version of the REF action plan, which will include a more explicit prioritisation of actions that reflect their feedback at the strategic meeting, together with details of how the actions will be implemented, in 2022–23.

A more detailed account of research-related matters over the 2021–22 academic year is included in the Annual Report of the General Board (at p. 199 below).

Other major policy developments and governance changes

The Recovery Programme and the Change and Programme Management Board

As detailed in the 2020–21 Annual Report, the Council delegated responsibility for oversight of the Recovery Programme to the General Board. However, the Council

received regular progress updates on the Programme in 2021–22 and, at its strategic meeting in September, considered the aims and challenges of the Programme's implementation phase. The Council discussed the challenges of effecting cultural change and called for proper consultation and engagement that recognises the different sensitivities and risk appetites of staff.

Many of the projects which were part of the Recovery Programme have achieved their original aims and transitioned to business as usual. These include Cambridge Advance Online (CAO),²³ a collaboration which brings together expertise from the academic University and from the newly unified Cambridge University Press & Assessment to create high-quality, research-led online short courses. The Council took a particular interest in CAO and requested a briefing on the aims and governance of the initiative.

In March, a new Change and Programme Management Board (CPM Board) was established as a sub-committee of General Board.²⁴ The CPM Board, supported by the CPM Office, aims to ensure that the University's transformation programmes deliver in a coordinated way and that interdependencies and staff impact are managed and mitigated effectively. Several projects which were part of the Recovery Programme are now within the CPM Board portfolio, including Reimagining Professional Services (RPS) and Reshaping our Estate. Two further projects – Enhanced Financial Transparency, and Strategic Procurement and Purchasing Projects – remain in progress as part of the wider Financial Transformation Programme.

The Council has endorsed a set of principles for how professional services teams should work in the future, which were put together as part of the RPS programme. These principles,²⁵ which were developed with stakeholders, aim to build a community that is more consistent, connected, decisive, supportive and empowered to deliver excellent support to the University's academic mission. The Council expects to consider a set of principles for Reshaping the Estate in 2022–23.

Please see the Annual Report of the General Board for further information about the Recovery Programme and CPM Board (p. 197).

Development of a Sustainability Strategy

At the start of the academic year, the Council asked to discuss the principles behind proposed new strategies, policies or initiatives at an early stage so that it could comment on the direction of travel and provide strategic input before sub-committees work up detailed proposals. Consequently, in February, the Council was pleased to have an early discussion about the development of a Sustainability Strategy for the University.

The scope of this new Strategy, which will be aligned with the UN Sustainable Development Goals, will be broader than the existing Environmental Sustainability Vision, Policy and Strategy²⁶ and will incorporate various non-environmental goals. The Council endorsed the proposed direction of travel and made various recommendations for the development and communication of the Strategy. It emphasised the need for the Strategy to be underpinned by appropriate costings and operational planning to ensure that it reflects what can realistically be achieved and allows the impact on other priorities to be assessed.

²³ <https://advanceonline.cam.ac.uk/>

²⁴ *Reporter*, 6652, 2021–22, p. 327.

²⁵ https://universityofcambridgecloud.sharepoint.com/sites/UoC_ChangeProgrammes/SitePages/Five-RPS-principles.aspx [Cam-only].

²⁶ <https://www.environment.admin.cam.ac.uk/policy>

During 2022–23, the Environmental Sustainability Strategy Committee (ESSC) will undertake an engagement/data-gathering phase and draw up a proposed Strategy, for consultation across the University. In parallel, it will produce costings for the five-year span of the Strategy towards achieving the zero-carbon science-based target for the operational estate, and for the potential adoption an additional net-zero target encompassing Scope 3 emissions. The Council will consider the costings and draft Strategy in 2023.

Further details of matters discussed by the Council in relation to its carbon reduction and wider environmental sustainability commitments are outlined in the report of the ESSC below.

Managing conflicts of interest

The Council debated how to manage conflicts of interests, in particular potential conflicts which affect a large number of Council members. Members discussed the issues surrounding conflicts of interest and their roles as charity trustees at a workshop facilitated by an external legal expert. This led to the development of principles for managing conflicts of interest for situations in which a large number of Council members may have a conflict of interest. These principles were adopted by the Council in May.

The principles affirm the pre-existing practice whereby all Council members participate in the discussion of a matter unless determined otherwise by the unconflicted members on a case-by-case basis, but only unconflicted members participate in the decision-making. Among other matters, the principles also state that the decision of the unconflicted members should be taken in private.

PART II: REPORTS FROM COMMITTEES AND WORKING GROUPS

Audit Committee

During 2021–22, the Audit Committee discussed the findings of internal audits which were primarily focused on areas of strategic risk for the University. Areas of focus included budget management and monitoring, global mobility and travel safety, institutional emergency and continuity planning, staff expenses and Transparent Approach to Costing (TRAC). Two readiness assessments were also undertaken, focused on digital examinations for the 2021–22 academic year and strategic planning in Schools.

The Committee also approved the internal audit plan for the second six months of 2021–22, including audits on data quality, health and safety, IT disaster recovery, non-unionisable additional payments and recovery projects.

Through a series of presentations and workshops, the Committee discussed some of the University's key risks and controls in-depth, looking in particular at the approach to mitigating risks relating to financial sustainability, health and safety, research support services, strategic procurement and purchasing, student wellbeing, and the subsidiaries framework. The Committee was also regularly appraised of the University's position in relation to the Covid-19 pandemic, including Recovery Programme initiatives.

In January, the Committee expressed significant concern about the level of potential risk carried by the University as a result of its fragmented IT infrastructure. The Committee perceived this risk to be material, particular in relation to reputational risk and strongly recommended that the

University prioritise and accelerate the move to a unified network. These concerns were escalated for discussion by the Council (see the related section in Part I of this Report) and this topic remains high on the Audit Committee's agenda for 2022–23, with additional assurances being sought that IT-related risks were being managed pending defragmentation of the digital estate.

The Committee recommended to the Council the appointment of the external auditors by Grace of the Regent House until 31 July 2022.²⁷

Finance Committee

During 2021–22, the Committee focused on principal financial risks and uncertainties, including the recovery from the pandemic, long-term financial sustainability and the balance of unrestricted resources in funding operational and capital expenditure. The Committee's work was supported by the continued refinement of the ten-year cash-flow model and progress on the EFT project.

The Committee supported PRC in achieving an acceptable 2022 Planning Round, including mechanisms to stabilise allocations through the transition to EFT, 'hold-back' mechanisms encouraging collective management of the Chest deficit, and recalibration of the Investment Fund to cover academic priorities, infrastructure, environmental commitments and physical estate.

Recognising the pandemic recovery path and Property Group business plan status, the Committee approved a £200m phased reinvestment of surplus cash holdings (50% to CUEF and 50% to the Cambridge Multi-Asset Fund).

The Committee reviewed CUEF performance in volatile markets, and was pleased to note Regent House approval for the establishment of the new Cambridge University Endowment Trustee Body.

The Committee approved a new 'bond repayment portfolio' approach to monitoring the portfolio of bond-funded projects and associated financial assets and liabilities, and reviewed the Property Group's budget.

It monitored the agenda under consideration by the Finance Committee's Financial Investments Sub-Committee, and received the Financial Statements, management accounts, and pension updates (with attention on the outcome of the USS 2020 valuation and continuing steps towards a more sustainable long-term solution, supported by the Pensions Working Group). The work plan included an annual consideration of University companies and trusts, and financial policies.

Planning and Resources Committee (PRC)

During 2021–22, each of the six Schools sought and received approval from the PRC for the development and implementation of its academic priorities via the Surplus Improvement Fund (SIF), with a principal focus on new and expanded Master's-level courses. This has been enabled by the collegiate University's agreement of an extended memorandum of understanding for the size and shape of the full-time postgraduate student population, covering the 2022–23 and 2023–24 academic years.

The PRC approved a revised process for the assessment of business cases for capital and other academic infrastructure projects, the Investment Approval Process, to replace the Capital Projects Process. Developed jointly by the Estates and Finance Divisions, it aligns the process for the development and determination of business cases with the recalibrated Investment Fund, which now encompasses all the University's academic infrastructure.

²⁷ Grace 2 of 21 April 2022 was approved on 29 April 2022.

Work is ongoing to translate the University's pipeline of potential projects into a prioritised capital expenditure plan that responds to Schools' academic priorities and mitigates University-level risks relating to the condition of the estate, the develop and protection of IT infrastructure and the achievement of environmental sustainability targets.

The PRC has agreed a revised approach to the management of Chest allocations during the transition to EFT, as reported to the Regent House in June 2022. Allocations for 2022–23, 2023–24 and 2024–25 will be managed within a framework that provides mid-term stability for planning purposes (by providing upfront clarity of Chest allocations for the subsequent year), and expects Schools and institutions to plan to a known quantum of Chest resource.

In May, the Council approved terms of reference for the PRC,²⁸ which set out its role and trajectory.

Human Resources Committee (HRC)

The HRC considered a wide range of matters during 2021–22, several of which are summarised in Part I of this Report. Other significant developments included the development of a process for staff to transfer to the new teaching and scholarship (T&S) contract, in preparation for the launch of the new Academic Career Pathway (T&S). In addition, the Council approved the HRC's proposal to align childcare strategy and policy with the University's People Strategy,²⁹ as a result of which the Staff Childcare Committee was disbanded.³⁰

The HRC developed proposals for, and launched a consultation on, a new Hybrid Working Policy and amendments to the Flexible Working Policy to reflect the new ways of working that had evolved during the pandemic. Similarly, the HRC consulted widely on new versions of the draft Mutual Respect and Grievance Policies.³¹ All these policies will be considered by the relevant committees in 2022–23.

The redesign of the Professorial Pay Review Scheme was also the subject of a wide consultation and the Council approved the resulting proposal for a phased introduction of the changes across the next two rounds of the Scheme in 2022 and 2024.

Throughout the year, the HRC considered measures to support and retain staff, particularly in the context of the growing cost of living crisis. These included: approving the continuation of the Career Support Fund and terms of reference for a review of Market Pay; recommending that the upper limit of the Staff Welfare Loan scheme be doubled and that the Visa Loan Scheme be expanded; and endorsing proposals for a full review of the Global Mobility Policy. The HRC was also pleased to note the progress made in reducing the gender pay gap over recent years.³²

Remuneration Committee

The Remuneration Committee published the 2020–21 Annual Remuneration Report for the University in April.³³ The report included a description of the work of the Committee and the University's approach to the pay of senior post-holders,³⁴ including the Vice-Chancellor, in line with the Committee for University Chairs' HE Senior Staff Remuneration Code.

²⁸ [https://www.governance.cam.ac.uk/committees/PRC/Documents/PRC Terms of Reference May 2022.pdf](https://www.governance.cam.ac.uk/committees/PRC/Documents/PRC%20Terms%20of%20Reference%20May%202022.pdf)

²⁹ <https://www.hr.admin.cam.ac.uk/people-strategy>

³⁰ *Reporter*, 6648, 2021–22, p. 273.

³¹ *Reporter*, 6660, 2021–22, p. 533.

³² *Reporter*, 6652, 2021–22, p. 326.

³³ *Reporter*, 6653, 2021–22, p. 416.

In accordance with its terms of reference, the main business for the Committee during 2021–22 was devising the remuneration package for the next Vice-Chancellor, which included a detailed consideration of the contractual terms and other benefits. An initial proposal was presented to the Council in April and the final package was approved by the Council in July, once the circumstances of the shortlisted candidates were known. The Committee also recommended to the Council a remuneration package for the Acting Vice-Chancellor.

The Committee further recommended to the Council market payments in respect of two Pro-Vice-Chancellors.

As in previous years, the Committee reviewed and, as appropriate, approved new cases and renewals for market payments to Grade 12 staff and approved cases for payments to external members of certain committees. The Committee reviewed and contributed to the University's Equality Information Report 2021. It also led the annual process for the review of the Vice-Chancellor's performance against his objectives, delivering a report to the Council in July.

The non-conflicted members of the Committee reviewed the proposal approved by the Council in May to pay a one-off non-consolidated payment of £1,000 to all employees of the academic University.

Committee on Benefactions and External and Legal Affairs (CBELA)

The CBELA is primarily concerned with the scrutiny of sources of significant funding to the University from an ethical and reputational perspective. It also oversees the University's legal affairs and reviews the University's policy on investment responsibility on behalf of the Council.

During 2021–22, the CBELA continued to receive a climate-related assessment of all external sources of funds referred to it under its terms of reference. It implemented additional processes, agreed the previous year, to ensure that its scrutiny of all sources of funds from the energy sector was as robust as possible. This included soliciting advice from an independent sub-group of the RPC as to whether funded research would contribute meaningfully to the energy transition.

Following the invasion of Ukraine in 2022, the CBELA received updates on all current and recent external engagements involving the Russian Federation. The Committee has scrutinised all proposed funding from institutions or individuals from former Soviet states since the Russian annexation of Crimea in 2014. The University published a statement on funding related to Russia and Ukraine³⁵ in response to internal and external enquiries.

Information Services Committee (ISC)

During 2021–22, the ISC focused on the security and resilience of the IT estate. The Committee strongly supported projects and measures to reduce risk and improve assurance, especially the defragmentation of the IT estate and enhanced cyber security. These will remain the main emphasis of the Committee's work into 2022–23.

³⁴ The post-holders who report directly to the Vice Chancellor: the Pro-Vice-Chancellors, the Registrar, the Chief Financial Officer, the Executive Director of Development and Alumni Relations and the Director of Information Services.

³⁵ <https://www.cam.ac.uk/notices/news/statement-on-funding-related-to-russia-and-ukraine>

Across a number of meetings, the ISC discussed plans and estimated costs for the defragmentation of the University's wired network (see the relevant section in Part I of this Report for further details).

The ISC received a cyber security update at every meeting and supported several related projects, including work on incident management, disaster recovery, and cyber security governance. Migration of email from Hermes to the more secure Exchange Online concluded successfully and smoothly by the end of December 2021, completing the work recommended in the 2020 Strategic Email Review. In early 2022, the ISC consulted the wider University community on a policy for the provision and use of University email addresses.³⁶ Given the complexity of the email landscape at Cambridge, and the need to ensure that the policy responds to the many detailed, thoughtful, and constructive comments received, the ISC agreed to continue development during 2022–23.³⁷

Environmental Sustainability Strategy Committee (ESSC)

The ESSC has continued to provide strategic direction to efforts to reduce the University's carbon emissions; its annual report on progress was received by the Council in July and there will be a joint workshop of the Council and the General Board to explore the issues in more detail in 2023.

In January, the Committee submitted the University's Annual Environmental Sustainability Report³⁸ and, as noted in Part I of this Report, the ESSC is now developing proposals for a University Sustainability Strategy.

The ESSC has developed a set of Guidelines for Sustainable Business Travel,³⁹ which were approved by the Council in March. These Guidelines, which were informed by a substantial consultation process, strongly encourage staff and students to adopt climate-conscious travel behaviours in order to reduce non-essential University business travel and its associated carbon impacts.

In April, the Committee submitted its annual update to the Council on the University's Transport Strategy. 2021 was an atypical year due to the pandemic, but work on paused initiatives such as the consultation on parking permits has now resumed. Preparations are under way for the re-tender of the bus contract with strong support for the use of electric buses.

The Committee's work also included monitoring progress on the implementation of the Waste Strategy, governance of the University's Environmental Management System, and developing proposals for a framework to support institutions to develop local sustainability plans.

The Ecological Advisory Panel, reporting to ESSC, continues to oversee work to implement the Biodiversity Action Plan; and the Carbon Offsetting Working Group has led on development of a University offsetting scheme, which will apply to unavoidable emissions from business travel in the first instance.

International Strategy Committee

The International Strategy Committee had an extremely full agenda in 2021–22; this section just summarises some of the most significant developments.

In response to the Russian invasion of Ukraine, the Committee led the development of Cambridge University Help for Ukraine. This initiative includes fully funded residential placements, in a wide range of subjects, for more than thirty students and academics to continue their studies and research in Cambridge, as well as clinical placements for medical students, and help for academics still working in Ukraine.

The University's Legacies of Enslavement Enquiry,⁴⁰ which was initiated by the Vice-Chancellor's Office in 2019, presented its final report⁴¹ in September 2022.

The Cambridge–Tsinghua Joint Research Initiative Fund issued a call on climate emergency and a zero-carbon future, making joint efforts to tackle climate change. An online event was held with Tsinghua University in May 2022 to showcase projects funded by the Initiative and build momentum for the climate call.

The International Support Service was established in March. It will consider how the University can best ensure that its international engagements are supported through appropriate policy, process, guidance, advice and training.

At the time of writing, the UK's association to Horizon Europe is in doubt. Regardless of the uncertainty, the University remains committed to developing rich relationships with European partners.

Health and Safety Executive Committee (HSEC)

The HSEC developed a new Policy for Working, Managing or Engaging with Activities Involving People who have Offended, which was approved by the Council in January.⁴² This Policy, which is the first of its kind in the HE Sector, was drafted in response to the actions arising from the Fishmongers' Hall attacks and is designed to mitigate risks associated with future events. It was included in the University's response to the Coroner's Prevention of Future Deaths Report.

The HSEC also revised and expanded the Health and Safety Policy for the University.⁴³ The underlying management principles of the revised Policy are fundamentally the same as in the former Policy, but with the addition of a requirement for continual improvement and details of the responsibilities of employees, students and various specific role-holders.

A new draft University Health and Safety Plan 2022–25 is out for consultation and work has started on drawing up a University Register of Safety Obligations. Other developments include new training on safety for Heads of Department (HoD), which will be rolled out in conjunction with HoD training from Personal and Professional Development, Human Resources and the Estates Division in late 2022.

³⁶ *Reporter*, 6639, 2021–22, p. 149.

³⁷ *Reporter*, 6656, 2021–22, p. 478.

³⁸ <https://www.environment.admin.cam.ac.uk/Annual-Report>

³⁹ https://www.environment.admin.cam.ac.uk/files/guidelines_for_sustainable_business_travel_approved.pdf

⁴⁰ <https://www.v-c.admin.cam.ac.uk/projects/legacies-of-enslavement>

⁴¹ <https://www.cam.ac.uk/about-the-university/history/legacies-of-enslavement>

⁴² <https://www.safety.admin.cam.ac.uk/system/files/hsd096m.pdf> and *Reporter*, 6648, 2021–22, p. 273.

⁴³ <https://www.safety.admin.cam.ac.uk/files/hsd016m.pdf> and *Reporter*, 6648, 2021–22, p. 273.

Press and Assessment Board (PAB)

The PAB met regularly throughout 2021–22 to oversee the management of the finance, property, strategy, conduct and affairs of the new Cambridge University Press & Assessment, formed by the merger of Cambridge University Press and Cambridge Assessment on 1 August 2021. This included close oversight of the integration workstreams to ensure a successful transition from two organisations to one, working with the new Executive Board under Peter Phillips, and endorsement of the decision to combine schools publishing and assessment with the creation of two new business groups covering UK Education and International Education respectively.

The Audit and other PAB sub-committees played a key role in managing risks arising from the ongoing Covid-related challenges to exam series. The PAB approved the acquisition of a stake in Inspira, the company supporting the digitisation of English exams with key technical services; and one of PAB's last tasks of the financial year was to review and approve the budget for the 2022–23 financial year and three-year business plan, providing governance over the evolving strategy and financial blueprint for Cambridge University Press & Assessment.

Committee on Prevent and Freedom of Speech

During 2021–22, the Council received regular reports from the Committee regarding the implementation of the Prevent duty and its freedom of speech obligations at the University. These included: the Committee's annual review of its Prevent Risk Register and Action Plan and associated documentation; its ongoing discussions about the Higher Education (Freedom of Speech) Bill as it passed through the legislative process; and preliminary thoughts about the proposed new Protect Duty (which would introduce new security requirements for public locations and venues to ensure preparedness for, and protection from, terrorist attack). The Council also approved the University's 2020–21 Prevent accountability and data return to the OfS.

The Council is aware that the Committee's remit and membership may require review in 2022–23 to address the coming into law of the Higher Education (Freedom of Speech) Bill's provisions, as well as any outcomes from the ongoing Independent Review of Prevent.

Learning Together Transition Board

The Learning Together Transition Board, which was established by the Council in June 2021, recommended in its report to the Council that there should be a clear stop to the delivery of the Learning Together Programme in Cambridge and a planned handover of the Learning Together Network. This approach was motivated by the need to safeguard staff and students and will allow the University to reconsider student–prisoner education within prisons if, and when, a suitable new framework for such work is developed. The Council approved the Board's recommendations.

PART III: BALLOTS AND CHANGES TO STATUTES, MEMBERSHIP AND PERSONNEL

Ballots and topics of concern

As noted in last year's Report, following a consultation and indicative voting, the Council published a Report in Michaelmas Term 2021 presenting changes to the criteria for membership of the Regent House and called a ballot on the related Grace. The Grace was approved in December 2021 (839 votes in favour; 564 against).⁴⁴ The changes, which include the introduction of a threshold at Grade 9 for determining the eligibility for membership of most University staff, took effect from the promulgation of the Roll in November 2022.

Also in December, the ballot requested by members of the Regent House on a Grace recommending that class-lists would no longer be published in any forum in the collegiate University, and that the names of those granted allowances would no longer be published in the *Reporter*, resulted in the approval of the Grace (688 votes in favour; 558 against).⁴⁵

In April 2022, the Council published a Report on the establishment of a Cambridge University Endowment Trustee Body. The proposals in the Report were developed following a consultation and engagement process with representatives of those who had opposed the original Grace to understand their concerns and seek to find a consensus for the way forward. The resulting Grace was approved by the Regent House in June 2022.⁴⁶

At the end of Easter Term 2022, the Council received a Grace initiated by members of the Regent House on fossil fuel industry ties.⁴⁷ In October, the Council agreed to publish a Report explaining its reasons for deciding not to authorise submission of the Grace.⁴⁸ The Council also received a request for the discussion of a topic of concern on North West Cambridge Phase 1, which was included on the agenda of the Discussion on 11 October 2022.⁴⁹

Changes to the University's Statutes

The *Statutes and Ordinances* provide the constitutional framework that allows the University to govern its affairs. The Statutes contain the fundamental constitutional and governance provisions of the University and are subject to approval by His Majesty in Council.

The following changes to Statute were approved during the academic year:

- December 2021: Amendments to Statute J and other consequential changes in recognition of the merger of Cambridge University Press and Cambridge Assessment.⁵⁰
- February 2022: Changes to Statutes C I 4 and C XII, revising the way in which those entitled to sabbatical leave were identified and making changes to the titles of certain academic offices.
- February 2022: The rescission of Statute C XIII with effect from 1 October 2025. The Statute concerns the office of Associate Lecturer, which is being replaced with the grant of affiliated titles from that date.⁵¹

⁴⁴ *Reporter*, 6640, 2021–22, p. 171.

⁴⁵ *Reporter*, 6640, 2021–22, p. 170.

⁴⁶ *Reporter*, 2021–22; 6655, p. 468; and 6659, p. 516.

⁴⁷ *Reporter*, 6666, 2021–22, p. 640.

⁴⁸ *Reporter*, 6673, 2022–23, p. 84.

⁴⁹ *Reporter*, 6666, 2021–22, p. 641.

⁵⁰ *Reporter*, 6642, 2021–22, p. 206.

⁵¹ *Reporter*, 6648, 2021–22, p. 271.

- July 2022: Amendments to Statutes B I 2 and B III 4 to confirm that a decision of a body granted authority in Ordinance to assess capability to study may deprive a person of membership of the University.
- July 2022: Removal of the requirement in Statute C XI 2 to publish a Report to establish a Professorship.
- July 2022: Amendments to Statute D II to confirm that the falsification of awards by formerly registered students is within the jurisdiction of the student disciplinary panels and to revise terminology.⁵²

Changes in the University's senior leadership

The appointment of Professor Deborah Prentice as Vice-Chancellor with effect from 1 July 2023 until 30 September 2029⁵³ is covered in Part I of this Report. Part I also includes details of the appointment of Dr Anthony Freeling, *HH*, as Acting Vice-Chancellor with effect from 1 October 2022 until 30 June 2023.

The Council appointed Professor Bhaskar Vira, *F*, to the office of Pro-Vice-Chancellor (Education) for a first term of three years with effect from 1 October 2022.⁵⁴

The Council reappointed Professor Andy Neely, *SID*, as Pro-Vice-Chancellor (Enterprise and Business Relations) for one year from 1 March 2023. This extends Professor Neely's term in office to a total period of seven years, as part of the arrangements to support the Acting Vice-Chancellor, and the new Vice-Chancellor on taking up office. Professor Neely was also awarded the title of Senior Pro-Vice-Chancellor by the Vice-Chancellor, with effect from 1 October 2022 until the end of his term as Pro-Vice-Chancellor.⁵⁵

Professor Anna Philpott was reappointed as Head of the School of the Biological Sciences for a further term from 1 August 2023 to 31 July 2027. Professor Chris Young was reappointed as Head of the School of the Arts and Humanities for a second term from 1 October 2023 until 30 September 2027. Professor John Dennis was appointed as the Interim Head of the School of Technology from the end of his current term as Head of School on 1 October 2022 until 31 August 2023. Professor Richard Penty was appointed as Head of the School of Technology from 1 September 2023 to 31 August 2027.

In March 2022, David Parsons was appointed as the permanent Director of Legal Services, having held the role on an interim basis since 2017. James Helm was appointed as Director of Communications and External Affairs from May 2022.

Council membership

Council members (other than *ex officio* and student members) serve for four years from 1 January. Student members of the Council serve for one year from 1 July. Council membership for the 2021–22 academic year was as follows:

The Chancellor, and the Vice-Chancellor (*Chair*)

Elected as Heads of Colleges (class (a))

Professor Dame Madeleine Atkins, *LC*
 Dr Anthony Freeling, *HH* [until 8 August 2022]
 Ms Heather Hancock, *JN* (from 3 May 2022)
 Professor Christopher Kelly, *CC* (until 28 March 2022)
 Baroness Sally Morgan of Huyton, *F*
 [from 9 August 2022]
 Professor Pippa Rogerson, *CAI*

Elected as Professors, Readers and Professors (Grade 11) (class (b))

Professor Anthony Davenport, *CTH*
 Professor Maria Manuel Lisboa, *JN*
 Professor Richard Penty, *SID*
 Professor Jason Scott-Warren, *CAI*

Elected as members of the Regent House (class (c))

Dr Zoe Adams, *K*
 Dr Ruth Charles, *N*
 Dr Nicholas Holmes, *T*
 Dr Ann Kaminski, *ED*
 Dr Philip Michael Knox, *K*
 Dr Andrew Sanchez, *W*
 Dr Michael Sewell, *SE*
 Dr Pieter Van Houten, *CHU*

Student members (class (d))

Ms Zaynab Ahmed, *N* (from 1 July 2022)
 Mr Sam Carling, *CHR* (from 1 July 2022)
 Mr Zakary Coleman, *JE* (until 30 June 2022)
 Ms Amelia Jabry, *LC* (from 1 July 2022)
 Ms Anjum Nahar, *MUR* (until 30 June 2022)
 Mr Freddie Poser, *CAI* (until 30 June 2022)

External members (class (e))

Ms Gaenor Anne Bagley, *TH*
 Ms Sharon Flood
 Professor Sir David Greenaway [until 27 August 2022]
 Mr Mark Lewisohn, *CHR*

7 December 2022

ANTHONY FREELING,
Acting Vice-Chancellor
 ZOE ADAMS
 ZAYNAB AHMED
 MADELEINE ATKINS
 GAENOR BAGLEY
 SAM CARLING
 R. CHARLES

ANTHONY DAVENPORT
 SHARON FLOOD
 HEATHER HANCOCK
 NICHOLAS HOLMES
 ANN KAMINSKI
 PHILIP KNOX
 MARK LEWISOHN
 SALLY MORGAN

RICHARD PENTY
 PIPPA ROGERSON
 ANDREW SANCHEZ
 JASON SCOTT-WARREN
 MICHAEL SEWELL
 PIETER VAN HOUTEN

⁵² *Reporter*, 6667, 2021–22, p. 701.

⁵³ *Reporter*, 6677, 2022–23, p. 141.

⁵⁴ *Reporter*, 6641, 2021–22, p. 182.

⁵⁵ *Reporter*, 6666, 2021–22, p. 639.

Annual Report of the General Board to the Council for the academic year 2021–22

In accordance with Statute A V 1(a) (*Statutes and Ordinances*, 2021, p. 7), the General Board makes the following Report to the Council on the discharge of its duties during the academic year 2021–22:

Introduction

This Annual Report describes the major pieces of business that engaged the General Board during the 2021–22 academic year, focusing on the following areas:

1. Key themes and strategic developments
 - 1.1 The Recovery Programme and the Change and Programme Management Board
 - 1.2 Education and other student-related matters
 - 1.3 Research matters
 - 1.4 Human resources
2. Reports from committees
3. Other matters

1. KEY THEMES AND STRATEGIC DEVELOPMENTS

1.1 The Recovery Programme and the Change and Programme Management Board (CPM Board)

The Recovery Programme

The General Board continued its oversight of the University's Recovery Programme,¹ a series of projects which aimed to help the University recover from the pandemic and seize opportunities to help the organisation and its people thrive in a new and challenging world.

Key milestones during the academic year included:

- the Cambridge Impact on Society project winning a Council for Advancement and Support of Education (CASE) award for the Global Impact Map that was developed to showcase the impact of Cambridge research on the world;
- the Research Culture project securing £3.4m funding to test and evaluate proposed approaches for improving research culture in higher education institutions;
- the Supporting our Staff programme launching a consultation with all staff on a new hybrid working policy;
- the International Student Recruitment team developing a new recruitment strategy, launching recruitment activity in new markets and engaging with more than 44,000 prospective international students;
- the Reimagining Professional Services project holding an open meeting with more than 700 staff members to seek their views on how the University should develop its professional services in the future.

Many of the projects that were originally part of the Recovery Programme have now transitioned into 'business as usual' work, having completed their original aims. Those that remain include Reimagining Professional Services, Reshaping our Estate, Enhanced Financial Transparency, and Strategic Procurement and Purchasing.

The Change and Programme Management Board

As some of the Recovery Programme projects achieved their initial aims, the Programme has become smaller. However, the University has recognised the need to improve the way it manages and coordinates the range of significant change programmes that are currently underway, including the Recovery Programme's outstanding projects. In response to this, in March 2022, the University set up a new Change and Programme

Management Board (CPM Board), as a sub-committee of the General Board, with the aim of overseeing the initiation, integration and implementation of University-wide change programmes. These include:

- the HR Transformation Programme
- the Finance Transformation Programme
- Transforming Research Support
- Reimagining Professional Services
- Digital Defragmentation
- the Data Management Framework Programme

The Change and Programme Management Office (CPMO) was established in August 2022 to support the work of the CPM Board. The CPMO will coordinate activities taking place across the various change programmes, manage risks associated with programme delivery, offer assurance to the University and support institutions to adopt new ways of working. The CPM Board will, in turn, continue to report progress to the General Board on a regular basis.

1.2 Education and other student-related matters

Strategic Review of Mental Health Provision

At their meetings in December 2021, the General Board and the Council considered papers setting out progress and next steps toward the vision outlined in the final report of the Strategic Review of Mental Health Provision. Both bodies noted that provisional approval had been granted by the Resource Management Committee to invest c. £4.7m over a three-year transformation programme to deliver this vision. This was subject to the Council endorsing progression to Phase 3 of the Review: the development of proposals for a long-term funding model and optimal governance model for student mental health and wellbeing provision. The Council, along with the General Board, was fully supportive of the vision, and endorsed progression to Phase 3.

Student Suicide-Safer Strategy

At their meetings in December 2021, both the General Board and the Council considered drafts of an institution-wide suicide prevention strategy. Versions were iterated to incorporate feedback from the Colleges and to secure unanimous support for the strategy. Following approval from the Colleges via the Senior Tutors' Committee in late May 2022, a final version of the document, renamed the Student Suicide-Safer Strategy, was endorsed by the General Board at its meeting on 8 June and approved for implementation by Council at its meeting on 20 June 2022. In the 2022–23 year, the General Board and the Council will receive a report on the implementation of an action plan, together with the outcomes of the review and any suggestions for changing the terminology used in the Strategy.

Proposed introduction of a reading week

In Easter Term 2022, the Council and the General Board received a proposal for the introduction of reading weeks in the Michaelmas and Lent Terms. The proposal had been developed by the Reading Week Working Group established by the General Board's Education Committee (GBEC), following consideration of an initial proposal from the then President (Undergraduate) of the Cambridge Students' Union.

¹ https://universityofcambridgecloud.sharepoint.com/sites/UoC_ChangeProgrammes/SitePages/The-Recovery-Programme.aspx (Raven required).

The General Board supported the proposal, in principle, of introducing a reading week that would not generate additional work for students or staff, and should therefore have a positive impact on student and staff mental health. It noted a number of practical issues around implementation which required further consideration.

The Council also discussed the proposal and members were supportive of the direction of travel. In addition to the areas which the General Board had flagged for further consideration, the Council suggested that any formal Report should be accompanied by a detailed implementation plan to give the Regent House confidence that the proposals were feasible and that they had received thorough consideration.

The Reading Week Working Group has been reconvened, with an augmented membership, to consider the matters raised by the General Board and the Council with a view to putting forward a Report for publication and Discussion in 2022–23.

Review of provision for part-time students

The General Board noted proposals for a review of provision for part-time students, which would be overseen by a steering group under GBEC. The review was established in the light of growth in the number of part-time students and the fact that they are becoming a strategically important section of the student population, given the University's commitment to widening access to courses and to responding to the lifelong learning agenda. The steering group commenced its work in Lent Term 2022 and expects to make its recommendations by the end of the 2022–23 academic year.

Strategic vision for the University's education space

At its June meeting, the General Board received an update on the Programme Board for Education Space's (PBES) progress in delivering its strategic vision for the University's education space, as well as updates to this vision and PBES' programme of future work. The vision commits the University to developing sustainable and flexible education spaces that inspire. This includes support for a digitally enabled campus, more emphasis on sustainability and accessibility, accommodating change in teaching and examination practices, and working in step with other University initiatives such as Reshaping our Estate.

PBES' work includes understanding the current quantity and quality of education space, its utilisation, and the prioritisation of different kinds of improvements over the short, medium, and longer term. As part of an effort to integrate information and priorities, PBES is working towards producing a 10-year strategy for the education estate, which will build on an understanding of the current condition of the estate, the desired future state, and the work required to deliver it.

Access and Participation Plan (APP) variation and accessible plan summary

The General Board and the Council approved a variation to the APP for the period 2023–24, along with a short summary document designed for use by potential applicants and their advisers in response to a request from the Office for Students' (OfS) to address four new priorities.

Doctoral Training Partnerships (DTPs) and widening participation

In March 2022, the General Board received a progress update on work to source additional funding for DTPs, noting that equality, diversity and inclusion issues were an obstacle to the University receiving funding. Recent unsuccessful bid outcomes had made it imperative that the University engage more proactively with the requirements and expectations of UK Research and Innovation (UKRI) and individual Research Councils.

Actions taken to address these issues included the Planning and Resources Committee's agreement that the University will support bids for DTPs and Centres for Doctoral Training by providing matched funding, and a restructure within Education Services in the Education Quality and Policy Office, which has been provided with additional resource for postgraduate research student matters.

In response to concerns expressed by UKRI regarding the impact of the application fee on widening participation, the General Board, along with the Council, agreed to eliminate the doctoral application fee, and to reduce the non-doctoral application fee to £50. These changes will take effect for applicants applying for admission in 2023–24.

The General Board also received an update on the University's submission of two collaborative bids to the UKRI/OfS aimed at widening and diversifying postgraduate participation for Black, Asian and Minority Ethnic applicants to postgraduate research opportunities. A joint project with the University of Oxford secured £799,470 to develop the use of contextual information in the selection of postgraduate research students, whilst a joint bid with University College London and City University secured £789,943 to develop scalable programmes that would support undergraduate progression into postgraduate study.

International recruitment

The General Board received an update on the development of the International Student Recruitment Strategy, and endorsed efforts to secure engagement from the Schools to support this activity and to develop appropriate programmes that would appeal to international markets. Support from GBEC assisted in securing the extension of funding for the International Student Recruitment team until 2025.

Framework of Assessment for Undergraduate and Postgraduate Taught Programmes

On the recommendation of GBEC, the General Board and the Council published a joint Report which granted approval for an extension of the temporary authority of the General Board to suspend or amend certain provisions in Ordinance concerning the arrangements for assessment of undergraduates and postgraduates on taught programmes.² The extension will last until 30 September 2025. This temporary authority had originally been granted to provide a framework for the assessment of taught courses during a transition year, in which Faculties and Departments would review and amend the arrangements for the assessment of students by drawing on the lessons learnt during the Covid-19 pandemic. The extension was recommended to allow Faculties and Departments to reflect on student feedback and examination data, and allow time to determine if the range of new methods of assessment and delivery were appropriate.

² Reporter, 6642, 2021–22, p. 214.

1.3 Research matters

Research Excellence Framework (REF) 2021

On 12 May 2022, Research England published the results of the REF2021 exercise.³ The REF is the UK's system for assessing the quality of research in UK higher education institutions and it first took place in 2014. The University performed strongly in REF2021. When considering the *Times Higher Education* league table position, the University has improved on its position in REF2014, achieving joint third (a rise from fifth in 2014) across all institutions based on grade point average⁴ and ranking first amongst institutions that conduct research in a diverse range of disciplines across all four main panel areas (a rise from second in 2014).

Some of the achievements and key messages are as follows:

- 93% of Cambridge's overall submission was rated as 'world leading' or 'internationally excellent';
- a third of Cambridge submissions were ranked in the top three institutions in their subject areas (Unit of Assessment or UoA), with Clinical Medicine, Earth Sciences, Architecture (a combined submission of the Departments of Architecture and Land Economy) and Business leading the field;
- several areas saw a marked improvement since REF2014, particularly Sociology and Music;
- six of the 30 UoAs submitted achieved 100% 4* in research environment and a further 23 scored 100% for 3* and 4* combined;
- this was the most inclusive Cambridge REF submission to date. A total of 2,982 academic and research staff were submitted including a significant number of early career researchers and, for the first time, researchers within a range of institutes including museums and libraries.

The University's submission to REF2021 represented an increase of c. 25% in the FTE Cambridge staff submitted compared to REF2014. However, this compared to a 46% increase in staff submitted from all universities compared to REF2014, reflecting the move from a selective approach to a requirement to submit all staff with significant responsibility for research. The net result of these changes is that although Cambridge has improved its relative performance in the exercise, the University will see a reduction in Cambridge's overall market share of the Mainstream Quality Research (QR) funding that will be distributed as a result of the REF2021 process. In financial terms, Cambridge will receive an increase in the recurrent QR funding of the order of £5 million per annum for the REF2021 funding cycle. This will be supplemented by significant increases in QR funding received in recognition of the research funding from industry and charities, and to support training of Ph.D. students. The General Board has since reflected further on lessons learnt from the REF2021 exercise at a workshop with Council, Audit Committee and Finance Committee members.

Strategic Research Reviews (SRRs)

Following the results of REF2014, the University introduced a programme of SRRs, with the aim of developing the long-term quality of the University's research endeavour.⁵ The General Board received a number of updates on the progress of the implementation of the recommendations of the SRRs of Geography, History, Pathology, Earth Sciences, Area Studies and Development Centres, Law and Criminology, and Social Anthropology. In the upcoming year, the General Board will reflect on the potential role for a second cycle of SRRs.

Other research matters

At its November meeting, the General Board approved revised Declaration of Research Assessment (DORA)⁶ guidance on key principles for the way research outputs are evaluated as part of promotion, probation or hiring decisions, in accordance with the University's obligations as a DORA signatory. In particular, the guidance includes the need to consider a diversity of research outputs. The aim of the revised guidance is to support Schools in developing their own bespoke DORA implementation policies appropriate for their disciplinary needs.

The General Board also continued to oversee and scrutinise compliance with the requirements of UKRI, Research England and other funding agencies, including a review of the University's eighth Annual Statement on Research Integrity.

1.4 Human resources

In the 2021–22 academic year, the General Board and the Council approved revisions to the Health and Safety Policy and to the Recruitment Policy. They also approved a new policy covering health and safety related issues for University staff and students carrying out activities involving people who have offended, and a new Workforce Policy and guidelines to enable effective management of the University's casual workforce. In addition, both bodies approved proposals for the redesign of the Professorial Pay Review Scheme, to simplify the application process and make the Scheme a better experience for all stakeholders.

At its June meeting, the General Board approved for publication the Annual Report of the General Board on the outcome of the 2022 Academic Career Pathways (Research and Teaching) exercise.⁷ The following month, the General Board approved, in principle, the proposal that the eligibility criteria for promotion in Academic Career Pathways guidance be revised, to enable museum curators to apply for promotion to Associate Professor. Further consideration will be given to how to implement the proposal. Along with the Council, the General Board also approved amendments to guidance for the Academic Career Pathways (Teaching and Scholarship) scheme. These amendments set out the process for movement between the academic career pathways, and ensure that applications to this scheme will be considered alongside applications to the Research and Teaching Scheme.⁸

³ For further information on the REF see <https://www.ref.ac.uk/about-the-ref/>.

⁴ <https://www.timeshighereducation.com/news/ref-2021-research-excellence-framework-results-announced>

⁵ For further information on Strategic Research Reviews see <https://www.research-strategy.admin.cam.ac.uk/strategic-research-reviews>.

⁶ For further information on DORA see <https://sfdora.org/>.

⁷ For further information on the Academic Career Pathways (Research and Teaching) Scheme see <https://www.acp.hr.admin.cam.ac.uk/>.

⁸ Approved by Grace 2 of 6 July 2022 and Grace 2 of 23 November 2022.

At their June meetings, the General Board and the Council approved voluntary recognition arrangements and recognition and procedure agreements with the University and College Union (UCU), Unite the Union (Unite) and Unison. The arrangements provide for recognition on the following basis:

- UCU for academic, academic-related and research staff;
- Unite for academic-related and research staff (in addition to its existing voluntary recognition for assistant staff);
- Unison for academic-related staff (in addition to its existing voluntary recognition for assistant staff).

The General Board and the Council approved these voluntary recognition arrangements at their meetings in June, subject to approval of the associated amendments to the constitution of the University and Assistants Joint Board by the Regent House.⁹

The General Board, along with the Council, approved the publication of a Report proposing a new recruitment process for clinically qualified Professors in the Schools of Clinical Medicine and the Biological Sciences. The recommendations of this Report were subsequently approved on 18 March 2022.¹⁰

The General Board also approved the publication of Notices on salary arrangements for clinical academic staff, in accordance with the principle that the remuneration of clinical academic staff in Cambridge should be broadly comparable with that of equivalent staff in other UK medical schools, and on proposed rates of pay for examiners, assessors and postgraduate supervisors who are not medically qualified.

The General Board received the Equality and Information Report 2020–21, the Gender Pay Gap Report 2021 and the Equal Pay Review 2021 (now consolidated as one report) in March 2022. The reports demonstrated continued (if slow) movement towards greater equality of pay. The General Board also considered a draft Sustainable Business Travel Policy, and recommended to the Council a proposal for a one-off non-pensionable exceptional payment for all employees to recognise their exceptional contribution during the pandemic. The Council subsequently approved this proposal.

The Human Resources Committee (HRC), as a joint Committee of the Council and the General Board, reports to both bodies, and more information regarding the work of the Committee and the HR Division can be found in the HRC section of the Council's Annual Report (at p. 193).

2. REPORTS FROM COMMITTEES

Committees reporting to the General Board

General Board's Education Committee (GBEC)

GBEC continued to be the primary authority in regard to operational responsibility for teaching quality assurance and standards. In addition to engaging with the education/other student-related matters considered by the General Board (see Key themes and strategic developments), the following section summarises other aspects of GBEC's activity.

Strategic Review of Mental Health Provision

Following the endorsement of the General Board and the Council to progress to Phase 3 of the Review, the Steering Group for the Strategic Review of Mental Health Provision (acting under the auspices of GBEC and the Senior Tutors' Committee) began overseeing this collaborative work between the University and the Colleges to enhance support for students' mental health and wellbeing. Work has already begun across a number of workstreams, with the remainder to commence imminently.

Strategic Review of Admissions and Outreach

GBEC considered the outcomes of the Strategic Review of Admissions and Outreach, endorsing recommendations of the review for streamlined governance, and better coordination of outreach activities, and for the transfer of applicants between Colleges.

Course provision

GBEC approved the ongoing online delivery of non-matriculated courses at the Institute for Continuing Education until July 2025. GBEC has also worked to ensure that from 2022–23, all but two postgraduate research courses will be offered on a part-time basis, to bring the University in line with UKRI requirements. GBEC granted two courses an exemption from this requirement as their structure does not lend itself to part-time study.

Quality and standards

GBEC received reports on the University's readiness for an Ofsted inspection of apprenticeship provision. It approved: a new Education Monitoring and Review process; a fast-track course change procedure; a statement on lecture recording expectations for 2022–23, and policies on announcing corrections in examinations, late submission of examinable material, 24-hour exam windows, and use of *ProctorExam* for exams scheduled in January 2022.

Ukraine

The Committee received updates on developments in Ukraine and the role of the Examinations Access and Mitigation Committee in mitigating the impact on the University's affected Ukrainian students. It welcomed the development of funding and opportunities for Ukrainian students whose learning had been disrupted, including a system for postgraduate research students to spend time at the University.

Other work

GBEC has kept the University's risk register under review in so far as it relates to activity under its purview, and has continued to monitor mitigating actions.

The Committee supported the University's application to become a University of Sanctuary, which committed the University to creating a welcoming culture for people seeking sanctuary within, and beyond, Cambridge.¹¹

It also remained actively involved in external educational affairs, participating in, and/or being informed of, responses to consultations on: OFS conditions related to the quality of education and

⁹ *Reporter*, 6664, 2021–22, p. 575.

¹⁰ *Reporter*, 6652, 2021–22, p. 327.

¹¹ <https://data.cityofsanctuary.org/universities/list>

student outcomes; the OfS Strategic Plan, the Teaching Excellence Framework consultation, and proposals for a Life Long Loan Entitlement. It noted other key external developments, such as the passing of the Skills Bill, and development of the Freedom of Speech Bill.

GBEC also noted disappointing National Student Survey response rates for 2021 and 2022, both of which had been affected by a student boycott. Response rates to the Postgraduate Research Experience Survey and Postgraduate Taught Experience Survey were also low. Work is under way to improve levels of student engagement.

The Committee received updates on UCU industrial action, approved proposals for minimum standards for ‘fully funded’ postgraduate studentships, and approved separate proposals for standards for student academic representative systems to be implemented from 2022–23. It welcomed and endorsed changes to the method of delivery of student support by both the Careers Service and the Disability Resource Centre.

Museums Committee

During 2021–22, the Museums Committee considered the formation of a sub-committee with the aim of developing a strategy to set out a vision for the University’s collections to work together beyond the University of Cambridge Museums (UCM) consortium framework. The matter will return to the Committee in 2022–23.

The Committee also received the report of an internal review to examine more efficient ways of working within UCM. The report set out a proposed vision for the UCM consortium to take a research-led approach to tackling big societal issues, and made a variety of recommendations. The Committee supported these recommendations, and work is ongoing to explore their implementation. The General Board received an update on this work at its March meeting.

The Museums Committee continued to receive updates on cross-collection funding applications, as well as the Collections, Connections, Communities Strategic Research Initiative, which is supported by a steering committee made up of members from across the University’s museums, libraries, the Botanic Garden, Schools and research institutions. The Committee also noted a project between the Fitzwilliam Museum and the Museum of Archaeology and Anthropology, exploring the possibility of a closer structural alliance between the two.

Research Policy Committee (RPC)

During 2021–22, RPC approved additional funding for five of the University’s Interdisciplinary Research Centres with the aim of facilitating those groups to attract major interdisciplinary research funding and create new partnerships. The Committee also approved the establishment of a new Strategic Research Initiative in Quantum and Advanced Materials Technologies for a Sustainable Society and extended the recognition of the University’s Strategic Research Networks beyond September 2022.

Following recommendations from the Large Strategic Research Proposals Working Group, which identified a fall in the number of large grants secured by the University, RPC agreed the establishment of a working group tasked with developing an Enabling Framework for Research.

In March 2022, UK universities entered into a ‘read & publish’ agreement with Elsevier which materially reduces expenditure and provides full and immediate open access publishing to all UK researchers at all UK institutions in

Elsevier titles. The University played an influential role in reaching this agreement, with the strategic involvement of RPC, Journal Coordination Scheme and Open Research Steering Committees, and the active engagement of researchers and considerable preparations for a no-deal scenario by members of Cambridge University Libraries.

RPC also welcomed a review and strategy for a cross-University strategic mission on artificial intelligence (AI@Cam), which the Committee expects to form a strong focal point for AI at the University. The Committee also approved, in June 2022, the establishment of a Research Culture Steering Committee to oversee the University’s research culture activities and support.

RPC has also continued to provide strategic advice before and following the announcement of the results of REF2021. The Committee will continue this focus into 2022–23 to ensure that the Research Office is well supported in longer-term efforts to maintain REF-related activities, including engagement with national policy developments, building local strategies and gathering evidence for impact.

University Research Ethics Committee (UREC)

During 2021–22, UREC continued its work of reviewing and advising Departmental and School ethics committees and ensuring that new local research ethics committees meet University standards. Developments of particular note include the merger of the ethics committees of the Schools of Technology and the Physical Sciences, and the timely establishment of a new committee to support the new course in Therapeutic Sciences for the M.Phil. Degree.

A focus of UREC’s work during this period has been the development of a new handbook for ethics committees that consolidates and harmonises key University ethical guidance in one document. This process is to be completed in the 2022–23 academic year.

UREC is undertaking a number of process changes, particularly in relation to low-risk research and information sharing with the Insurance Office, designed to minimise burden on committees and investigators whilst maintaining high ethical standards across all parts of the University. The Committee has also begun to develop an approach to training for members of local research ethics committees that it expects to launch during 2022–23.

Committees reporting jointly to the Council and the General Board

University Sports Committee

The University Sports Committee continued to oversee the University’s Sports Service. The Service’s primary focus was to ensure that the activities of student sports clubs and individuals could return to as near normal levels as possible following the previous two years of disruption during the Covid-19 pandemic. The pent-up enthusiasm for returning to sport resulted in over 3,500 students, from beginners to genuinely elite performers, signing up for Sports Club memberships during the academic year.

There were 511 British Universities and Colleges Sport (BUCS) (inter-university) league and cup fixtures, the most Cambridge teams have ever completed in one year. Around 2,000 students competed for Cambridge in BUCS competitions and the final ranking for Cambridge in the overall BUCS table was 16th, out of 153 institutions, the highest position for many years. In the women’s table, Cambridge was in 11th position. Sporting success was celebrated with the inaugural ‘in-person’ Sports Awards after two years of hosting a virtual event.

Resources were also invested in helping the College sport programme re-establish itself, with an estimated 2,500 students participating in College sport. This was achieved by working with sports clubs that deliver College leagues and introducing use of technology to help communication, leagues, fixtures and results to be more organised and visible.

Business recovery focused on rebuilding membership numbers, investing in the facilities and encouraging participation in physical activity at all levels. The development of a new Strategy for Sport (2023–27) and contributing to the collegiate University's work on student and staff wellbeing will set the priorities for the coming years.

Other joint committees

The Committee on Prevent and Freedom of Speech, the Environmental Sustainability Strategy Committee, the Health and Safety Executive Committee, the Information Services Committee, the International Strategy Committee and the PRC are also joint Committees of the Council and the General Board, and report to both bodies. More information regarding their work can be found in the Council's Annual Report (from p. 192).

3. OTHER ITEMS OF BUSINESS

Establishment of senior positions

The Board proposed the establishment (or re-establishment) of the following senior positions, in some cases supported by generous benefactions or other external funds:

- MRC Professorship of Biostatistics
- Genzyme Professorship of Experimental Medicine
- Leverhulme International Professorship of Neuroeconomics
- Hatton Professorship of Climate Law
- Professorship of Macroeconomics
- Van Geest Professorship
- Professorship of Cognitive Neuroscience
- Professorship of Language Learning
- Professorship of System Genomics and Population Health

Head of School appointments are listed in the Council's Annual Report (at p. 196).

Emergency Action Plans

The Board received an annual report on the status of Emergency Action Plans (EAPs) in General Board institutions. EAPs provide details of each institution's Gold and Silver emergency response teams and include a continuity plan to identify critical activities and resources, and contingency actions to mitigate any reduction or loss of these activities and resources.

All institutions have EAPs in place and all EAPs have been updated in the last year. Following progress in recent years, this is the first year that there has been full completion of the plans. Further work this year has included a review of lessons learnt from the University's response to the Covid-19 pandemic and work with University Information Services on cyber preparedness.

In 2022–23, the Governance and Compliance Division will focus on developing an updated policy on emergency management and continuity planning. The policy, together with associated operational guidance and further support for testing EAPs, will consolidate advice to Institutions and help to improve the consistency and detail of the plans.

Risk registers for Schools and Non-School Institutions

During Easter Term 2022, the General Board considered the School and Non-School Institution (NSI) risk registers, alongside a summary of common risks identified across Schools and NSIs. Heads of Schools highlighted several risks to the Board, which fell broadly into four categories: financial sustainability; infrastructure and equipment; recruiting and retaining staff; and continued research excellence. The impact of increased competition for recruiting staff was noted by the Schools. Many aspects of the risks identified aligned with one or more of the risks on the University's risk register and the issues highlighted will feed into the University's risk management framework for further discussion. The Board also noted that there was a disparity in the assessment of risk between the NSIs and requested that further work be undertaken during 2022–23 to strengthen the analysis of risk in the respective risk registers.

Naming of buildings and facilities

The General Board continued to exercise its authority to approve the naming of academic buildings on the recommendation of the PRC, with respect to the pricing of the naming opportunity, and the Committee on Benefactions and External and Legal Affairs, with respect to reputational risk.

Other items of business

AI@Cam

At its May meeting, the General Board received an update on the development of AI@Cam, the University's flagship mission on artificial intelligence.¹² The update set out AI@Cam's vision for education, research and fostering collaboration on the future of artificial intelligence, and summarised areas for action within the University in order to build up its AI capabilities.

Joint Report on the process for approving the establishment of a Professorship

In November, the General Board and the Council approved the publication of a Report proposing that the Regent House continue to approve the establishment of Professorships at Grade 12 by Grace, but that the requirement to publish a Report (and hold a Discussion) in every case be removed. The recommendations of the Report were subsequently approved.¹³

Annual reports to the Board

During 2021–22, the Board received and noted annual reports from the following committees/institutions:

- Cambridge Centre for Advanced Research and Education in Singapore
- Cambridge University Botanic Garden
- Cambridge University Libraries
- Cambridge University Press & Assessment
- Committee of Management for the Natural Sciences Tripos
- Development and Alumni Relations
- Fitzwilliam Museum and Hamilton Kerr Institute
- Information Services Committee
- Isaac Newton Institute for Mathematical Sciences
- Institute of Continuing Education
- Kettle's Yard
- Scott Polar Research Institute
- Sports Service
- University Research Ethics Committee
- Wellcome Trust

¹² <https://www.cam.ac.uk/research/aicam>

¹³ *Reporter*, 6642, 2021–22, p. 216.

Minutes of committees reporting to the Board

The Board can report that, during the year, it received and noted the minutes of the following committees:

- Careers Service Committee
- Committee on Prevent and Freedom of Speech
- Environmental Sustainability Strategy Committee
- Fitzwilliam Museum Syndicate
- General Board's Education Committee
- Health and Safety Executive Committee
- Human Resources Committee
- Information Services Committee
- International Strategy Committee
- Kettle's Yard Committee
- Library Syndicate
- Museums Committee
- Planning and Resources Committee
- Postdoctoral Matters Committee
- Research Policy Committee
- University Biomedical Services Governance and Strategy Committee
- University Sports Committee

7 December 2022

ANTHONY FREELING,
Acting Vice-Chancellor
MADELEINE ATKINS
NEVE ATKINSON
ANN COPESTAKE

JOHN DENNIS
TIM HARPER
NICHOLAS HOLMES
PATRICK MAXWELL
NIGEL PEAKE

ANNA PHILPOTT
EMILY SO
BHASKAR VIRA

OBITUARY NOTICES**Obituary Notice**

DAVID DUNCAN ROBINSON, CBE, M.A., FRSA, FSA, Honorary Fellow and former Master of Magdalene College, Bye-Fellow and formerly Fellow and College Lecturer of Clare College, Director and Marlay Curator Emeritus of the Fitzwilliam Museum and onetime Keeper of Paintings and Drawings, sometime a Deputy Vice-Chancellor and a Deputy Lieutenant for Cambridgeshire, died on Friday, 2 December 2022, aged 79 years.

GRACES**Grace submitted to the Regent House on 7 December 2022**

The Council submits the following Grace to the Regent House. This Grace, unless it is withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, 2021, p. 111), will be deemed to have been approved at **4 p.m. on Friday, 16 December 2022**. Further information on requests for a ballot or the amendment of Graces is available to members of the Regent House on the Regent House Petitions site.[§]

1. That the table of fees attached to the regulations for University Composition Fees (*Statutes and Ordinances*, 2021, p. 155) be amended for 2023–24 as set out in the Council's Notice dated 5 December 2022 (p. 178).

[§] See <https://www.governance.cam.ac.uk/governance/key-bodies/RH-Senate/Pages/RH-Petitions.aspx> for details.

ACTA**Approval of Graces submitted to the Regent House on 23 November 2022**

All the Graces submitted to the Regent House on 23 November 2022 (*Reporter*, 6677, 2022–23, p. 141) were approved at 4 p.m. on Friday, 2 December 2022.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

COLLEGE NOTICES**Elections***Downing College*

Appointed as Master with effect from 1 October 2023:

Professor Graham Virgo, KC (Hon.), M.A., *DOW*,
B.C.L., *Oxford*

Vacancies

Peterhouse: College Teaching Officer in Modern British Political History; tenure: fixed term, five years from 1 October 2023; salary: £43,414, plus additional benefits; closing date: 31 January 2023 at 12 noon; further details: <https://www.pet.cam.ac.uk/join-us>

St John's College: Domestic Bursar; tenure: full-time; salary: competitive, with additional benefits; closing date: 12 January 2023 at 12 noon; further details: <https://www.joh.cam.ac.uk/domestic-bursar>

EXTERNAL NOTICES**Oxford Notices**

Jesus College; Bennett Institute Junior Research Fellowship in Applied Health Data Science; tenure: three years from 1 October 2023, or as soon as possible thereafter; salary: £34,308, plus additional benefits; closing date: 20 January 2023 at 12 noon; further details: <https://www.jesus.ox.ac.uk/about-jesus-college/our-community/vacancies/>

University College; Beacon Junior Research Fellowship in Postcolonial and Race Studies; tenure: three years from 1 March 2023 onwards; salary: £35,333, plus additional benefits; closing date: 20 January 2023 at 12 noon; further details: <https://www.univ.ox.ac.uk/jobs-at-univ-2>

Stevenson Junior Research Fellowship in Medical Sciences (Psychology); tenure: three years from 1 March 2023 onwards; salary: £35,333, plus additional benefits; closing date: 20 January 2023 at 12 noon; further details: <https://www.univ.ox.ac.uk/jobs-at-univ-2>

Wolfson College: Stipendiary Junior Research Fellowship in Assyriology; tenure: three years from 1 October 2023; salary: £35,462, plus additional benefits; closing date: 6 February 2023 at 4 p.m.; further details: <https://www.wolfson.ox.ac.uk/vacancy/stipendiary-junior-research-fellowship-assyriology>

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