

CAMBRIDGE UNIVERSITY REPORTER

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UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

- 24 May, *Sunday*. Whitsunday. Scarlet Day. Preacher before the University at 11.15 a.m., Mr A. O'Mahony, Reader in Theology and the History of Christianity, Heythrop College, University of London (*Ramsden Preacher*).
 26 May, *Tuesday*. Discussion at 2 p.m. in the Senate-House (see below).
 31 May, *Sunday*. Trinity Sunday. Scarlet Day.
 1 June, *Monday*. End of third quarter of Easter Term.

Discussions at 2 p.m.

	Congregations
26 May	17 June, <i>Wednesday at 2.45 p.m.</i> (Honorary Degrees)
9 June	24 June, <i>Wednesday at 10 a.m.</i> (General Admission)
7 July	25 June, <i>Thursday at 10 a.m.</i> (General Admission)
	26 June, <i>Friday at 10 a.m.</i> (General Admission)
	27 June, <i>Saturday at 10 a.m.</i> (General Admission)
	18 July, <i>Saturday at 10 a.m.</i>

Notice of a Discussion on 26 May 2015

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 111) to attend a Discussion in the Senate-House, on Tuesday, 26 May 2015, at 2 p.m. for the discussion of:

1. Second-stage Report of the Council, dated 12 May 2015, on the replacement and rationalization of facilities covered by the University's Home Office Establishment Licence (*Reporter*, 6386, 2014–15, p. 535).

The Reports in this issue (pp. 544–67) will be discussed on 9 June 2015.

General Admission to Degrees 2015: Notice of procedure

The Vice-Chancellor gives notice that at the Congregations for General Admission to Degrees to be held on 24, 25, 26, and 27 June 2015, tickets will be required for admission to the Senate-House. Admission tickets are issued by Colleges, and prospective graduands should apply to their Colleges for admission tickets for their personal friends whom they wish to invite to the Congregations. Other members of the University who wish to be present are also asked to obtain tickets from their Colleges.

The Congregations will be divided into separate sessions, with intervals between the presentation of candidates from successive Colleges, except that candidates from Murray Edwards College and Darwin College will be presented in a single session, as will candidates from Wolfson College and Clare Hall, and Lucy Cavendish College and St Edmund's College. Visitors may not leave the Senate-House except in the intervals between sessions.

Members of the University are required to wear academical dress in the Senate-House. Any member of the University who is not acting as an officer at the Congregations and who holds a degree of another university or degree-awarding institution may wear the academical dress appropriate to that degree; save that this provision shall not apply to those presenting for, or receiving, degrees. The days of General Admission are 'scarlet' days, and Doctors in the different Faculties are asked to wear their festal gowns.

TIMETABLE FOR THE CONGREGATIONS

Wednesday 24 June

The doors of the Senate-House will be opened at 9.30 a.m. The Congregation will begin at 10 a.m. and graduands are asked to arrive by the following times:

King's College	9.50 a.m.	Peterhouse	2.20 p.m.
Trinity College	10.40 a.m.	Clare College	3.00 p.m.
St John's College	12.10 p.m.	Pembroke College	4.10 p.m.

The Congregation will be dissolved at about 5 p.m.

Thursday 25 June

The doors of the Senate-House will be opened at 9.30 a.m. The Congregation will begin at 10 a.m. and graduands are asked to arrive by the following times:

Gonville and Caius College	9.50 a.m.	St Catharine's College	2.20 p.m.
Trinity Hall	11.10 a.m.	Jesus College	3.15 p.m.
Corpus Christi College	12.00 noon	Christ's College	4.25 p.m.
Queens' College	12.40 p.m.		

The Congregation will be dissolved at about 5 p.m.

Friday 26 June

The doors of the Senate-House will be opened at 9.30 a.m. The Congregation will begin at 10 a.m. and graduands are asked to arrive by the following times:

Magdalene College	9.50 a.m.	Girton College	2.05 p.m.
Emmanuel College	10.35 a.m.	Newnham College	3.25 p.m.
Sidney Sussex College	11.50 a.m.	Selwyn College	4.15 p.m.
Downing College	12.35 p.m.		

The Congregation will be dissolved at about 5 p.m.

Saturday 27 June

The doors of the Senate-House will be opened at 9.30 a.m. The Congregation will begin at 10 a.m. and graduands are asked to arrive by the following times:

Fitzwilliam College	9.50 a.m.	Robinson College	2.00 p.m.
Churchill College	10.40 a.m.	Lucy Cavendish College <i>and</i> St Edmund's College	2.55 p.m.
Murray Edwards College <i>and</i> Darwin College	11.30 a.m.	Hughes Hall	3.30 p.m.
Wolfson College <i>and</i> Clare Hall	1.20 p.m.	Homerton College	4.10 p.m.

The Congregation will be dissolved at about 5.25 p.m.

General Admission to Degrees: Registry's Notice

The Registry gives notice that the latest time for the receipt of supplicants and any necessary certificates of terms for persons who propose to take degrees at General Admission on Wednesday, 24 June, Thursday, 25 June, Friday, 26 June, or Saturday, 27 June 2015, is *10 a.m. on Monday, 15 June 2015*. No further additions to degree lists can be accepted after that date.

Statement of Investment Responsibility: Establishment of Working Group by the Advisory Committee on Benefactions and External and Legal Affairs

18 May 2015

The Council, at its meeting on 16 June 2008, approved a Statement of Investment Responsibility for University investments. The Statement is considered together with the Charity Commission guidance *Charities and investment matters: a guide for trustees (CC14)*. The Statement guides the work of the Investment Board and the University's Investment Office in the management of the CUEF.

The Advisory Committee on Benefactions and External and Legal Affairs (ACBELA, previously entitled the Executive Committee) formally reviews the Statement annually, and has made minor revisions as appropriate (*Reporter*, 6299, 2012–13, p. 380).

Since the Statement was approved there have been developments in the understanding of the integration of environmental, social, and governance aspects (including but not limited to fossil fuel investments) in investment decisions. The Council has endorsed the establishment of a working group of ACBELA to explore these matters more fully.

The remit of the working group is to consider whether any changes should be recommended to the current Statement of Investment Responsibility, taking into account, *inter alia*:

- (a) how the Investment Board integrates environmental, social, and governance considerations into the University's investment practice;
- (b) the mission and core values of the University, especially its stated value of 'concern for sustainability and its relationship with the environment'; and
- (c) the relevance, performance, and scope of potential investment approaches and asset allocation strategies that would further promote the core values of the University.

The working group will be able to take evidence and call upon expertise beyond its membership as necessary. The working group will produce a report for publication and presentation to the Council within a year of its establishment.

The membership of the working group will comprise the following:

Mr John Shakeshaft (Deputy Chair of the Council, in the Chair);

Professor Fiona Karet (Council member);

Mr Richard Jones (Council member);

a member of the Investment Board nominated by the Chair of the Investment Board;

Dr David Chambers* (Newton Centre for Endowment Asset Management, Judge Business School);

Dr Bhaskar Vira (Director, University of Cambridge Conservation Research Institute);

Ms Ellen Quigley (Doctoral student in the Faculty of Education and incoming CUSU Socially Responsible Investment Officer); and

Mr Farhan Samanani (Doctoral student in the Department of Social Anthropology and incoming CUSU Socially Responsible Investment Officer);

with the Director of Finance, the Chief Investment Officer, and the Deputy Director of Legal Services in attendance.

* To be confirmed.

VACANCIES, APPOINTMENTS, ETC.

Vacancies in the University

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

University Lecturer (Honorary Consultant) in Trauma and Orthopaedics in the Department of Surgery (two posts); salary: £75,249–£101,451; closing date: 15 June 2015; further particulars: <http://www.jobs.cam.ac.uk/job/7002/>; quote reference: RE06094

University Lecturer in Seismology in the Department of Earth Sciences; salary: £38,511–£48,743; closing date: 4 July 2015; further particulars: <http://www.jobs.cam.ac.uk/job/6626/>; quote reference: LB05755

Clinical Lecturer in Urology in the Department of Surgery; salary: £31,301–£54,199; closing date: 15 June 2015; further particulars: <http://www.jobs.cam.ac.uk/job/6032/>; quote reference: RE05216

Project Manager (Pluripotent Stem Cell Platform) in the Wellcome Trust – Medical Research Council Cambridge Stem Cell Institute; salary: £38,511–£48,743; tenure: funding available until 31 January 2018 in the first instance; closing date: 14 June 2015; further particulars: <http://www.jobs.cam.ac.uk/job/6475/>; quote reference: PS05620

Full Economic Costing (fEC) Accountant in the Finance Division of the University Offices; salary: £28,695–£37,394; closing date: 15 June 2015; further particulars: <http://www.jobs.cam.ac.uk/job/6965/>; quote reference: AG06059

The University values diversity and is committed to equality of opportunity.

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

Election

Professor MIKAEL ADOLPHSON, B.A., *Lund*, M.A., Ph.D., *Stanford*, Professor of Japanese Cultural Studies, University of Alberta, elected Professor of Japanese Studies with effect from 1 January 2016.

EVENTS, COURSES, ETC.

Announcement of lectures, seminars, etc.

The University offers a large number of lectures, seminars, and other events, many of which are free of charge, to members of the University and others who are interested. Details can be found on Faculty and Departmental websites, and in the following resources.

The What's On website (<http://www.admin.cam.ac.uk/whatson/>) carries details of exhibitions, music, theatre and film, courses, and workshops, and is searchable by category and date. Both an RSS feed and a subscription email service are available.

Talks.cam (<http://www.talks.cam.ac.uk/>) is a fully searchable talks listing service, and talks can be subscribed to and details downloaded.

Brief details of upcoming events are given below.

Centre for Gender Studies	<i>Virtue and virility: Images of male sexuality in early nineteenth-century France</i> , by Dr Andrew Counter, King's College London, at 1 p.m. on 4 June 2015 in S1 (first floor), Alison Richard Building, West Road	http://www.gender.cam.ac.uk/events/acounter
Mongolia and Inner Asia Studies Unit	<i>The rise of the polyandrous house: Reform and relatedness in a central Tibetan village</i> , by Heidi Fjeld, University of Oslo, at 4.30 p.m. on 26 May 2015, in the Seminar Room, the Mond Building, Free School Lane	http://www.innerasiaresearch.org

REGULATIONS FOR EXAMINATIONS

Computer Science Tripos

(*Statutes and Ordinances*, p. 310)

With effect from 1 October 2016

The General Board, on the recommendation of the Faculty of Computer Science and Technology, have approved amendments to the regulations for examination as follows.

Regulation 8.

By adding the following to the list of options for examination:

Units of assessment as determined from time to time by the Faculty Board in accordance with Regulation 6(a).

Regulation 10.

By amending the regulation so as to read:

10. A candidate for Part IA shall submit a portfolio of assessed laboratory work as prescribed in Regulation 11, and shall offer:

- either* (a) (i) Papers 1, 2, and 3 of the Computer Science Tripos; *and*
 - (ii) the examination requirements for the subject Mathematics, as set out in the regulations for Part IA of the Natural Sciences Tripos;
 - or* (b) (i) Papers 1 and 2 of the Computer Science Tripos; *and*
 - (ii) the examination requirements for the subject Mathematics, as set out in the regulations for Part IA of the Natural Sciences Tripos; *and*
 - (iii) *either* Introduction to psychology (Paper PBS 1 of Part I of the Psychological and Behavioural Sciences Tripos) *or* the examination requirements for one subject chosen from the list below and as set out in the regulations for Part IA of the Natural Sciences Tripos:
- Chemistry
Earth Sciences
Evolution and Behaviour
Physics
Physiology of Organisms
- or* (c) (i) Papers 1 and 2 of the Computer Science Tripos; *and*
 - (ii) Papers 1 and 2 from Part IA of the Mathematical Tripos.

Regulations 11 and 14.

By amending the regulations so as to require the Head of Department to announce by Notice the nature of laboratory work to be undertaken.

Regulation 13.

By amending the regulation so as to read:

13. A candidate for Part IB shall submit a portfolio of assessed laboratory work as prescribed in Regulation 14, and shall offer:

- (a) Paper 3, unless he or she has already offered Paper 3 under Regulation 10, in which case Paper 7 shall be offered;
- (b) Papers 4, 5, and 6.

Regulation 16.

By amending the regulation so as to read:

16. A candidate for Part II shall submit a dissertation as prescribed in Regulation 17, and shall offer:

- (a) Paper 7, unless he or she has already offered Paper 7 under Regulation 13, in which case two units of assessment shall be offered, as specified by Notice of the Head of the Department not later than the end of the Easter term next preceding the examination;
- (b) Papers 8 and 9.

Regulation 18.

By amending the first sentence of Regulation 18 so as to read:

A student who, under arrangements approved by the Faculty Board of Computer Science and Technology, has spent not less than three terms studying at an institution listed in the Schedule to these regulations and who has been certified by the head of that institution, after consultation with the Chair of Examiners for Part II of the Computer Science Tripos, to have studied diligently during that period, shall be deemed thereby to have obtained honours in that Part of the Tripos and to have kept those terms for the purpose of the regulations for Residence and Precincts of the University.

By inserting a Schedule to the regulations so as to read:

SCHEDULE

**INSTITUTIONS APPROVED BY THE GENERAL BOARD FOR THE PURPOSE OF REGULATION 18
(EXCHANGE PROGRAMMES)**

Massachusetts Institute of Technology

Regulation 20.

By replacing the first paragraph of the regulation with the following text:

20. A candidate for Part III shall offer a combination of units of assessment (which may be written papers, project dissertations, essays, and demonstrations of research training) as duly specified by Notice of the Head of the Department not later than the end of the Easter Term next preceding the examination, save that a candidate may not offer any units of assessment already offered under Regulation 16.

FORM AND CONDUCT OF EXAMINATIONS, 2015–16

Notices by Faculty Boards, or other bodies concerned, of changes to the form and conduct of certain examinations to be held in 2015–16, by comparison with those examinations in 2014–15, are published below. Complete details of the form and conduct of all examinations are available from the Faculties or Departments concerned.

Final Veterinary Examination, Part I, 2015–16

The Faculty Board of Veterinary Medicine give notice that, with effect from 2015–16, the form and conduct of certain of the examinations for Part I of the Final Veterinary Examination will be changed as follows. The supplementary regulations have also been amended.

Cardiology; Dermatology

The existing Paper 3 – *Dermatology* and Paper 12 – *Cardiology*, will be combined into one single examination Paper 3 – *Cardiology and dermatology*. Examinable material will be that covered in the lectures and practicals of the courses of those names. The examination will be conducted in the Lent Term, will be of 90 minutes' duration, and will be of sixty multiple-choice questions. Candidates should attempt all questions. The pass mark will be 60%.

Clinical pathology

The format of the examination will remain as a multiple choice exam but will be changed from a 60-minute examination with forty questions to a 90-minute examination with a practical component comprising nine stations. Each station will be of 10 minutes' duration and will be based on clinical pathology data that may be supported by a haematology/cytology slide, photograph, or pathological specimen. Each station will have five multiple choice questions. Candidates will move from station to station at 10-minute intervals and should attempt all questions. The examination will be held in Easter Term, and will cover material delivered in the lectures and practicals of the course of that name and specific lectures and practicals in other courses in the Vet.M.B. course. A list of those specific lectures and practicals will be published no later than one term before the Clinical Pathology examination. The pass mark will be 60%.

Neurology; Endocrinology and metabolic diseases; Urology

The existing Paper 8 – *Urology*, Paper 10 – *Neurology*, and Paper 11 – *Endocrinology and metabolic diseases*, will be combined into one single examination Paper 8 – *Neurology, endocrinology, and urology*. Examinable material will be that covered in the lectures and practicals of the courses of those names. The examination will be conducted in the Michaelmas Term, will be of 90 minutes' duration, and will be of sixty multiple-choice questions. Candidates should attempt all questions. The pass mark will be 60%.

The format of other papers comprising Part I of the Final Veterinary Examination remains unchanged.

The existing Paper 13 – *Veterinary public health*, has been re-numbered as Paper 10.

SUPPLEMENTARY REGULATIONS

(*Statutes and Ordinances*, p. 570)

FINAL VETERINARY EXAMINATION

PART I

The papers and practical components of the examinations shall be as follows:

- | | |
|-----------|---------------------------------------|
| Paper 1. | Respiratory system |
| Paper 2. | Principles of clinical practice |
| Paper 3. | Cardiology and dermatology |
| Paper 4. | Principles of infectious diseases |
| Paper 5. | Clinical pathology |
| Paper 6. | Alimentary system |
| Paper 7. | Integrated animal management |
| Paper 8. | Neurology, endocrinology, and urology |
| Paper 9. | Animal breeding |
| Paper 10. | Veterinary public health |

Papers 7 and 9 will each be of one hour's duration; Papers 1 (which will have a practical component), 2, 3, 4, 5 (which will have a practical component), 8, and 10 will each be of 90 minutes' duration; and Paper 6 will be of two hours' duration and have a practical component.

REPORTS

Report of the Council on the future development of the West Cambridge site

The COUNCIL begs leave to report to the University as follows:

INTRODUCTION

1. In this Report the Council is seeking approval in principle for submission of a town planning application for the West Cambridge site, which includes extensive scope to provide additional academic and commercial research opportunities for the University.

2. West Cambridge, to the south of Madingley Road, is already a focus for academic and commercial research and academic-commercial collaboration. Following a report to the Planning and Resources Committee in March 2014, work has been undertaken on a new master plan for the site to realize the full potential of West Cambridge as a globally significant location for academic and commercial research. This work is overseen by the West Cambridge Site Development Board, which reports to the Planning and Resources Committee and the West and North West Cambridge Estates Syndicate.

THE VISION

3. The vision for West Cambridge is to:

- provide more flexible, efficient space for University use and deliver shared facilities which transform the quality of the environment for site users;
- support the commercialization of knowledge through entrepreneurship and collaboration with industry;
- include measures to enhance the quality and sense of place and significant improvements to sustainable transport. The proposals will enhance connections within the University and across the wider Cambridge sub-region and beyond, maintaining both the University's and Cambridge's globally competitive position; and
- create a high quality, well connected research environment embodying high standards in environmental sustainability, helping to attract and retain the best academic and commercial research teams in Cambridge.

DEVELOPMENT TO DATE

4. West Cambridge is already home to a number of major academic research occupiers including the Cavendish Laboratory, the Whittle Laboratory, and the Department of Veterinary Medicine. Commercial research and research institute occupiers to the western side of the site include Schlumberger, Aveva, and the British Antarctic Survey.

5. Development at West Cambridge has been rather piecemeal over a long period since the 1960s. This piecemeal approach has:

- restricted collaboration between academic departments and between academic users and commercial research occupiers;
- led to an inconsistent approach to design, so the site today lacks a clear character or sense of place, with relatively low density development and large areas of car parking;
- led to a reliance on access by private car, with relatively poor public transport access; and
- made it difficult to provide social facilities (shops, cafes, restaurants) for users on the site.

6. A planning permission granted in 1999 provides the current framework for the development of the site, but this has proved inflexible in response to changing University and occupier requirements.

THE EMERGING MASTER PLAN

7. The emerging master plan looks at the site comprehensively, and incorporates land historically excluded from the overall plan, including the Department of Veterinary Medicine site and the current Cavendish site. The emerging master plan would make provision for:

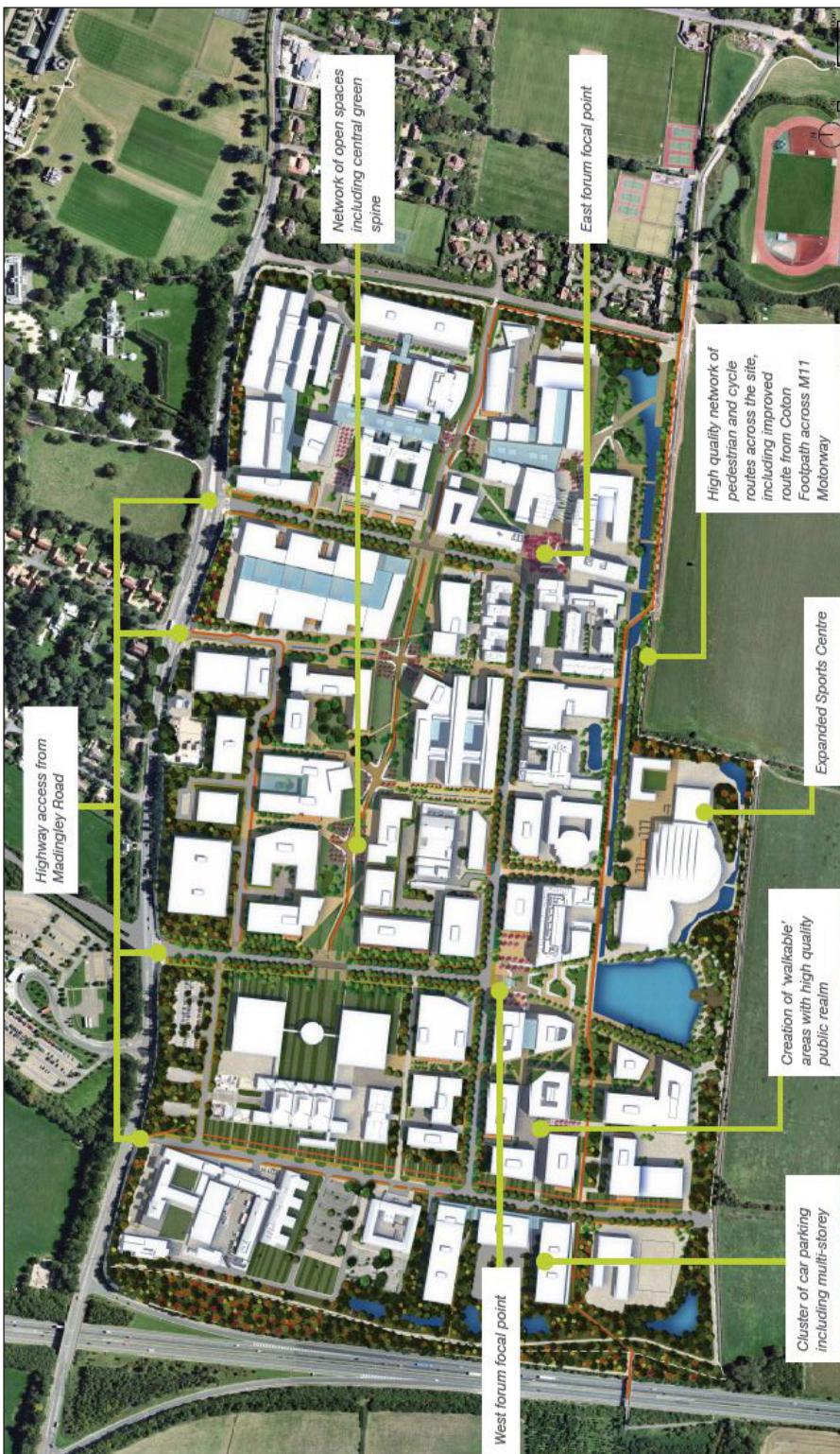
- new academic faculty and research facilities, and commercial research organizations and research institutes;
- expansion of the existing Sports Centre;
- additional nursery provision;
- additional amenities for site users;

- an energy centre to provide sustainable energy supply;
- new and improved open spaces, including sustainable urban drainage systems;
- extensive sustainable transport measures, including new and improved pedestrian and cycle connections, additional bus routes, implementation of a site-wide travel plan, and co-ordination with the City Deal proposals;

- vehicular access principally from Madingley Road, with clustered car parking, including use of multi-storey car parks.

The emerging illustrative master plan is shown in the drawing below.

Illustrative master plan

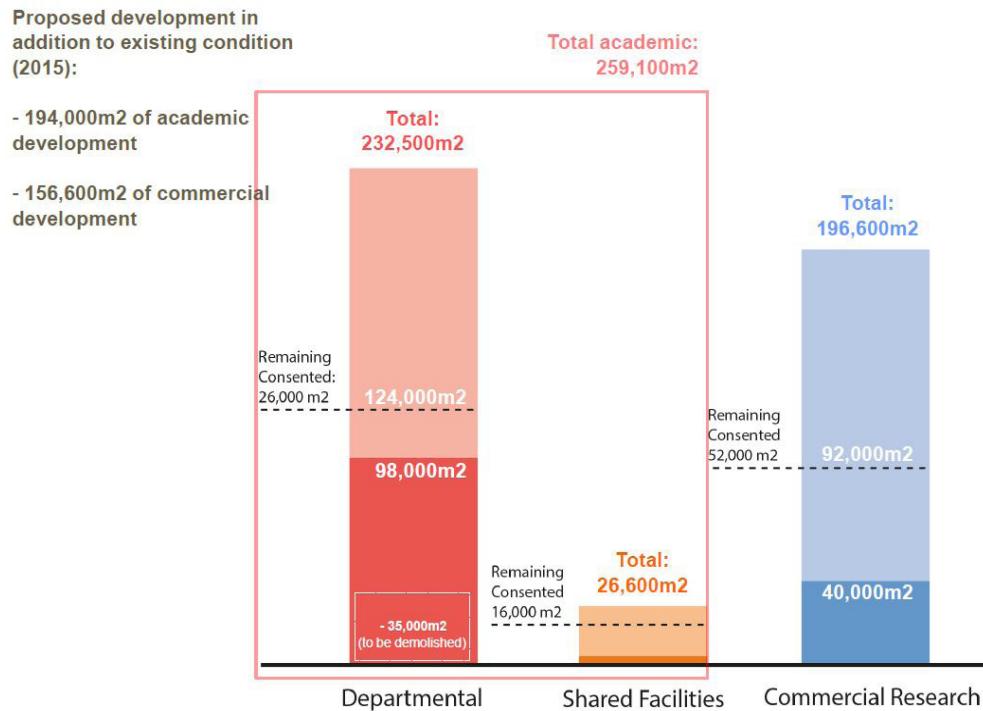


8. The emerging master plan is based on a number of principles:

- creating strong focal points with shared open spaces and shared facilities at the East Forum (close to the Hauser Forum) and the West Forum (close to the lake), to encourage interaction between site users;
- creating a series of pedestrian/cycle ‘precincts’ where vehicle access is only for servicing and disabled vehicle access, enabling high quality public realm, and sharing of public spaces by a range of users within each precinct;
- creating a strong built-form character, with buildings fronting streets, rather than being set behind large areas of car parking;

- clustering of cycle parking in convenient locations, and clustering of car parking in multi-storey structures, releasing space for denser development and enhanced public realm;
- scale of new buildings reflecting the setting on the edge of Cambridge, particularly the sensitive southern boundary of the site onto the Green Belt, but with some slightly taller buildings being considered in the centre of the site;

9. The master plan would provide for up to 259,100m² of academic space (including shared facilities), and up to 196,600m² of commercial space (including research institutes). This is 350,600m² more than currently built on the site and 256,000m² more than currently permitted through the outline permission. There is additional flexibility in that any sites designated as commercial research could be used for academic growth if a need is identified.



ACADEMIC NEEDS

10. The provision for academic space within the master plan responds to two current specific needs, as well as the desire for flexible sites to address future requirements.

Department of Physics

11. The master plan provides for the relocation of the Cavendish Laboratory from the southeast corner of the West Cambridge site to a site west of J. J. Thomson Avenue, currently used as the Department of Veterinary Medicine’s East Paddocks. Use of this site would not affect the operational use of the Department of Veterinary Medicine. A Project Board, which reports to the West Cambridge Site Development Board, has been established to set the brief for the new facility. A specific proposal for a new facility will be delivered in the context of the emerging West Cambridge master plan and approved through the normal Capital Planning processes.

Department of Engineering

12. The master plan makes provision for the east of the site, from Madingley Road to the Coton footpath, between J. J. Thomson Avenue and Clerk Maxwell Road, to be used

for new buildings to enable the physical colocation of the Department of Engineering on the site. A Project Board has been established for Engineering, to look at the phased relocation of Engineering facilities onto the West Cambridge site. This could include a redeveloped Whittle Laboratory and use of the former Cavendish site (once the Cavendish relocates to the East Paddocks). Specific proposals for new facilities will be developed and approved through the normal Capital Planning processes.

Flexible academic sites

13. A range of additional academic sites are provided in the context of the emerging master plan. The master plan allows for future redevelopment of the Department of Veterinary Medicine site and its West Paddocks, but this would not be implemented until an alternative site for the Department is identified.

14. The master plan also makes provision for opportunities for shared teaching, meeting, and catering facilities. A shared facilities strategy for the West Cambridge site is being developed in parallel with the master planning process.

COMMERCIAL RESEARCH GROWTH

15. The master plan provides the opportunity for the University to facilitate collaborative projects, establish new research institutes close to Departments and Faculties, and deliver nearby space for spin-out businesses.

16. The government and the European Union are increasingly interested in the impact of research and collaboration, to the extent that ratings and funding of universities are influenced by their evidence. There is also an expectation that growing research institute and business engagement will help the University enhance the quality of its research into the future. Having capacity for this at West Cambridge, as well as the ability to deliver floor space at short notice, will have a positive effect on what can be secured in this respect.

17. The number of businesses developing new products through Open Innovation has risen sharply as the economy has improved since 2008. In the last two to three years this has had a dramatic effect on where businesses are locating their research and development activity. If Cambridge is to maintain its strong position in this respect and exploit the opportunities this presents, the University has a major role to play in engaging with business and delivering opportunity for occupancy close to Departments and Faculties.

18. The University is preparing an Innovation Strategy through the Research Strategy Office for the development of commercial research at the West and North West Cambridge sites. This will include policy for the selection of commercial research occupiers, together with a new governance structure to manage the decision-making process. The selection process will be informed by the extent to which research innovation allied with academic research and/or other research uses exists, or has the potential to develop.

RESIDENTIAL ACCOMMODATION

19. There are 206 existing residential properties let by the University at West Cambridge, which represent the full amount planned for in the original planning consent. Any additional allocation of land for residential accommodation to supplement existing units would only serve to further limit the site's capacity to meet academic and commercial research needs.

20. Further residential development is therefore not desirable or appropriate given the existing uses on, and future potential of, the West Cambridge site. The University is providing 1,500 affordable homes for University and College staff at the North West Cambridge site to the north of Madingley Road, which will contribute to the University's staff housing needs.

27. The Council recommends:

I. That the Director of Estate Strategy be authorized to apply for outline planning consent for a development on the West Cambridge site in general accordance with the illustrative master plan set out above; and also to enter into the Section 106 legal agreement to secure the planning consent.

18 May 2015

L. K. BORYSIEWICZ, *Vice-Chancellor*
 ROSS ANDERSON
 RICHARD ANTHONY
 JEREMY CADDICK
 R. CHARLES
 DAVID GOOD
 NICHOLAS HOLMES

HELEN HOOGEWERF-MCCOMB
 ALICE HUTCHINGS*
 RICHARD JONES
 FIONA KARET
 STUART LAING
 MARK LEWISOHN
 REBECCA LINGWOOD

RACHAEL PADMAN
 SHIRLEY PEARCE
 SUSAN SMITH
 EVIANNE VAN GIJN
 SARA WELLER
 I. H. WHITE
 A. D. YATES

* Correction, 22 May 2015: Dr Hutchings' signature, which was wrongly omitted from the original signature list, has been added.

AMENITY FACILITIES AND SUPPORTING INFRASTRUCTURE

21. The West Cambridge site includes a nursery and sports centre, which assist in providing amenity for the local residents. When the development of the North West Cambridge site is complete, the West Cambridge residents will have close access to a range of local centre facilities, including a supermarket, local shops, GP surgery, community centre, hotel (and its ancillary facilities), and a primary school. The University is seeking to facilitate easy access between the two sites to maximize benefit to West Cambridge residents and employees.

22. The new master plan would enable later phases of the sports centre, additional nursery provision, and a range of catering options and shared facilities across Departments and Faculties and between academic and commercial site users.

PLANNING STRATEGY

23. Cambridge City Council's Local Plan is currently under review, and emerging Local Plan Policy 18 supports the densification of the West Cambridge site through a revised master plan.

24. The scale of change proposed in the master plan requires a new outline planning application to be made to Cambridge City Council. The planning application will be based on flexible parameters that enable the University to respond to changing needs over time as the development is implemented. The outline planning application process also requires identification of potential buildings to be demolished, which will be set out in the planning application but would require approval by the Regent House prior to demolition. The parameters will be tested through an Environmental Impact Assessment process prior to submission of the application, which is planned for autumn 2015 following additional consultation. Following determination of this application, Regent House approval will be sought for the construction or demolition of individual buildings and additional works within the site.

25. The outline planning permission will be accompanied by a Section 106 legal agreement, which will be negotiated with the City Council to ensure that the University mitigates the impact of the development. The Section 106 agreement could include measures such as highways improvements, public transport subsidies, travel planning measures, off-site infrastructure requirements, and public art.

CONCLUSION

26. The new master plan will establish a framework for development at West Cambridge that will establish the site as a globally significant hub for academic and commercial research. The scale of development enabled by the master plan will allow future University and allied commercial research growth in Cambridge. The ability to deliver this can be secured through an outline planning application.

Report of the Council on external finance for certain building projects, including North West Cambridge and the non-operational estate

The COUNCIL begs leave to report to the University as follows:

CURRENT EXTERNAL FINANCE

1. The Regent House approved Grace 4 of 9 February 2011 on 18 February 2011 giving authority in advance to arrange, on the advice of the Finance Committee, external finance up to a total amount of £350m, earmarked for the North West Cambridge development and the Capital Plan, and that the authority provided would apply for a period of two years from the date of the Report (which was published in the *Reporter* on 12 January 2011).

2. The University subsequently secured a rating of 'Aaa (stable)' from Moody's rating agency. This was followed by the issuance of a public bond for £350m on 17 October 2012 at a fixed interest rate of 3.75%. The bond falls due for repayment in 2052. The bond proceeds are invested by the Cambridge Investment Office in a short-term fund until they are drawn down for use by the West and North West Cambridge Estates Syndicate. To date, the cost of the coupon of £13m per annum has been covered by investment returns. The financial appraisal for Phase 1 of North West Cambridge continues to show its ability to pay the interest and the principal of its share of the proceeds within the 40-year time frame of the bond.

DEVELOPMENT OF THE UNIVERSITY'S ESTATE

3. The University is currently embarked upon a period of intense strategic capital development that affects most of the principal sites it owns. The Finance Committee and the Council, advised by a Financial Strategy Advisory Group, has projected the likely capital needs of the University to a 20-year horizon. These are significant and financially demanding given the loss of capital grant from the government (other than matching schemes for particular projects). Philanthropy must play its part through the coming campaign, and receipts from Cambridge Assessment and Cambridge University Press (CUP) continue to be channelled into the Capital Fund. However, these are insufficient in themselves and further external finance would relieve the pressure of financing operational capital expenditure provided such finance was directed to schemes that generated income and could repay the interest and principal of borrowed funds. The Council believes that this should be a principle of any further borrowing and examples of such schemes are given below.

POTENTIAL PROJECTS FOR EXTERNAL FINANCE

4. Options are being explored for proceeding with a Phase 2 of the North West Cambridge development immediately following Phase 1 which is projected to be completed in the first or second quarter of 2017. The Council anticipates bringing forward a Report on Phase 2 in the Michaelmas Term 2015. The Council would only bring forward a Grace for continuing with development on the site on the premise that such development remained in the University's strategic interest in terms, for example, of providing more homes for key-workers balanced by further homes for the open market, and exploring how and when to bring forward developments for the commercial research plots within the master plan. It would also require that the financial appraisal showed an ability to pay for the cost of further borrowing within a similar time period as obtains for Phase 1.

5. Work continues on a revised master plan for West Cambridge which would permit densification of the site to allow for the relocation and rebuilding of major academic facilities for, in the first instance, Physics and Engineering, as well as increased space for commercial research partners. It is possible that a financial appraisal would demonstrate that the income from new buildings for such research (for which there is significant demand in Greater Cambridge) would support external borrowings.

6. Within the City Centre, considerable progress has been made on a master plan for the Old Press/Mill Lane site. This work has been carried forward by a project board reporting to the Planning and Resources Committee and more recently is the subject of concluding discussions on a joint development with four Colleges which wish to create new postgraduate accommodation on the site compatible with the University's ambition to improve the public realm and to develop income-generating commercial and retail space. The capital cost of the University's share of the development could also be met by borrowings repayable from the projects' cash flows.

7. The University's non-operational estate will grow sizeably from the proposed developments exemplified in this Report and potentially further by the office properties currently occupied by Cambridge Assessment on Regent Street and Hills Road when it relocates adjacent to CUP on the 'Triangle site' off Shaftesbury Road. In order that the non-operational estate can be managed optimally and overseen with external advice appropriate to its size, opportunity, and value, the Estates Strategy Committee has agreed that a proposal be brought forward through the General Board and the Council for a new syndicate or similar body to be established for this purpose. This would be of particular importance in the circumstances that properties within the portfolio were financed through borrowing. A Report will be brought forward in due course following further discussion and consultation.

CURRENT MARKET CONDITIONS FOR BORROWING

8. The public bond issued in 2012 was judged to be well-timed. However interest rates have continued to fall and the spread to underlying gilts has narrowed, and the bond is currently yielding less than 3%. Current market conditions are attractive and the Council believes that there is a case for further borrowing. The favourable market conditions may not persist and there remains a need for new finance, directly to benefit projects for which there is a tangible long-term return of financial value to the University and indirectly to support academic capital projects by relieving pressure on the University's cash flows required for operational capital expenditure.

9. The University does not wish to prejudice its Aaa rating. Moody's has commented that the University has a 'Low debt burden, although this is expected to increase to a modest level' and continues that

'Cambridge has not identified additional debt financing plans, but with a capital intensive business model and an increasingly competitive domestic and global environment, we believe the University is likely to rely on capital market access to a greater extent going forward.'

The Council would require that any further borrowing is well-timed, appropriate to need, and targeted for projects that can cover the costs of borrowing and ensure that the principal of a loan or bond is repayable at a future date.

10. It was vital to the efficient and professional issue of the 2012 public bond that the Regent House delegated power to the Council for a limited but renewable period, on the advice of its Finance Committee, to take forward plans for borrowing against a maximum total value. As was noted in the Council's Report of 12 January 2011, there are various sources of external finance that the University could seek, for example, bank finance, private placement, and a further public bond issuance. There are factors of cost, flexibility, tenor, risk affordability, and so on which the Finance Committee will consider. Any proposals would be in the context of the current financial constraints, risks,

and challenging outlook. However it is possible that the current conditions for external finance, which are attractive on a historic basis, may not continue. The process of negotiation with potential lenders would be lengthy and confidential. The Council, with the advice of the Finance Committee, wishes to have the flexibility to move swiftly to secure external finance when market conditions are attractive or in circumstances when conditions could move adversely. As a consequence, the Council is seeking similar powers from the Regent House from those Graced in 2011 to determine whether, when, and how much to borrow, and by what instrument. The proceeds would be earmarked for projects that are income-generating of which examples are given in this Report. The Council is proposing a limit for this further round of borrowing of £300m.

RECOMMENDATION

11. The Council recommends that it be given authority in advance to arrange, on the advice of the Finance Committee, external finance up to a total amount of £300m for income-generating projects.

The authority will apply for a period of two years from the date of this Report. In the event that external finance is not arranged within this period, or is not up to a total amount of £300m, then the Council will request continuation of the authority on a rolling two-year basis annually by Grace.

18 May 2015

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I. H. WHITE
A. D. YATES

Note of dissent

If the Council wants authorization from the Regent House to borrow a further nine-figure sum, it should first decide what the money is for, and then present a proper case. Our remaining triple-A borrowing capacity should in my view be used for assets such as academic buildings that support our core mission, rather than for speculative investment. Not all academic institutions that have ventured into the commercial property business have made money from it.

ROSS ANDERSON

Report of the Council on the financial position and budget of the University, recommending allocations from the Chest for 2015–16

The COUNCIL begs leave to report to the University as follows:

1. This Budget Report reviews the financial position of the University and recommends allocations from the Chest for the financial year 2015–16.

2. Information on trends in staff and student numbers, research, and expenditure patterns is provided in the usual way in Appendices 1–4 (pp. 558–63).

OVERVIEW

3. This year's Budget Report is set against a significant level of uncertainty in the political and economic landscape. The potential for change in higher education policy and funding over the years ahead is considerable and the University will need to respond adroitly to the associated risks and opportunities.

4. Constraints on public funding are expected to continue but with the likelihood that the higher education sector will be subject to more stringent cuts than have been incurred to date.¹

5. Higher Education Funding Council for England (HEFCE) teaching funding for 2015–16 is as expected. Following the outcome of Research Excellence Framework (REF) 2014, HEFCE research funding is broadly flat but includes £4m of transitional funding. Funding for 2016–17 onwards will depend on the policies of the new government and the Comprehensive Spending Review. However, the removal of transitional funding and the anticipated loss of £2.7m special institution funding suggests a significantly reduced HEFCE grant in 2016–17.

6. Set against the pessimistic outlook for government funding, there are signs that the economy is slowly recovering. Cambridge Assessment and the Cambridge University Endowment Fund (CUEF) are performing well. The combination of low interest rates and low inflation reduce pressure on recurrent budgets and benefit our growing capital expenditure programme. The University continues to invest in fundraising and the new campaign will give impetus to our philanthropic income streams.

7. Forward guidance for the planning period continues to assume a modest 1% per annum increase in school and institution budgets, as it has done since 2011–12. The constraining effects of this prudent spending profile on academic development are mitigated by the availability of substantial reserves accumulated by Schools and Departments over recent years and which are now gradually being spent down.

8. Overall, the budget for 2015–16 is forecast to be in balance and it is expected that this will continue for most of the planning period, albeit with significant variance due to the uncertainties outlined above.

KEY RISKS

9. The University is one of the top ten universities in the world, and most measures place it in the top five. This level of international standing is a key factor in our ability to

continue to attract the very best staff and students to Cambridge. Such reputations are hard won and easily lost. Failure to invest adequately in staff, students, and facilities therefore represents the most significant risk of all.

10. Current assumptions about the funding of teaching and research may well undergo significant change under the new government. The undergraduate tuition fee regime remains under scrutiny and the UK's status in Europe with its consequential impact on EU research funding is uncertain. The Nurse Review of the Research Councils² may lead to changes in the balance of funding between universities and national institutes; and the continuation of the UKRPIF³ approach to competitive funding for capital projects may further erode direct government support for core infrastructure.

11. A continuing source of concern is our inability to generate sufficient income to cover fully the costs of self-funded research and the indirect costs of funded research. TRAC⁴ analysis indicates that less than 90% of our total expenditure on research is covered by income.⁵ In the long-term, although our income continues to grow, this is not sustainable. To some extent, the solutions to these problems are limited by the funding constraints applied by our sponsors. Nevertheless, we must strive to increase the proportion of academic time supported by external funding (so-called PI-time), ensure that all grant proposals are fully costed, and seek to build research portfolios in which low-overhead-paying charity funding is balanced by industrial funding providing no less than 100% of the full economic cost.

12. The University suffers from a historic under-investment in capital infrastructure. In response, the University has established a new Estates Strategy Committee, which is developing an ambitious capital plan encompassing all of our major sites. Overall, the capital plan will require expenditure in excess of £100m per annum for the next twenty years. Financing this plan will be a considerable challenge for fundraising and our ability to attract government support.

13. Philanthropic donations are an essential element of the University's funding strategy and the University's investment in fundraising is being increased significantly. The next fundraising campaign will be launched in Michaelmas Term 2015 and Development and Alumni Relations (CUDAR) have been working closely with Schools, Faculties, Departments, and Colleges to confirm strategic priorities. The full engagement and support of academic staff will be critical in realizing the potential of this investment.

14. Cambridge University Press and Cambridge Assessment are substantial businesses with a combined turnover exceeding £600m. In addition to providing a significant source of income from operating surpluses for the Capital Fund, they provide the University with many benefits in terms of broadening our academic mission,

¹ Institute for Fiscal Studies, Green Budget 2015 (http://www.ifs.org.uk/uploads/gb/gb2015/ch7_gb2015.pdf), p.164.

² TRAC is HEFCE's Transparent Approach to Costing.

³ Research volume has increased, but indirect cost recovery continues to fall even further, a decline over the last six years from 21% in 2008–09 to just under 17% in the year to date. Indirect cost recovery is defined here as the level of indirect costs expressed as a % of direct costs.

⁴ See <https://www.gov.uk/government/collections/nurse-review-of-research-councils>.

outreach, and the public good. However, both businesses face significant challenges operating in a volatile global economy and a rapidly changing technological environment. Ensuring that these businesses continue to prosper will be critical to the long-term financial health of the University. To this end, a review group is being formed under the Chairship of the President of Hughes Hall to advise on strategy and governance.⁶

15. The results of the 2014 Research Excellence Framework were published in December 2014. The outcome announced in the HEFCE grant letter was a reduction of £5.9m in mainstream QR offset partially by an increase of £2.2m in Charity QR. The General Board received a review of the University's performance in the 2014 exercise⁷ and has endorsed a series of proposals to ensure that the University is better placed for the next exercise in 2020. This includes the establishment of External Advisory Boards across all disciplines in the University along with other measures such as a review of employment arrangements and policies. The role of these Boards will be to seek advice on how the research and academic environment across the University can be improved, and to maintain awareness of the practices of peer universities around the world. A REF Working Group has also been formed to oversee preparations for and delivery of REF 2020. Schools will be asked to report on the identification and generation of high impact case studies as part of the annual planning round.

16. As well as enhancing its income streams, the University must also continue its focus on efficiency in the use of resources. The higher education sector's successes in securing greater efficiency over the last decade have been highlighted in the second phase of the Universities UK review of efficiency, effectiveness, and value for money, the findings of which are expected to inform the next Spending Review. In the report Professor Sir Ian Diamond draws attention to the capacity for, and importance of, further improvement. His report alludes to several areas where there is thought to be scope for further efficiencies including pay, research, asset sharing, shared services, procurement, and the use of space.

17. Achieving greater efficiency in the use of space must be a priority for all members of the University. Utilization of teaching space across the University is poor and Cambridge has one of the lowest teaching space utilization rates in the sector.⁸ In response, the General Board have supported a policy that all new teaching facilities such as lecture rooms or seminar space must be regarded as shared resources and that other facilities that impact on the student experience, such as catering, should be organized on a site-wide basis rather than department by department.⁹ The University's major capital programmes are adhering to this principle and shared facilities are a central component of developments on the New Museums and West Cambridge sites.

18. Taking into account the risks ahead, this Budget Report recommends allocations from the Chest for 2015–16, which result in a small surplus on the Chest. The Chest is forecast to remain in balance for most of the planning period.

PLANNING ROUND 2014

Guidance and assumptions

19. In July 2014, the Planning and Resources Committee agreed again to continue the Planning Guidance issued in previous years. Schools and institutions have, therefore, prepared forecasts of income and expenditure assuming a 1% increase in Chest allocation for 2015–16 over 2014–15 and for each year thereafter.

20. Assumptions about future pay awards are a key area of sensitivity in the financial projections of this Budget Report and increases in pay inevitably lead to significant, additional recurrent costs. A central contingency is set aside to mitigate this risk for Chest-funded posts, but the risk of extra costs remains. For modelling purposes, the pay award assumed in the planning guidance was 1% per year during the planning period (but see para. 40). Apart from national pay awards all additional pay costs arising from promotions, increments, and regrading are met from within allocations to the Schools and other institutions except where separate provision is made. The Finance Division's pay model is used to identify how University-level forecasts would change for different pay assumptions.

21. A default inflation assumption of 2% has been used for non-pay inflation in all years unless there have been compelling reasons to adopt an alternative assumption for specific classes of non-pay expenditure.

22. The risk of an increase in employer contributions to USS from 16% to 18% was taken into account in the previous Budget Report, and provision from 2015–16 has been built into a central contingency.

23. Following the focus in recent planning rounds on understanding for what strategic purpose Chest reserves are being held, the PRC agreed that a focus in this planning round should be on non-Chest reserves, a significant proportion of which are held at Departmental level. Schools and non-School institutions have focussed initially on an analysis of trading reserves, and will continue this programme of work into the next planning round. Schools will encourage Faculties and Departments to use non-Chest funds more effectively to supplement School-led investment in academic initiatives of strategic importance.

24. The Resource Management Committee continues to use a Resource Allocation Model (RAM) and RAM Distribution Model to ensure adequate incentives are in place to maximize Chest income and minimize Chest costs. The RAM Distribution Model is based on end-of-year RAM calculations, whereby if a School's RAM surplus exceeds 5% of its out-turn, then 10% of the surplus above the tolerance band is added to the School's allocation in the next round. Similarly, if a School's RAM deficit exceeds 5% of actual out-turn, then 10% of the deficit below the tolerance band is subtracted from the allocation. The operation of this mechanism based on the accounts for 2013–14 has resulted in an increase in core allocation in 2015–16 for two Schools and a reduction for two (see summary of additions to allocation table below).

25. For the purposes of this Report, allocations to Schools and institutions are assumed to be fully spent even if a balance is carried forward to the next year. This is the mechanism by which Chest reserves accumulate.

⁶ The Review Group was initiated by the Financial Strategy Advisory Group.

⁷ General Board paper no. 15.B.04.

⁸ As demonstrated in metrics published by the Higher Education Statistics Agency.

⁹ General Board paper no. 14.C.44.

FINANCIAL FORECASTS

Fees and HEFCE funding

26. Appendix 5 (p. 563) describes HEFCE funding in 2015–16. The University's allocation of HEFCE funding for teaching continues to decrease with a reduction of £3.7m in 2015–16 compared to 2014–15. Home/EU undergraduate fee income has increased by £7.1m for the same period.

27. The University's allocation of HEFCE funding for research has decreased by £0.3m overall compared to the allocation in 2014–15. The £5.9m reduction in mainstream QR funding is offset by an increase in Charity QR of £2.2m and the introduction, for one year only, of £2.4m non-consolidated, transitional funding to mitigate the removal of STEM protection.¹⁰ As always, the allocations outlined in the HEFCE March letter are provisional since the academic and government financial years differ. A government budget cut in 2016–17 may therefore result in a 'claw-back' from the 2015–16 HEFCE allocations.

Actual 2013–14 and forecast 2014–15

28. The actual Chest out-turn for 2013–14 is provided in Table 1 of this Report (p. 554). The overall position on the Chest was a small surplus of £1.5m compared to a forecast deficit of £0.3m in the Budget Report 2014 (*Reporter*, 6347, 2013–14, p. 539). The main drivers behind this small improvement were increases in research grant and contract income, endowment income and interest receivable, and other operating income.

29. Table 2 (p. 554) summarizes the forecast out-turn for the Chest in 2014–15. In the 2014 Budget Report, the overall position on the Chest was forecast to be a surplus of £6.7m. This position is now forecast to be a reduced surplus of £1.0m mainly resulting from a reduction in academic fee income due to overestimated student number forecasts submitted in the previous planning round and a higher than forecast transfer under the College Fee agreement.

30. Income-generating activity funded outside the Chest (excluding Cambridge University Press, Cambridge Assessment, and the Cambridge Trusts) was forecast to result in a small deficit of £2.1m in 2014–15 after making a contribution to the Chest for central costs. This component

of the budget is difficult to predict with precision, but there is currently no reason to expect a significantly different out-turn by the end of the year.

Forecasts for 2015–16

31. Forecast Chest income for 2015–16 is £438.0m, compared to £413.2m assumed in the 2014 Budget Report. Forecast Chest expenditure for 2015–16 is £25.0m higher than forecast in the 2014 Budget Report. The majority of the increase in both income and expenditure is due to the formal consolidation of the University composition fee and College Graduate fee. The increase in fee income is offset by an increase in Chest expenditure reflecting the sum to be transferred to the Colleges under the College Graduate Fee agreement. Research grants and contracts income, and endowment income and interest receivable also improve relative to the 2014 Budget Report.

32. A breakdown of the forecasts for 2015–16 is shown in Table 3 (p. 555). The increase includes a number of bids for additional Chest allocation beyond the core 1% increase built into the planning guidance. Bids were scrutinized at an annual planning meeting with each School or non-School institution, and reviewed again by the Resource Management Committee. In the current planning round, the Resource Management Committee has agreed to recommend increases in 2015–16 totalling just under £3.9m as detailed in the summary below. Approximately £1.4m of the increase to Schools is cost-neutral, representing their share of premium M.Phil. Degree and undergraduate overseas fee income and RAM Distribution Model adjustments, and includes mainstream QR income attributable to the MRC units transferred to the University. The additional allocation for the non-School institutions is £2.1m, the majority of which is for the UAS. Over £0.8m of the increase for the UAS is cost-neutral and counterbalanced by a corresponding decrease in the allocation to the Facilities Management administered fund. A further £1m is for recurrent investment in posts following strategic reviews in estate management and research operations.¹¹ The remainder of the increased allocation to the UAS is to support new posts in the Office of External Affairs and Communications, and the Finance Division.

Summary of additions to allocation in 2015–16 (£000)

<i>2015–16</i>	<i>Additions to allocation</i>	<i>RAM Distribution Model</i>	<i>Total addition to allocation</i>
School of Arts and Humanities	150	0	150
School of the Humanities and Social Sciences	231	0	231
School of the Physical Sciences	94	34	128
School of Technology	50	592	642
School of the Biological Sciences	91	(35)	56
School of Clinical Medicine	601	(71)	530
Schools total	1,217	520	1,737
Institute of Continuing Education	70		70
Unified Administrative Service	2,076		2,076
Total non-School institutions	2,146		2,146
GRAND TOTAL	3,363	520	3,883

¹⁰ In the RAE 2008, mainstream QR had been adjusted to ensure that the proportion distributed to each main panel in STEM was not less than in the previous year informed by the RAE 2001. In view of the increase in STEM activity in REF 2014, it is no longer necessary to protect the funding for STEM research. However, the removal of STEM protection affects institutions differentially and, to mitigate the institutional impact of this change, HEFCE are providing, for 2015–16 only, a transitional allocation to ensure no institution experiences a reduction in funding directly because of this change.

¹¹ These reviews had not been completed when the 2014 Budget Report was prepared, but, at the time, the Resource Management Committee agreed that forecasts for the 2014 Budget Report should include a placeholder for additional allocation to the UAS of £1m from 2015–16. Following the outcome of the reviews, the Resource Management Committee agreed to a non-recurrent funding solution for 2014–15.

33. At the same time as approving a number of increases in allocation, the Resource Management Committee has also approved a series of measures to realize non-recurrent Chest savings totalling £17.4m over the planning period. The application of these savings has been phased to smooth the effect on the bottom line of the Chest forecast.

34. The Resource Management Committee has also considered the forecasts for the Administered Funds. These centrally held funds meet University-wide costs or provide specific streams of funding against which Schools and non-School institutions may bid. The forecasts for 2015–16 are £21.0m higher than forecast in the previous Budget Report, due substantially to the sum set aside for transfer to the Colleges under the College Graduate Fee agreement.¹²

35. The Administered Funds include the maintenance budget which, at just over £17m, is considered to be broadly appropriate in the short term. However, growth in the University Estate under the Capital Plan will require an increase in maintenance provision, and an uplift in the Chest allocation of just under £2.0m has been built into provisional forecasts for 2016–17. Estate Management's forecasts have been informed by better information, which has enabled the production of more sophisticated data to support maintenance planning and the identification of high and medium priorities for maintenance works over the planning period.

36. The Operating Budget described in this Report is developed and managed on a fund accounting basis. The University's annual Financial Statements are prepared on a financial accounting basis consistent with generally accepted accounting principles. A number of adjustments are needed to convert the Operating Budget to a format comparable to the Income and Expenditure account seen in the University's Financial Statements. The main adjustments are to remove capital expenditure from the Operating Budget and bring in a depreciation charge, and to estimate the amount of spend against reserves and build-up of reserves. To aid comparison with the Financial Statements, such a conversion of the Operating Budget for 2015–16 is shown in Table 5 (p. 557). The Council

RECOMMENDATIONS

43. The Council recommends:

I. That allocations from the Chest for the year 2015–16 be as follows:

- (a) to the Council for all purposes other than the University Education Fund: £181.0m
- (b) to the General Board for the University Education Fund: £254.3m.

II. That any supplementary HEFCE grants which may be received for special purposes during 2015–16 be allocated by the Council, wholly or in part, either to the General Board for the University Education Fund or to any other purpose consistent with any specification made by the HEFCE, and that the amounts contained in Recommendation I above be adjusted accordingly.

18 May 2015

L. K. BORYSIEWICZ, *Vice-Chancellor*
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I. H. WHITE
A. D. YATES

Note of dissent

I cannot support allocating more new Chest funds to the UAS than to all of the University's academic Departments put together.

ROSS ANDERSON

¹² The increase in Chest expenditure is offset by an increase in fee income to the University following formal consolidation of the University composition fee and the College Graduate fee.

* Correction, 22 May 2015: Dr Hutchings' signature, which was wrongly omitted from the original signature list, has been added.

considers, however, that the format used in Table 3 is the appropriate one for planning.

Forecasts for 2016–17 to 2018–19

37. The forecasts for the Chest show a small deficit in 2016–17 and a return to a surplus, which in 2018–19 is forecast to be £5.3m as summarized in Table 4 (p. 556).

38. Tuition fee income beyond 2015–16 is based on expected changes to the composition of the student population and the changing fee structures. A significant increase in tuition fee income is forecast from 2017–18 at which point the number of undergraduate clinical students is expected to increase from 160fte per annum to a maximum 273fte per annum as a result of the full cohort of students remaining in the University for their clinical training. The forecast additional income to the University is £1.65m, although there will be significant increases in accompanying costs.

39. Projections of expenditure beyond 2015–16 have been built up from the detailed plans at School and institution level submitted in December 2014.

40. Pay awards have been assumed to be 1% per annum across the planning period with a contingency set aside to allow for any variation in actual pay awards.

CONCLUSIONS

41. The financial restraint exercised over recent years has supported the delivery of a budget that is broadly in balance, although the assumptions on which this Budget Report are based are likely to require revision in the future.

42. Although the University is in a strong position to manage any funding constraints that may lie ahead, it is crucial that investment in staff, students, and facilities is maintained. The University will need to continue developing strategic planning and resource management policies that will facilitate such investment and, at the same time, promote greater financial efficiency. In doing so the University will be in a good position to continue to protect its global reputation and maintain its leading international standing.

TABLES AND APPENDICES**TABLE 1: CHEST 2013–14 ACTUAL OUT-TURN VERSUS BUDGET**

	Budget 2013–14	Actual 2013–14	Variance 2013–14
Income	£m	£m	£m
Grants from the Funding Council	160.8	161.4	0.6
Teacher Development Agency	0.0	0.0	0.0
Academic fees	154.3	152.4	(1.9)
Research grants and contracts	36.8	39.8	3.0
Endowment income and interest receivable	20.7	22.0	1.3
Other operating income	8.9	10.5	1.6
Other services rendered	1.9	1.8	(0.1)
TOTAL INCOME	383.4	387.9	4.5
Allocation / Expenditure			
Academic Departments	172.6	172.6	0.0
Academic institutions and services	31.9	31.9	0.0
Staff and student services	2.0	2.0	0.0
Unified Administrative Service (UAS)	32.6	32.6	0.0
College fee	45.8	44.9	0.9
Estates related expenditure	41.5	42.2	(0.7)
Other administered funds	57.3	60.2	(2.9)
TOTAL EXPENDITURE	383.7	386.4	(2.7)
Surplus / (Deficit)	(0.3)	1.5	1.8

TABLE 2: CHEST 2014–15 LATEST FORECAST

	Original Budget 2014–15	Latest Forecast 2014–15	Changes to Chest 2014–15
Income	£m	£m	£m
Grants from the Funding Council	152.1	152.2	0.1
Academic fees	176.7	172.6	(4.1)
Research grants and contracts	40.5	41.7	1.2
Endowment income and interest receivable	22.4	22.2	(0.2)
Other operating income	9.5	10.4	0.9
Other services rendered	1.8	1.8	0.0
TOTAL INCOME	403.0	400.9	(2.1)
Allocation / Expenditure			
Academic Departments	175.1	175.1	0.0
Academic institutions and services	35.3	35.3	0.0
Staff and student services	1.7	1.7	0.0
Unified Administrative Service (UAS)	33.5	33.5	0.0
College fee	45.3	48.9	(3.6)
Estates related expenditure	43.7	43.7	0.0
Other administered funds	61.7	61.7	0.0
TOTAL EXPENDITURE	396.3	399.9	(3.6)
Surplus / (deficit)	6.7	1.0	(5.7)

TABLE 3: CONSOLIDATED OPERATING BUDGET FOR 2015–16

	Chest	Research grants and contracts*	Trust funds	Other non-Chest	Total budget
	£m	£m	£m	£m	£m
Income					
Grants from the Funding Council	148.2			0.5	148.7
Academic fees	207.4			16.2	223.6
Research grants and contracts	41.8	421.1		0.0	462.9
Endowment income and interest receivable	22.4		35.5	3.0	60.9
Other operating income	16.4	3.3		68.7	88.4
Other services rendered	1.8			50.6	52.4
TOTAL INCOME	438.0	424.4	35.5	139.0	1,036.9
Allocation / Expenditure					
School of Arts and Humanities	22.0	7.7	5.2	4.4	39.3
School of the Humanities and Social Sciences	35.4	15.6	4.6	10.6	66.2
School of the Physical Sciences	40.0	73.5	8.4	9.5	131.4
School of Technology	30.3	53.1	4.5	53.6	141.5
School of the Biological Sciences	34.5	85.0	4.4	9.0	132.9
School of Clinical Medicine	18.0	184.3	3.0	30.4	235.7
Total Schools	180.2	419.2	30.1	117.5	747.0
Academic institutions and services	41.6	1.1	2.8	20.6	66.1
Staff and student services	1.8	0.0	0.0	2.7	4.5
UAS	29.5	2.0	0.3	11.0	42.8
Strategic provisions	1.0				1.0
College fee	47.1				47.1
Estates related expenditure	45.0				45.0
Other administered funds	89.1				89.1
TOTAL ALLOCATION/EXPENDITURE	435.3	422.3	33.2	151.8	1,042.6
Surplus / (deficit)	2.7	2.1	2.3	(12.8)	(5.7)

* Research grants and contracts income in this non-Chest column represents *direct* costs and the portion of *indirect* costs recovered which accrue to Departments.

The portion of *indirect* costs recovered which accrues to the Chest is shown in the Chest column.

Research grants and contracts expenditure in this non-Chest column represents *direct* costs and expenditure funded by the Departments' *indirect* costs income.

TABLE 4: OPERATING BUDGET SUMMARY

BUDGET 2015-16						PROJECTION 2016-17						PROJECTION 2017-18						PROJECTION 2018-19	
Income	Non-Chest	Chest	Total	Non-Chest	Chest	Total	Non-Chest	Chest	Total	Non-Chest	Chest	Total	Non-Chest	Chest	Total	Non-Chest	Chest	Total	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Grants from the Funding Council	148.2	0.5	148.7	144.3	0.4	144.7	145.4	0.4	145.8	147.5	0.4	147.9							
Academic fees	207.4	16.2	223.6	217.8	17.7	235.5	229.4	19.1	248.5	238.5	20.6	259.1							
Research grants and contracts	41.8	421.1	462.9	42.0	410.3	452.3	42.9	420.2	463.1	44.1	429.0								
Endowment income and interest receivable	22.4	38.5	60.9	22.6	40.7	63.3	22.9	42.8	65.7	23.1	45.1	68.2							
Other operating income	16.4	72.0	88.4	17.8	73.8	91.6	19.0	79.7	98.7	19.3	78.7	98.0							
Other services rendered	1.8	50.6	52.4	1.8	53.0	54.8	1.9	55.0	56.9	2.0	56.6	58.6							
TOTAL INCOME	438.0	598.9	1,036.9	446.3	595.9	1,042.2	461.5	617.2	1,078.7	474.5	630.4	1,104.9							
Allocation / Expenditure																			
Schools	180.2	566.8	747.0	182.5	558.6	741.1	185.7	572.7	758.4	189.1	580.7	769.8							
Academic institutions and services	41.6	24.5	66.1	45.5	24.0	69.5	47.0	24.3	71.3	48.5	23.6	72.1							
Staff and student services	1.8	2.7	4.5	1.8	2.9	4.7	1.8	2.8	4.6	1.8	3.1	4.9							
UAS	29.5	13.3	42.8	30.1	10.9	41.0	30.6	9.3	39.9	30.9	9.1	40.0							
Strategic provisions	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0							
Other administered funds	181.2	0.0	181.2	186.5	0.0	186.5	195.1	0.0	195.1	197.9	0.0	197.9							
TOTAL EXPENDITURE	435.3	607.3	1,042.6	446.4	596.4	1,042.8	460.2	609.1	1,069.3	469.2	616.5	1,085.7							
Surplus / (deficit)	2.7	(8.4)	(5.7)	(0.1)	(0.5)	(0.6)	1.3	8.1	9.4	5.3	13.9	19.2							

TABLE 5: PROJECTED INCOME AND EXPENDITURE ACCOUNT 2015–16

	Year ending 31 July 2016			Income and Expenditure account	
	Budget Table 3 £m	Adjustments £m	Income and Expenditure account £m	2014–15 Latest forecast £m	2013–14 actual £m
Income					
Grants from the Funding Council	148.7	15.1	163.8	168.1	178.6
Academic fees	223.6	40.1	263.7	236.5	207.5
Research grants and contracts	462.9	(42.5)	420.4	396.2	371.2
Endowment income and interest receivable	60.9	11.1	72.0	71.2	69.8
Other operating income and services rendered	135.8	(14.6)	121.2	119.5	117.3
Assessment and Press transfers	5.0	11.6	16.6	26.3	18.0
TOTAL INCOME	1,036.9	20.8	1,057.7	1,017.8	962.4
Expenditure					
<i>Staff costs</i>					
Research	186.4	(1.8)	184.6	179.1	164.5
Other	344.2	5.5	349.7	338.2	318.4
<i>Other operating expenses</i>					
Research	183.9	(23.0)	160.9	146.2	139.4
College fee transfer	68.6	–	68.6	45.3	44.9
Other	207.5	13.7	221.2	219.2	199.7
<i>Depreciation</i>					
Research	37.4	(18.8)	18.6	15.5	13.8
Other	14.6	44.8	59.4	51.8	51.0
Finance costs	–	13.2	13.2	13.2	13.1
TOTAL EXPENDITURE	1,042.6	33.6	1,076.2	1,008.5	944.8
(Deficit) / surplus before transfers	(5.7)	(12.8)	(18.5)	9.3	17.6
Transfer from endowments	–	6.9	6.9	6.8	7.2
(Deficit) / surplus retained in reserves	(5.7)	(5.9)	(11.6)	16.1	24.8

Basis of preparation

The above presents a forecast income and expenditure account for ‘Little U’ (i.e., excluding Cambridge University Press and Cambridge Assessment) based on accounting policies and practices in force for 2014–15, equivalent to the University management accounts (‘Red Book’). The implementation of a new Statement of Recommended Practice (SORP) for Higher Education will fundamentally change the recognition of income from 2015–16 onwards.

North West Cambridge capital receipts are not included in the above.

Adjustments reflected above include:

Assessment and Press transfers

Capital Fund receipts from Cambridge Assessment and Cambridge University Press are not included in Table 3. In the ‘Little U’ accounts these receipts will be included in income.

Capital adjustments

Table 3 is prepared on the basis of funds to be received, allocations, and cash spent. Adjustments are required to exclude from expenditure amounts which will be spent on equipment and other items which will be capitalized as fixed assets in the Financial Statements, and to include estimates of depreciation. Corresponding income adjustments are made in respect of the external funding for these items and releases of deferred capital grant.

Impact of consolidation

Table 3 represents the University’s projected activities together with the activities of certain subsidiary companies attached to specific University institutions. An adjustment is required to estimate the impact of consolidating the income and expenditure of all subsidiaries.

Bond interest

Bond interest charges and the investment income arising on bond issue proceeds are outside the scope of Table 3. Adjustments have been made to include these in the forecast Income and Expenditure account.

APPENDIX 1: STAFF FTE BY ORGANIZATION AND STAFF GROUPING: 2005–2015

	Academic										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	1,479	1,484	1,553	1,594	1,557	1,533	1,520	1,536	1,530	1,581	1,608
UAS & Vice-Chancellor's Office											
Academic Services	3	2	3	3	2	3	3	3	3	1	1
Museums & Galleries			2	2							1
Staff & Student Services	1	1	1								
DAR & Investment Office											
Total	1,483	1,487	1,559	1,599	1,559	1,535	1,523	1,539	1,533	1,582	1,610

	Academic-related (administrative)										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	175	172	206	208	249	265	288	313	350	393	449
UAS & Vice-Chancellor's Office	274	296	297	293	323	323	310	283	313	342	354
Academic Services	25	16	10	9	13	18	16	10	11	4	21
Museums & Galleries	13	13	17	17	20	20	20	22	22	21	20
Staff & Student Services	19	20	23	27	18	23	26	25	22	8	9
DAR & Investment Office	32	35	31	33	37	41	39	43	38	43	63
Total	538	553	584	587	660	690	700	696	756	812	915

	Academic-related (computing)										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	213	219	222	224	222	226	231	225	231	261	268
UAS & Vice-Chancellor's Office	44	47	48	49	55	59	61	60	73	78	6
Academic Services	93	98	98	97	95	93	89	90	84	83	160
Museums & Galleries	2	2	2	2	3	3	3	3	3	3	3
Staff & Student Services	3	3	4	4	3	4	4	4	4	4	4
DAR & Investment Office			2	2	2	1	2	3	3	3	3
Total	354	369	376	378	380	386	391	385	397	431	444

	Academic-related (other groups)										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	115	111	95	98	104	101	104	109	113	131	171
UAS & Vice-Chancellor's Office	13	13	14	13	15	14	13	15	15	26	28
Academic Services	67	67	71	72	75	69	71	74	75	68	69
Museums & Galleries	17	18	19	19	18	16	16	17	13	21	23
Staff & Student Services	16	14	20	18	18	15	14	15	17	13	13
DAR & Investment Office											
Total	227	223	219	220	230	215	217	230	234	259	304

	Research										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	2,170	2,257	2,484	2,532	2,576	2,679	2,712	2,797	3,048	3,296	3,561
UAS & Vice-Chancellor's Office	1	1	1	1	7	6	7	5	4	1	1
Academic Services	23	31	30	32	34	34	32	32	31	27	22
Museums & Galleries	13	14	16	9	13	13	12	11	14	14	17
Staff & Student Services											
DAR & Investment Office											
Total	2,206	2,302	2,531	2,574	2,630	2,733	2,763	2,845	3,097	3,337	3,600

Appendix 1: Staff FTE by organization and staff grouping: 2005–2015 (continued)

	Assistant										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	1,833	1,773	1,806	1,832	1,875	1,908	1,920	1,902	2,007	2,068	2,131
UAS & Vice-Chancellor's Office	401	398	430	445	554	526	494	405	417	443	430
Academic Services	274	271	262	263	272	268	251	242	245	242	279
Museums & Galleries	76	78	83	82	85	89	87	82	94	94	96
Staff & Student Services	49	51	125	121	37	48	51	43	45	45	47
DAR & Investment Office	18	15	18	19	20	31	34	32	31	40	49
Total	2,651	2,586	2,724	2,762	2,843	2,871	2,836	2,706	2,838	2,931	3,033

	All staff										
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Schools & Academic institutions	5,985	6,016	6,366	6,488	6,583	6,713	6,775	6,882	7,279	7,732	8,127
UAS & Vice-Chancellor's Office	733	755	789	801	954	928	885	769	822	888	879
Academic Services	485	485	474	476	491	484	462	451	448	424	552
Museums & Galleries	121	125	139	131	139	141	138	135	146	153	160
Staff & Student Services	88	89	173	170	76	91	95	87	88	70	73
DAR & Investment Office	50	50	50	54	59	74	76	78	71	86	115
Total	7,460	7,520	7,993	8,120	8,302	8,431	8,430	8,401	8,855	9,353	9,905

Notes:

All data as at 31 January. Because of rounding, totals may not always equal the sum of the parts.

Organization group

<i>Schools & Academic institutions</i>	All Schools; ICE; CISL; UAS staff in Faculties, Departments, and School offices.
<i>UAS & Vice-Chancellor's Office</i>	Excludes staff in Faculties, Departments, and School offices. Includes Vice-Chancellor's Office; MISD (until 2014).
<i>Academic Services</i>	Libraries; UCS (until 2014); UIS (from 2015); CARET; Language Centre (until 2013, then in Schools); Centre for Entrepreneurial Learning (until 2007, then in Schools); Cambridge-MIT (until 2009).
<i>Museums & Galleries</i>	Fitzwilliam Museum; Kettle's Yard; Hamilton Kerr Institute.
<i>Staff & Student Services</i>	Careers; Accommodation Service (until 2013, then in UAS); PE; Telecommunications (until 2009, then in Academic Services); ADC; Graduate Union; Dental Service (until 2011); DRC (until 2007, then in UAS); University Centre (until 2009, then in UAS); Counselling Service (until 2013, then in UAS).
<i>DAR & Investment Office</i>	Development and Alumni Relations & Investment Office

Academic-related (other groups) includes: Librarians; Keepers; Technical Officers; Ceremonial posts; Language Teaching Officers; Counsellors; Therapists.

APPENDIX 2: UNIVERSITY STUDENT STATISTICS (FULL-TIME FEE-PAYING STUDENTS ONLY)

Undergraduates	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	2014–15
Home and EC										
Full-fee	10,471	10,420	10,315	10,415	10,538	10,518	10,506	10,343	10,241	10,210
Compulsory year abroad	165	159	137	136	110	83	110	84	92	183
	10,636	10,579	10,452	10,551	10,648	10,601	10,616	10,427	10,333	10,393
Islands										
Full-fee	45	49	51	44	35	30	33	39	25	17
Compulsory year abroad	—	—	—	1	—	1	—	—	—	—
	45	49	51	45	35	31	33	39	25	17
Overseas										
Full-fee	1,028	1,112	1,179	1,258	1,247	1,214	1,199	1,248	1,306	1,392
Compulsory year abroad	—	2	1	1	8	3	—	1	—	8
	1,028	1,114	1,180	1,259	1,255	1,217	1,199	1,249	1,306	1,400
Total Undergraduates	11,709	11,742	11,683	11,855	11,938	11,849	11,848	11,715	11,664	11,810
Full-time Postgraduates										
Home and EC										
P.G.C.E.	621	503	477	438	431	429	412	406	407	364
M.B.A. / M.Fin.	25	26	42	54	47	48	45	42	41	36
Other Postgraduates	3,223	3,302	3,038	2,883	2,971	3,223	3,295	3,327	3,410	3,403
	3,869	3,831	3,557	3,375	3,449	3,700	3,752	3,775	3,858	3,803
Islands										
P.G.C.E.	3	4	3	2	1	4	3	5	1	—
M.B.A. / M.Fin.	—	—	—	—	—	—	—	—	—	—
Other Postgraduates	—	—	—	—	—	5	7	7	3	1
	3	4	3	2	1	9	10	12	4	1
Overseas										
P.G.C.E.	4	4	7	4	4	1	2	3	3	2
M.B.A. / M.Fin.	80	78	102	119	142	153	148	155	145	146
Other Postgraduates	2,267	2,292	2,166	2,042	2,204	2,335	2,313	2,488	2,542	2,477
	2,351	2,374	2,275	2,165	2,350	2,489	2,463	2,646	2,690	2,625
Total Postgraduates	6,223	6,209	5,835	5,542	5,800	6,198	6,225	6,433	6,552	6,429
Total Home/EC Student Numbers	14,505	14,410	14,009	13,926	14,097	14,301	14,368	14,202	14,191	14,196
Total Islands Student Numbers	48	53	54	47	36	40	43	51	29	18
Total Overseas Student Numbers	3,379	3,488	3,455	3,424	3,605	3,706	3,662	3,895	3,996	4,025
Total Student Numbers	17,932	17,951	17,518	17,397	17,738	18,047	18,073	18,148	18,216	18,239

Notes:**Data as at 1 December of each academical year**

1. This simple overview tabulation cannot be directly compared with any of the detailed tables in the annual Student Statistics publication, as there are differences of treatment for certain categories of student, e.g. postgraduate students working away and paying no fees.
2. Students with a part-time mode of study are excluded from this appendix.
3. Postgraduate students who have completed the minimum requirements of their course, i.e. who are writing up or under examination, are also excluded from this appendix. In 2005–06 and 2006–07 postgraduate students were recorded as full-time for the first ten terms and as writing up from the eleventh term onwards. In 2004–05 and 2007–08 students are classified as full-time for nine terms and as writing up from the tenth term onwards. The effect of these changes in definitions is that the number of full-time postgraduate students is higher for 2005–06 and 2006–07 in comparison with 2004–05 and 2007–08.
4. Prior to 2010–11 direct entrants to the Certificate in Advanced Study in Mathematics (C.A.S.M.), an undergraduate-level qualification, were included in the undergraduate numbers. In 2010–11 C.A.S.M. was replaced with two new qualifications: the M.Math. qualification for students continuing from the B.A. course on an integrated master's programme and the Master in Advanced Study (M.A.St.) qualification for direct entrants. From 2010–11 students studying for the M.Math. are included in the undergraduate numbers, but students studying for the M.A.St. are included in the postgraduate numbers. The effect of these changes is a decrease in undergraduate numbers and an increase in postgraduate numbers in 2010–11.
5. In 2009–10 students reading the Diploma in Theology and Religious Studies (five students) were included in the undergraduate numbers, but in all other years the students on this course were included in the postgraduate numbers.
6. From 2004–05 and up to 2010–11 other postgraduate students with Islands residency were included in Home and EC other postgraduate numbers. From 2013–14, the Island fee eligibility category stopped being available for new entrants.
7. Incoming exchange students on Erasmus, MIT, and NUS programmes are excluded from this appendix for all years as they do not pay fees. Up to 2013–14, outgoing Erasmus Home/EC students were also excluded, but in 2014–15, they started to pay fees and thus are included in this table.
8. Since 2010–11 postgraduate students who are working away and not paying fees are excluded from this appendix. This includes students participating in the National Institute of Health (NIH) and Howard Hughes Medical Institute (HHMI) Ph.D. Programmes, in which students spend at least 50% of time in the USA and pay no fees during those periods of time.
9. The 'Compulsory year abroad' category for undergraduates includes students on a compulsory year abroad as part of their Modern and Medieval Languages, Asian and Middle Eastern Studies, or Education Tripos, who pay a reduced rate of fees. This category does not include Cambridge students participating in non-compulsory exchange programmes such as MIT or NUS, who are included in the 'Full-fee' category even though they also pay a reduced rate of fees.

APPENDIX 3

Research Table 1 (£m)

Research Table 1 (£m)	2004–05	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14	(estimate) 2014–15	Budget 2015–16
Total research income	183.1	194.4	211.5	232.6	260.2	267.7	283.7	293.4	331.8	371.2	396.2	420.4
Staff costs	84.0	88.3	95.5	103.4	116.0	122.5	127.1	131.4	145.3	164.5	179.1	184.6
Other direct expenditure	78.4	84.3	87.9	92.4	99.4	99.5	109.9	118.7	137.3	153.2	161.7	179.5
Direct research expenditure	162.4	172.6	183.4	195.8	215.4	222.0	237.0	250.1	282.6	317.7	340.8	364.1
[year-on-year % increase]	6.0%	6.3%	6.3%	6.8%	10.0%	3.1%	6.8%	5.5%	13.0%	12.4%	7.3%	6.8%
Non-Chest indirects	9.0	9.7	10.4	11.2	13.0	12.4	12.3	10.4	12.3	13.7	14.0	14.5
Chest indirects	11.7	12.1	17.7	25.6	31.8	33.3	34.4	32.9	36.9	39.8	41.4	41.8
Contribution to indirect costs	20.7	21.8	28.1	36.8	44.8	45.7	46.7	43.3	49.2	53.5	55.4	56.3
Contribution as % of staff costs	24.6%	24.7%	29.4%	35.6%	38.6%	37.3%	36.7%	33.0%	33.9%	32.5%	30.9%	30.5%
Contribution as % of direct expenditure	12.7%	12.6%	15.3%	18.8%	20.8%	20.6%	19.7%	17.3%	17.4%	16.8%	16.3%	15.5%

Research Table 2

APPENDIX 4: EXPENDITURE

In parallel with the new presentation of staff numbers, the Council agreed to show the changing patterns of total expenditure from both Chest and non-Chest sources in the form of the table below. This shows a fairly stable pattern of expenditure in academic institutions as a proportion of total expenditure.

Given the inclusion in the other institutions and activities line of *ad hoc* and project expenditure, a certain amount of variation from year to year would be expected. For that reason the breakdown between other institutions and other activities is given.

Expenditure (£000)	2008–09	2009–10	2010–11	2011–12	2012–13	2013–14
Schools and other academic institutions	485,449	499,839	517,412	538,018	590,152	643,794
	67%	68%	67%	67%	68%	68%
Other institutions	185,836	179,604	187,255	191,550	200,902	213,308
	26%	24%	24%	24%	23%	23%
Other activities	55,687	56,876	70,869	75,853	83,001	87,704
	8%	8%	9%	9%	9%	9%
TOTAL EXPENDITURE	726,972	736,319	775,536	805,421	874,055	944,806

Notes

Where changes have occurred that include the movement of one institution from one School to another, the figures have been adjusted so that the effect applies to all years allowing a like-for-like comparison across the years.

Schools and other academic institutions' figures include the Centre for Islamic Studies, the Institute of Continuing Education, plus UAS staff in Schools.

'Other activities' represents College fees, subsidiary companies, bond interest, CPS deficit contributions not costed with pay, and balance sheet adjustments. In 2010–11 this category also includes total expenditure under the Voluntary Severance Scheme.

APPENDIX 5: HEFCE FUNDING FOR 2014–15

1. This paper is a review of the provisional HEFCE funding announced for 2015–16.
2. HEFCE publishes considerable detail on its funding methods, the financial background to its decisions, and the funding it provides to institutions. Reference should be made to the HEFCE website for the further detail, and in particular Circular 2015/05¹ announcing grants for 2015–16 and the annual guide to funding in Circular 2015/04.²
3. Government funding and priorities for HEFCE and for higher education were announced in the Secretary of State's letter of 29 January 2015 to HEFCE.³
4. The main decisions of the HEFCE Board for 2014–15 were announced in Circular Letter 03/2015.⁴ Provisional funding for 2015–16 was announced in a letter of 25 March 2015 to the Vice-Chancellor. Circular 2015/05 and its accompanying tables show the grant to be distributed for 2015–16, the budgets for individual elements, and the funding for the sector and each institution.
5. Funding has been finalized for 2013–14 and revised for 2014–15 (see below, and Circular Letter 07/2015⁵ for 2013–14 final adjustments and Circular 2015/06⁶ for 2014–15 revisions).
6. Announcements of formula capital allocations for teaching and research 2015–16 (Circular Letter 09/2015)⁷ and Knowledge Exchange formula funding (Circular letter 05/2015),⁸ formerly HEIF, were made at the same time.
7. 2015–16 total funding for the University is reduced by 2.63% compared with the adjusted 2014–15 figures, and includes a reduction of 14.56% in funding for teaching and a 0.24% reduction in funding for research.
8. Further comparisons are shown in the annex but there is more detail, including each institution's grant tables, in the funding section of the HEFCE website.⁹

HEFCE's funding method for teaching

9. HEFCE's aim is to focus funding on areas where costs cannot be met by tuition fees, or where it is in the public interest that provision receives additional support, including high-cost and strategically important subjects.
10. Resource supporting Home/EU undergraduate FTE has progressively moved to the New Regime £9,000 fee accompanied by reductions in HEFCE T funding. HEFCE invited comment in 2013 on a simplified funding method in 2015–16 to reflect the greatly reduced proportion of Old Regime students (those on longer courses admitted before 2012),

¹ <http://www.hefce.ac.uk/pubs/year/2015/201505/>

² <http://www.hefce.ac.uk/pubs/year/2015/201504/>

³ <http://www.hefce.ac.uk/news/newsarchive/2015/Name,100772,en.html>

⁴ http://www.hefce.ac.uk/pubs/year/2015/CL_032015/

⁵ http://www.hefce.ac.uk/pubs/year/2015/CL_072015/

⁶ <http://www.hefce.ac.uk/pubs/year/2015/201506/>

⁷ http://www.hefce.ac.uk/pubs/year/2015/CL_092015/

⁸ http://www.hefce.ac.uk/pubs/year/2015/CL_052015/

⁹ <http://www.hefce.ac.uk/funding/annallocns/1516/1516hei/>

in which all students would be treated as New Regime and a transitional allocation, to be phased out over the next two years, would be provided for the remaining Old Regime students. These changes have now been introduced and HEFCE's funding method for teaching has been revised for 2015–16.

11. HEFCE funding is calculated at standard rates for the Price Groups, which include the higher cost STEM subjects, and has been awarded at those rates for both New and Old Regime FTE. A fixed Targeted Allocation has been awarded in addition for Old Regime FTE to reflect, in broad terms, the difference in grant rates, between Old and New Regime, which institutions had been receiving. This targeted allocation will reduce to zero in three years after which it is assumed there will be no Old Regime students. The model also includes funding for taught postgraduate FTE but at slightly higher rates. A further Targeted Allocation provides additional support for very high cost STEM subjects.

2013–14 T grant

12. The 2013–14 grant is at the third stage of the old method and is now finalized on actual student FTE reported in HESA 2014. The reduction is £148,340 (all in teaching funding) compared with the initial allocation as announced in October 2013.

2014–15 T grant

13. The 2014–15 grant is at the second stage and not yet finalized but has been increased by £88,241 (all in teaching funding) compared to the initial allocation announced in October 2014. The grant will be finalized in March 2016.

2015–16 T grant

14. 2015–16 funding is calculated on projected numbers from HESES 14,¹⁰ and is subject to revision after actual student numbers are reported in the HESA return in 2016 of actual student numbers in 2015–16. The three-stage process has been replaced by these two stages from 2015–16.

15. Provisional funding for 2015–16 is £21,336,148, a reduction of 15% over the 2014–15 adjusted funding at March 2014. This is entirely expected as New Regime fee income increases.

16. Student opportunity and other targeted allocations are largely unchanged, except for the addition of the new supplement for Old Regime students mentioned above. The targeted allocations include funding for students on Erasmus and overseas study programmes¹¹ (who may only be charged reduced fees) which was new in 2014–15.

17. The Targeted Allocation for institution-specific high-cost distinctive provision continues, but HEFCE is consulting on the terms of reference of a further review and its receipt is not assured for 2016–17 onwards.

Student number controls

18. The University has remained within the Student Number Controls applicable to the 2013 and 2014 entries. The control is removed completely for the 2015 entry, except for medical (and dental) students.

Funding for research

19. The formulae for calculating the different elements of research funding are largely unchanged but the formula for calculating mainstream QR now includes the volume and quality ratings derived from the REF and the weighting for 4* has been increased from 3 to 4, so the outcome is significantly different.

2013–14 and 2014–15

20. R Funding as provisionally announced has not been changed in later grant announcements, but the research grant and contract income reported in the HESA finance return, on which the allocations of Charity Support Funding and Business R funding are calculated, is subject to audit and grant may be adjusted if individual grants are ruled out of scope.

2015–16

21. Mainstream QR (based on the REF 2014) is £71,643,649, a reduction of £5,868,995 over 2014–15. The reduction is partly offset by 'non-consolidated transitional funding to mitigate removal of STEM protection' of £2,395,063. This is explained by HEFCE as follows. The RAE 2008 results showed a reduced share of research activity in STEM subjects. The Board therefore adjusted mainstream QR to ensure that the proportion distributed to each main panel in STEM was not less than in the previous year informed by the RAE 2001. Given the increase in STEM activity in REF 2014, it is no longer necessary to protect the funding for STEM research. However, the removal of STEM protection affects institutions differentially. To mitigate the institutional impact of this change, *for 2015–16 only*, HEFCE are providing a transitional allocation to ensure no institution experiences a reduction in funding directly because of this change.

22. Charity Support and Business Research funding reflect changing volumes reported in the HESA return and have both increased. The multipliers are 23% and 16% respectively, reduced from 24% and 17% in 2014–15.

23. Total Research Degree Programme Funding is reduced; there is an increase in total funded FTE but the average rate of funding per FTE is reduced. However, 'non-consolidated transitional funding for RDP supervision' of £1,587,751 has been awarded in addition 'to address the real-terms decline in the rate of funding in recent years and to emphasise the importance of investment in the next generation of researchers'.

24. Total recurrent research funding is £120,096,538, a reduction of 3.4% over 2014–15, but a reduction of 0.24% taking account of both recurrent and transitional elements.

¹⁰ Higher Education Students Early Statistics Survey, an annual survey of HEIs about students on recognized HE courses (<http://www.hefce.ac.uk/data/collect/heses>).

¹¹ <http://www.hefce.ac.uk/pubs/year/2013/cl142013/name,81913,en.html>

Other funding 2015–16

25. Funding for research libraries and museums and collections is increased by 1.4%; Knowledge Exchange funding is unchanged in cash value, with a continuation of the £500k additional Knowledge Exchange funding announced in May 2013.

Conditions of grant

26. The grant letter from BIS and the financial memorandum between HEFCE and institutions sets out the terms and conditions for payment of HEFCE grants, including compliance with tuition fee regulations and the terms of the access agreement. The grant announcement has the usual reservations:

- (1) Allocations are provisional. Grant is based on forecast student numbers and will be revised. Rates of funding may change. Funding is provisional until the grant settlement is final for the whole of the 2015–16 academical year (the last four months of which are in the 2016–17 financial year, and subject to a post-election Capital Spending Review).
- (2) There is a control over the entry to medicine.

HEFCE will continue to audit the data that informs the allocation of funds; they reserve the right to review funding allocations for the most recent seven-year period.

APPENDIX 5 ANNEX: HEFCE FUNDING FOR 2015–16

Table 1: HEFCE Recurrent Funding for Cambridge 2015–16 (initial March 2015)
compared with 2014–15 (adjusted) grant

HEFCE T	2014–15	2015–16	Change	Note 1
	Adjusted grant as at March 2015	Initial grant as at March 2015	2014–15 to 2015–16	
	£	£	£	
TEACHING FUNDING				
Teaching funding – core funds				
Funding for Old Regime students	12,986,238			<i>Note 2</i>
High cost funding for New Regime students	6,859,646			<i>Note 3</i>
High cost subject funding		14,241,876		<i>Note 4</i>
	19,845,884	14,241,876		
High cost subject funding	19,845,884	14,241,876	(5,604,008)	
Targeted allocations				
<i>Student opportunity allocation</i>				
Widening participation from disadvantaged backgrounds – full-time	189,803	179,403		
Widening participation from disadvantaged backgrounds – part-time	0	4,203		
Widening access and improving provision for students with disabilities	67,757	92,680		
Improving retention: full-time	60,563	45,777		
Improving retention: part-time	19,955	26,077		
Total student opportunity allocation	338,078	348,140	10,062	
<i>Other targeted allocations</i>				
Targeted allocation for part-time undergraduates	3,197	621		
Accelerated full-time undergraduate provision	30,210	27,333		<i>Note 5</i>
Intensive postgraduate provision	85,623	77,437		<i>Note 6</i>
Erasmus and overseas study programmes	466,800	434,250		
Very high cost STEM subjects	915,446	842,042		<i>Note 7</i>
Institution-specific high cost distinctive provision	2,674,634	2,712,079		<i>Note 8</i>
Clinical consultants' pay	525,938	525,938		
Senior academic GPs' pay	14,296	14,296		
NHS pension schemes compensation	70,817	70,817		
Supplement for Old Regime students		2,041,319		<i>Note 9</i>
Total other targeted allocations	4,786,961	6,746,132	1,959,171	
TOTAL TEACHING FUNDING	24,970,923	21,336,148	(3,634,775)	-14.56%

Notes

- 1 Grants may be adjusted in later announcements.
- 2 Old Regime students (admitted before 2012) were funded at rates derived from 2011–12 grant calculations.
- 3 New Regime students are funded for high cost subjects only.
- 4 In 2015–16 this funding is for Old and New Regime students in high cost subjects.
- 5 The funding is distributed 'for FT UG students in price groups B, C, C1, C2, or D who are on long years of study' (in this context, the first year of the Graduate Medical Course).
- 6 The funding is distributed for FT and PT PGT students in price groups B, C, C1, or C2 who are on long years of study.
- 7 Distributed on the basis of student FTEs in the academic cost centres physics, chemistry, chemical engineering, and mineral, metallurgy, and materials engineering. Subject to the conditions of grant set out in HEFCE Circular Letter 02/2013.
- 8 The former small and specialist institutions premium.
- 9 Provides funding to reflect, in broad terms, the difference in grant rates which institutions have been receiving for their Old and New Regime FTEs.

Appendix 5 Annex (continued)

HEFCE R	2014–15 Adjusted grant as at March 2015 £	2015–16 Initial grant as at March 2015 £	Change 2014–15 to 2015–16 £
RESEARCH FUNDING			
Mainstream QR	77,512,644	71,643,649	
Mainstream QR	77,512,644	71,643,649	(5,868,995) -7.57%
Charity Support funding	23,566,109	25,766,583	
Business Research funding	4,628,179	4,634,876	
Sub-total	28,194,288	30,401,459	2,207,171
Research Degree Programme (RDP) supervision funds	16,536,049	15,891,697	(644,352) <i>Note 1</i>
Mainstream funding	122,242,981	117,936,805	(4,306,176)
QR funding for National Research Libraries	2,129,914	2,159,733	
TOTAL RESEARCH FUNDING	124,372,895	120,096,538	(4,276,357) -3.44%
Non-consolidated transitional funding for RDP supervision		1,587,871	<i>Note 2</i>
Non-consolidated transitional funding to mitigate removal of STEM protection		2,395,063	<i>Note 3</i>
TOTAL RESEARCH FUNDING (both recurrent and transitional elements)	124,372,895	124,079,472	(293,423) -0.24%

TOTAL	2014–15 Adjusted grant as at March 2015 £	2015–16 Initial grant as at March 2015 £	Change 2014–15 to 2015–16 £
TOTAL			
Total funding for teaching and research	149,343,818	145,415,620	(3,928,198) -2.63%
Museums, galleries, and collections fund	1,956,000	1,983,384	
Funding, including museums, galleries, and collections fund	151,299,818	147,399,004	(3,900,814)
ADDITIONAL ALLOCATIONS			
Knowledge Exchange (formerly HEIF)	2,850,000	2,850,000	
Knowledge Exchange supplement	500,000	500,000	
TOTAL ADDITIONAL	3,350,000	3,350,000	0

Notes

- 1 Subject to the condition of grant that the University complies with chapter B11 of the QAA UK Quality Code for Higher Education on PGR programmes.
- 2 Further support for RDP supervision to address the real-terms decline in the rate of funding in recent years and to emphasize the importance of investment in the next generation of researchers.
- 3 Provided to mitigate the impact on institutions of changes to the amounts allocated for some STEM subjects arising from the transition from RAE 2008 to REF 2014. The exact method of calculation is not currently known.

CLASS-LISTS, ETC.

Approved for degrees, diplomas, and certificates

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GRACES**Grace submitted to the Regent House on 21 May 2015**

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*, p. 111), will be deemed to have been approved at 4 p.m. on Friday, 29 May 2015.

1. That Regulation 2 for the Dr S. T. Lee Public Policy Lecture Fund (*Statutes and Ordinances*, p. 872) be amended and new Regulation 4 inserted as follows:¹
 2. The appointment of the Dr S. T. Lee Public Policy Lecturer shall be made each year by the Managers of the Fund, who shall consist of:
 - (a) the Vice-Chancellor or a duly appointed deputy as Chair; and
 - (b) four persons appointed by the Council in the Michaelmas Term to serve for four years from 1 January following their appointment.
 4. The Managers shall be responsible for the administration of the Fund and the application of its income. After the payment of expenses related to the Lecture, including the reasonable expenses of the Lecturer, any unexpended income in any financial year may, at the discretion of the Managers, be applied to some other purpose directly related to the Lecture, including the payment of an honorarium to the Lecturer, or be carried forward and applied as income in any one or more subsequent financial years.

¹ The Council, with the support of the Vice-Chancellor and the donor, proposes amendments to the regulations for the Fund under Statute E I 8 to enable the income to be applied for other purposes directly related to the Lecture or carried forward for future use after provision has been made for the Lecture. Amendments are also being proposed to establish Managers, who shall be responsible for the appointment of the Lecturer and the administration of the Fund.

ACTA**Approval of Graces submitted to the Regent House on 7 May 2015**

The Graces submitted to the Regent House on 7 May 2015 (*Reporter*, 6385, 2014–15, p. 528) were approved at 4 p.m. on Friday, 15 May 2015.

Congregation of the Regent House on 16 May 2015

A Congregation of the Regent House was held at 10 a.m. All the Graces that were submitted to the Regent House (*Reporter*, 6386, 2014–15, p. 536) were approved.

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J. W. NICHOLLS, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

REPORT OF DISCUSSION

Tuesday, 12 May 2015

A Discussion was held in the Senate-House. Deputy Vice-Chancellor Lord Eatwell was presiding, with the Registrar, the Junior Proctor, the Deputy Junior Proctor, and eleven other persons present.

The following Reports were discussed:

Joint Report of the Council and the General Board, dated 20 April and 11 March 2015, on arrangements for the management and governance of scientific research using animals (*Reporter*, 6383, 2014–15, p. 492).

Professor S. J. YOUNG (Senior Pro-Vice-Chancellor (Planning and Resources), Department of Engineering, and Emmanuel College):

Deputy Vice-Chancellor, I speak today as Senior Pro-Vice-Chancellor and Chair of the Biofacilities Oversight Group. I have no direct experience of conducting research using animals but I have been engaged with the issues of providing such facilities for the entire duration of my tenure as Senior Pro-Vice-Chancellor.

When I came to this office in 2009, I was advised that we had a large number of disparate animal facilities managed by three different management groups reporting via the University Biomedical Strategy Group to two different Schools. Several of these facilities were nearing the end of their useful life and continued Home Office compliance could not be guaranteed. As a consequence, and after much consultation and deliberation, the Planning and Resources Committee recommended that the University undertook a major building programme at a cost of £150m with the aim of consolidating animal housing into three specialized facilities, with the possibility of a fourth being incorporated in due course into the proposed Biocentre.

The current programme of building works will provide the University with the state-of-the-art facilities that it clearly needs. Following the recommendations of the General Board Expert Review Panel in 2014, the new arrangements proposed in this Report for management and governance will ensure that these new facilities can be effectively and efficiently managed. Furthermore, they will put in place a framework that will ensure that the University is able to maintain, and be seen to maintain, a consistent and coherent animal management regime across its entire operation. Overall, the recommendations of this Report will further improve the very high standards the University aspires to in all aspects of its use of animals for scientific research. I therefore commend this Report to the Regent House.

Professor A. L. FOWDEN (Head-elect of the School of the Biological Sciences, Department of Physiology, Development, and Neuroscience, and Girton College):

Deputy Vice-Chancellor, as an academic who carries out research using animals in a number of the University's biofacilities and has done for many years, and as past Chair of the University Biomedical Strategy Group (UBSG), I endorse this Report and see these changes as being fundamental to improving the support that academics receive from the University Biomedical Services. Formation of a single Division to manage our animal facilities was the primary recommendation of an external governance review of the biomedical services in the

University, which consulted widely amongst the academic users. Formation of this Division was also endorsed by UBSG, the current senior management committee of the biofacilities. A single Division will improve the quality of service for all academic users, enhance training and career opportunities for the staff working in the different units, and provide more rational and effective management systems throughout our biofacilities. Placing this Division within the Unified Administrative Service (UAS) capitalizes on the administrative expertise of the UAS and in no way compromises academic input into the management of the biofacilities or their responsiveness to local academic need. The new Division would be unique within the UAS in being a service Division run to provide facilities for academics paid for by researchers' grants with academic representation at every level from local user groups to executive and strategic decisions.

Professor S. E. OZANNE (Department of Clinical Biochemistry and Churchill College):

Deputy Vice-Chancellor, speaking as an academic research scientist, I see these changes as being fundamental to improving the support we receive from the University Biomedical Services. To ensure that the service remains focused on the scientific needs of the researchers, as well as the career development of the staff within the University facilities, the new governance structure has academic involvement at all levels. At the strategic level, this will be ensured through the creation of a Governance and Strategy Committee chaired by a Pro-Vice-Chancellor, and at the facility level, through continued academic representation on management and user committees. Currently, the service provided can be inconsistent across the University. By bringing the functions together into one Division, this issue will be resolved and the quality of biomedical service support for scientists and the career opportunities for staff will be improved. The centralized position of the Biomedical Services within a new Division of the Unified Administrative Service in no way jeopardizes the flexibility and adaptability of the local management systems already in place within facilities. However, it should make them more efficient in their role and purpose, improving governance and compliance, and creating more rationalized and effective management systems. The fundamental premise of the operation and role of this new Division is to provide first-class biomedical services for scientists who have to obtain research grants to carry out their work. For researchers to continue to obtain competitive research funding, this new Division will always have to demonstrate that it provides value for money within high quality, compliant, and efficiently run facilities.

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, this Report has constitutional implications. The process which led to this Report was conducted quite differently. On 22 October 2014 the *Reporter*, with admirable transparency, carried a link¹ to a *Review of the governance of scientific research using animals* which anyone may read.² It does not require a Raven password (Cambridge's single sign-on). That review pointed among its recommendations to the need for an operational tidy-up of the governance and 'oversight' of the management of the facilities:

'The inefficiencies, inconsistencies, weaknesses, and residual risks within the current governance systems need to be addressed to make best provision for the success and sustainability of the University's biomedical research-base, and to provide the facilities and services required to host animal research of the highest quality.'

The present Report notes that:

'The panel's principal recommendation was that all the animal facilities should in future be part of a single organization which would be responsible for operations, staffing, and management together with the associated ethical and regulatory provisions,'

but that 'the facilities are currently organized into three functional management groups' reporting to the Councils of two Schools.

Tidying all this up looks, on the face of it, uncontroversially the right way forward. But there is an underlying constitutional question. The Report's recommendation is for 'the formation of a new Division *within the Unified Administrative Service*' [emphasis added] to which operational responsibility would be transferred, under the supervision of a new committee, to be called the Biomedical Services Governance and Strategy Committee. A new Division would appear in the UAS list, the 'Health, Safety, and Regulated Facilities Division'.

A proposal of this kind in relation to the University's Sports facilities prompted energetic Discussion and a ballot. Put succinctly in one of the Fylsheets was an objection to:

'the creation of a so-called 'Sports Service' under the centralized control of the Unified Administrative Service (UAS) and the Registry. The proposal is in keeping with a long-term strategy of placing all but purely academic activities under the control of the UAS ... hope you will share our concern about this increasing centralization of control in our federal and collegiate University and vote *non placet*.'³

¹ <https://www.admin.cam.ac.uk/reporter/2014-15/weekly/6361/section4.shtml#heading2-8>

² http://www.cam.ac.uk/files/documents/ubss_governance_review_report_final_22_08_2014.pdf

³ <http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6367/section10.shtml>

Joint Report of the Council and the General Board, dated 20 April and 17 April 2015, on proposed amendments to the process for appeal under the Schedule to Statute C in the case of non-confirmation of appointment (Reporter, 6383, 2014-15, p. 493).

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History), read by the Junior Proctor:

Deputy Vice-Chancellor, this Report concerns the right of appeal against dismissal for academic and academic-related staff holding University offices, with reference to a particular category, those who have been on probation as new members of staff.

Before I get into the wrestling match which has been going on, let me flag up a key constitutional point. The 'Technical Review' of Cambridge's Statutes went beyond rearranging the deckchairs. It moved the Cambridge counterpart of Statute XII, formerly Statute U, into a Schedule to the new Statute C. Statute C 18(b), which had to

be approved by the Privy Council like all Cambridge's Statutes, now allows 'the whole or any part' of this Schedule 'to be rescinded by Grace'. There will it seems no longer be any requirement to get Privy Council approval. So in effect this is no longer a Statute. Of course the Regent House gets to discuss a Report and has an opportunity to call a ballot on the ensuing Grace, but a step required for changing this former Statute has been removed.

What is now proposed could therefore lead to a Report removing the former Statute's provision for appeals by academic staff and enacting a replacement which would merely be a Special Ordinance. That possibility is set out in so many words.¹ This would mean that every academic, not only the rare probationer faced with dismissal instead of appointment to retiring age, could find the provisions for appeal radically changed. For given a title like the one the present Report bears, how many University officers will realize that it could affect them too?

To the specific situation with which this Report is concerned. It was pointed out by Professor Sir John Baker, after an appeal against dismissal went as far as the Septemviri in a recent case, that in Cambridge, a probationer appointed to a University office (academic or academic-related) faces what is technically a dismissal if it is decided not to confirm the appointment to the retirement age. In a letter to the Registry, which may be read on the Council website, he said:

'The availability of such an appeal was the consequence of changes made in the manner of appointing University Lecturers in 2004. Prior to that change probation was dealt with by means of fixed-term appointments as Assistant Lecturer or Demonstrator. Now all University Lecturers are appointed in the first instance to the retiring age, subject to a probationary period... This has the consequence that a decision not to confirm an appointment after the probationary period amounts to a dismissal, and this opens up an appeal to the Septemviri.'²

He also noted that Cambridge's Septemviri was set up in 1926 because

'if a major issue of academic freedom were to be at stake, it would be important not to have sudden last-minute tinkering with membership [of standing electoral boards for professorships] whereby the University authorities might improperly influence the outcome'.

But its responsibilities have grown. The Septemviri (Statute D II 5) now hears appeals from the findings of the University Tribunal (Statute D II 1-3). This jurisdiction seems to have been added to its earlier one simply for convenience since it avoided having to set up another court. The Septemviri also hears student appeals against the findings of the Court of Discipline, most commonly involving alleged plagiarism or cheating in University examinations.

The problem is, as the Report points out, that the Septemviri turns out to be an 'inappropriate forum' for an employment dispute. 'The scale of the proceedings' is enormous (and can be very costly if both the appellant and the University instruct counsel and it all goes on for days); five of the seven Septemviri must be present for the whole process; and in any case the Septemviri can only 'remit the matter to the Appointments Committee' which had decided not to confirm the probationer. It could not substitute its own decision and confirm the probationer.

In the record of the Council's business which includes this letter, it is stated that a Working Group was appointed by the Council and the General Board to review the matter. I made a Freedom of Information request for the report of

this Working Party and was refused. A s. 36 exemption was claimed. This is the clause of the Freedom of Information Act which allows a public body to withhold information on the ground of ‘prejudice to the effective conduct of public affairs’. The argument was that the Council and General Board would not be able freely to discuss what to do if the Working Party’s thoughts were more widely known, including of course by members of the Regent House who would have to approve any resulting recommendation. I appealed. After some correspondence it was suggested that disclosure might be allowed after the publication of the present Report, which was then expected about March. In March I made a further request and was refused again, and appealed once more. The day after the publication of the present Report, I was finally sent the Working Party’s report (GB Paper No.14.B.12). Presumably there is now no reason why it should not be published for wider reading before the Regent House is asked to approve a Grace.

This manner of proceeding, with enforced secrecy until a Report appears in the *Reporter*, seems to raise questions of some constitutional importance for the Regent House, but let that pass for the moment.

What did this Working Party have to say and why the secrecy? Among the proposals before it was that ‘It would be more appropriate for such appeals to be heard by a committee of the kind already in place to deal with appeals from Promotions Committees’. That option was not pursued. That seems wise. And ‘the quorum for the Septemviri for appeals from the Court of Discipline should be reduced, or the pool of members increased’. The Court of Discipline is the student court, so this seems a drafting error. The substantive suggestion of the Working Group was ‘that the process of appeal against failure of probation should be made simpler, more proportionate and hopefully (*sic*) quicker.’ It recommended that ‘appeals by probationers against non-confirmation of appointment should be heard by a panel of three members of the Septemviri, convened and chaired by the Chair of the Septemviri’.

There was, however, an additional proposal which proved contentious when this came to the Council because it appeared that legal advice would be given to the panel but not made available to the appellant:

‘The panel should be supported by a specialist lawyer practising in employment law. This would provide the specialist knowledge and experience necessary to enable the appeal body to understand how the circumstances put forward by the appellant might be viewed in a subsequent Employment Tribunal hearing.’

The Council Minutes of 16 February note that:

‘A question was raised about the way in which the panel would inform itself about the merits of a particular case. It was agreed that the Report should be referred back for consideration on this specific point.’

At the Council meeting of 20 April a ‘slightly revised Report’ was approved for publication and this is what appeared in the *Reporter* on 22 April for us to discuss today. On this point it now says that:

‘The panel should have access, where appropriate, to the support of a specialist lawyer practising in employment law. This will provide the specialist knowledge and experience necessary to enable the appeal body to understand how the circumstances put forward by the appellant might be viewed in a subsequent Employment Tribunal hearing. Consideration was given by the Council as to whether the legal advice given to the panel should also be made available to the appellant; it was felt however that this process would compromise the

panel’s ability to take advice freely and the adviser’s ability to advise openly and frankly as necessary to enable the panel to make a properly informed decision on the strengths and weaknesses of the appeal.’

The appellant has the right to be legally represented (Special Ordinance D (ii) 4(a)), but that will not come cheap for the employee concerned and the employee pays these costs.

The concession which persuaded the Council to allow the Report to be published is this:

‘Where, however, the Septemviri receives advice which is potentially material to its decision, the substance of that advice should be disclosed to the parties before any decision is made and the opportunity given to make representations on that advice.’

This could potentially affect all employee appellants in future. So before the Regent House agrees to it, I would be happier if the wording was clearer. The distinction to be drawn is surely between advice on procedure, designed to ensure that the decision-making body follows the rules and is fair, and advice on the merits of the case, which is where the appellant must be allowed to know what has been said to the decision-makers behind the scenes by this new figure on the process, this ‘specialist lawyer’.

Although different procedures are applicable to different categories of staff in the University, they must all be entitled to an equivalent level of basic procedural fairness or an Employment Tribunal is likely to want to know the reason why. So I would like to take the opportunity to point out that this is also a question of urgent importance to those appellants against dismissal, including dismissal by reason of redundancy, who do not hold a University office but fall into the category of unestablished academic staff. These, predominantly scientists, work alongside University officers in the labs, but they cannot appeal to the Septemviri, only to an Appeal Committee set up by the ‘competent authority’.

Unestablished academic and academic-related staff will find under ‘G’ for ‘grievance’ an all-purpose appeal procedure ‘against a disciplinary or grievance decision, or against dismissal (for example following disciplinary proceedings or redundancy of the post including ending of a fixed-term contract).³ Unlike the Septemviri provisions, this does not require a legally qualified person to preside, allow the possibility of a public hearing, allow the appellant to be legally represented, make it clear who the parties are, allow an Appeal Committee to send the decision back to the body which took it, so that it may review it, or (except ‘when necessary for the maintenance of order’) prevent evidence being heard in the absence of the appellant or ensure that the appellant or representative has an opportunity to question witnesses.

Directly relevant to the present proposal to allow the Septemviri to take advice which is not shared with the appellant is a practice observable in appeals under this unestablished academic and academic-related staff procedure. In a recent case, according to the letter of invitation, two HR representatives were allocated, respectively, the secretarial task of taking ‘a note of the meeting’, and the task of ‘adviser’ to the Appeal Committee. This as it turned out at the hearing meant that more than once the HR ‘adviser’ spoke in secret with the Appeal Committee in the course of a hearing in which the Appeal Committee chose to question what were described as the ‘respondents’ in the absence of the appellant and to refuse to allow an adjournment to allow the appellant to read and consider a statement by the ‘respondents’ which was tabled

at the beginning of the hearing. And I understand that when the appellant suggested that what was happening might be queried by an Employment Tribunal, the Committee's response was 'are you threatening us?'.

To allow such a kangaroo court appeal system for unestablished academics to continue in Cambridge, while seeking to improve the already much more robust procedure available to those who are University officers, surely cannot be acceptable. I shall hope to read in a Notice that the Council and General Board intend to put this right and speedily.

¹ 'proposing the rescission of Chapter V of the Schedule to Statute C. The Report would recommend that the rescinded provisions be re-enacted in Special Ordinance, subject to appropriate amendment to incorporate the substantive recommendations.'

² [https://www.governance.cam.ac.uk/committees/council-meeting-20140414/CategoryBDocuments/B6\(b\)%20Septemviri%20proposed%20review.pdf](https://www.governance.cam.ac.uk/committees/council-meeting-20140414/CategoryBDocuments/B6(b)%20Septemviri%20proposed%20review.pdf), Letter of Professor Sir John Baker, Chair of the Septemviri at the material time, to the Registry.

³ [https://www.governance.cam.ac.uk/committees/council-meeting-20140414/CategoryBDocuments/B6\(b\)%20Septemviri%20proposed%20review.pdf](https://www.governance.cam.ac.uk/committees/council-meeting-20140414/CategoryBDocuments/B6(b)%20Septemviri%20proposed%20review.pdf), Letter of Professor Sir John Baker, Chair of the Septemviri at the material time, to the Registry.

Mr D. J. GOODE (Junior Pro-Proctor, Faculty of Divinity, and Wolfson College), read by the Junior Proctor:

Deputy Vice-Chancellor, I must preface my remarks today with the important *caveat* that I am speaking in a personal capacity.

On the Report before us today for Discussion, the proposed amendments to the process for appeal under the Schedule to Statute C in the case of non-confirmation of appointment, I feel I can speak with some authority, as the only person ever to have accompanied a member of the academic staff at the Court of the Septemviri in such an appeal.

As well as being the probationer's union representative throughout the case, I appeared at this hearing before the Septemviri as a witness for the probationer and against the University, and was cross-examined by both counsel for the probationer and counsel for the University.

In addition to my spell on the witness stand, I sat through both days of the hearing, at which, in case it was not already blindingly obvious to everyone in the room, it very quickly became obvious that the Court of the Septemviri really is not an appropriate forum for what is, at the end of the day, an employment dispute.

Indeed, the Septemviri had had to sit some time before the main case was to be heard in a separate pre-hearing session in order to determine upon what it was, and was not, competent to decide, and the extent of any potential remedy.

The Report notes 'the scale of the proceedings', but this does not really do justice (pun intended) to the whole shebang, which must have cost an arm and a leg in financial terms, as well as a very great deal of stress for the probationer and the probationer's witnesses.

Upon deliberation, the Septemviri decided not to allow the appeal, the probationer was dismissed, and the matter was taken to an Employment Tribunal. During the course of the Tribunal, and despite the fact that the Septemviri had determined the exact opposite, the University conceded that the probationer had indeed been unfairly dismissed. Remedy will be determined in October.

That, though, is another story. The point here is that I agree that the Septemviri in its current form is an inappropriate forum for an employment dispute of this kind, and I support the proposals of the Report for a reformed Septemviri for those occasions when it hears an appeal under the Schedule to Statute C in the case of non-confirmation of appointment.

Professor Evans contrasts this proposed improvement to the appeal procedure for established staff, i.e., for University officers, with the unsatisfactory procedure for unestablished academic, academic-related, and research staff facing dismissal. For the former, appeal is to the Septemviri; for the latter, to an *ad hoc* Appeal Committee. Both, however, are equally entitled to be taken on to an Employment Tribunal, whose Chair might well wonder why academic A enjoys the extra protection of Statutes and Ordinances, while academic B does not.

I share Professor Evans's hope that this situation will be rectified soon.

Report of the Council, dated 20 April 2015, on human resources and remuneration arrangements for the Investment Office (*Reporter*, 6383, 2014–15, p. 496).

Professor S. J. YOUNG (Senior Pro-Vice-Chancellor (Planning and Resources), Department of Engineering, and Emmanuel College):

Deputy Vice-Chancellor, I speak today as Senior Pro-Vice-Chancellor responsible for planning and resources. Cambridge University is one of the leading universities in the world and it is essential that it remains so. One of our key strengths, and one which sets us apart from all in the UK apart from Oxford, is the substantial income that we receive from the Cambridge University Endowment Fund (CUEF). For example, in 2014, income from this source amounted to £90m on a total return basis. Without this income, much of our teaching and research would become simply unaffordable.

With £2.5bn under management in the CUEF, it is essential that our Investment Office is staffed by professionals of the very highest calibre. We simply cannot afford the reduction of income that would follow from under-performance, nor can we afford the negative signals that poor management of our endowment would send to potential donors.

Whether we like it or not, the levels of remuneration expected within the investment management community are very different to those enjoyed by the majority of academics. To recruit staff into the Investment Office of the required calibre within the current pay regime requires a degree of contortion which complicates the hiring process and stretches our ability to ensure adherence to our agreed policies and procedures.

This Report proposes the creation of a new class of University employee and corresponding pay regime which reflect the commercial reality of the market for investment professionals. It also proposes a new Employment and Remuneration Committee which will ensure appropriate governance and oversight. In my view this is a sensible way forward and I fully support it. I therefore commend this Report to the Regent House.

Professor I. H. WHITE (University Council, Department of Engineering, and Master of Jesus College), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I am speaking as a member of the Council and a member of its Remuneration Committee. The performance of the University's Investment Office is vital to the endowments entrusted to the University by generous donors and through its commercial activities. The Endowment Fund supports many academic posts and funds for the support of students. The Endowment Fund now has £2.3bn under management. The esteem in which the Investment Office is held can be gauged by its attraction of other funds for investment from within Collegiate Cambridge, including those from the Gates Cambridge Trust and several Colleges. The expertise of the Office is evident in the annual returns on the invested funds, which are meeting or exceeding the target of RPI + 5.25%. The cost of the Office is also contained within the target of 25 basis points agreed when it was established in 2007. The Office is admirably efficient. But the expertise and skills in the Office can only be secured by recruitment and retention in a highly competitive market. In recent years the Remuneration Committee of the Council has given oversight and scrutiny to the current arrangements for remuneration and bonuses within the Office, which have been within the arrangements approved by the Regent House for all University employees other than those in the Press or Cambridge Assessment. Lately however it has become increasingly evident that the University's salary spine and associated arrangements for stipends are no longer appropriate for this small class of employees and have created a significant risk that the recruitment and retention of the necessary talent to maintain performance is no longer possible without some change.

The Report before the Regent House proposes that staff in the Investment Office form a new class of employees whose future employment will be within grades, salary structures, and conditions guided strongly by the University's policies but adaptable to the distinct nature of the Investment Office's activities and the market in which it operates. The Report draws an analogy with staff in the Press and Cambridge Assessment and this is apt.

The Council is aware of the need for governance and oversight for these new arrangements. The Report therefore proposes the establishment of an Investment Office Employment and Remuneration Committee, which will report to the Council's Remuneration Committee. A person appointed by the Council will sit on the Investment Office's Employment and Remuneration Committee. I believe that these arrangements will provide the necessary oversight and safeguards for the new arrangements. The first task of the new Committee will be to bring forward its recommendations for the structure and policies of employment and remuneration in the Investment Office, which will be for the Council to approve on the advice of its Remuneration Committee.

The two members of the Council who have signed a note of dissent to this Report are concerned about possible moral hazard. The arrangements described in the Report and to which I refer are designed to ensure that the Chief Investment Officer and his staff are not setting their own salaries and conditions of service and exposing the University to the consequences of perverse incentives. The Council will ultimately have oversight of these arrangements. The Note of Dissent also refers to the breaking of the social compact implicit in the single pay and grading scale. It has been a point of principle from the inception of the Investment Office that it should be part of

the University and not embodied in a company structure. The University derives great benefit from the staff in the Office being members of the community they serve. The staff subscribe wholly to the mission and values of the University. The current proposal retains this crucial relationship while recognizing the compelling argument for permitting variation from the University's human resources policies to ensure that the Office has the best opportunity of performing at levels from which the whole Cambridge community will continue to benefit.

I commend this Report to the Regent House.

Dr R. PADMAN (University Council, Department of Physics, and Newnham College), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I speak as a member of Council and of the Council's Remuneration Committee. I apologize for not being able to present this speech in person.

I understand the reservations that many members of the Regent House have concerning employment outwith the standard University reward procedures. Indeed, as a University Lecturer, I have a good deal of sympathy with them. I am however persuaded of the need to vary these procedures in the case of the Investment Office.

Our standard pay and grading processes derive from HERA,¹ which was designed specifically for UK Higher Education Institutions. Nearly all highly paid employees are academics, or academic administrators, whose employment is largely within the sector. For some classes of employment however there is a free flow of talent between the University and the commercial world. That is true for academics in the Business School and Clinical Medicine; for non-academics it is equally true for those managing the North West Cambridge development, where we compete with commercial property developers. The Investment Office is exactly comparable.

We are extraordinarily lucky in the commitment shown by the staff in the Investment Office, at senior levels often for total remuneration much less than they could command in the commercial sector. They have achieved outstanding returns on the endowment, even over the very difficult period since the 2008 financial crash. These staff are rewarded through a mix of market pay and 'variable salary' bonuses. However both mechanisms rely on there being a sufficiently high base salary, and the HERA process does not adequately recognize the skills or responsibility of more junior Investment Office staff. Our inability to offer competitive remuneration has caused the Director of the Investment Office real difficulties in recruitment and retention.

There are not many areas in which the University competes for top talent directly with the private sector. Nonetheless, if we commit to operating in these areas, we cannot afford to be amateurish about it. This Report, if approved, allows us to set competitive salaries for the Investment Office, but also provides safeguards in the form of an Investment Office Remuneration Committee, modelled on that already in place for North West Cambridge. Council's Remuneration Committee will receive the papers and see the full details, and report in turn to the Council.

I commend the Report to the University.

¹ The Higher Education Role Analysis, see <http://www.hr.admin.cam.ac.uk/pay-benefits/grading-and-job-evaluation/higher-education-role-analysis-hera-and-job-evaluation>

Dr R. CHARLES (University Council, University Information Services, and Newnham College), read by the Deputy Junior Proctor:

Deputy Vice-Chancellor, I am one of the members of Council who signed the note of dissent in relation to this Report. The Regent House deserves to know why.

Between 2004 and 2006, the University consulted on, discussed, and then implemented a substantially revised pay and grading scheme based on HERA and the single salary spine. The issue was contentious, it required two consultative Reports, two Discussions, and culminated in a ballot. This is the scheme that continues to apply today.

Back then it was argued that it was

'fundamental to the reforms proposed... that, for all groups of staff, there should be greater transparency of criteria, processes, and outcomes in the arrangements for pay and grading so that they are seen to be open and fair'.¹

Indeed in recommending the proposals contained in the second Report to the Regent House during the Discussion of 21 June 2005, Professor Cliff assured us that

'The proposals will provide the University with a highly flexible pay model which will equip it to reward all staff appropriately'.²

Whilst those principles continue to hold true for the vast majority of staff, there has been a gradual erosion behind the scenes. Intermittently it is suggested that this structure is no longer sufficiently flexible to reward all staff appropriately. The current Report is the latest example. Now the creation of a new class of University employee is proposed within the Investment Office. We are reassured that

'Appointments will be in grades and remuneration scales and structures guided strongly by the University's human resources policies and procedures but reflecting the distinct nature of the Investment Office's activities and the market from which it recruits'.³

This will be facilitated by creating a separate remuneration committee for the Investment Office, but its very creation means that the approach used here will provide the mechanism to detach these new arrangements from those applied across the rest of the University.

To be clear, I have no particular axe to grind over the suggestion that the appropriate level of remuneration for those managing the University's investments may differ, perhaps significantly, from that felt appropriate for a Departmental Administrator or even a Professor. Indeed I want us to be able to recruit and retain excellent people to work in this area. My concern is instead one of transparency, very similar to those concerns raised in 2005 by the then Chairman of the Board of Scrutiny and others, and subsequently acknowledged by the Council.⁴ If it is necessary to adjust and extend the current salary scales and grading scheme to accommodate the needs of the Investment Office then we should do so, rather than separating the arrangements for one group of University employees from the others.

¹ Second Joint Report of the Council and the General Board on a new pay and grading structure for non-clinical staff (*Reporter*, 6002, 2004–05, p. 745, at para. 6.12, p. 751, <http://www.admin.cam.ac.uk/reporter/2004-05/weekly/6002/16.html>).

² Report of a Discussion of the Second Joint Report of the Council and the General Board, dated 31 May 2005 and 23 May 2005, on a new pay and grading structure for non-clinical staff (*Reporter*, 6006, 2004–05, p. 940, <http://www.admin.cam.ac.uk/reporter/2004-05/weekly/6006/24.html>).

³ Report of the Council on human resources and remuneration arrangements for the Investment Office (*Reporter*, 6383, 2014–15, p. 496, <http://www.admin.cam.ac.uk/reporter/2014-15/weekly/6383/section6.shtml#heading2-21>).

⁴ Second Joint Report of the Council and the General Board on a new pay and grading structure for non-clinical staff: Notice (*Reporter*, 6008, 2004–05, p. 1002, <http://www.admin.cam.ac.uk/reporter/2004-05/weekly/6008/4.html>).

COLLEGE NOTICES

Elections

Corpus Christi College

The following election has been made:

Elected to a Fellowship in class A, as Sultan Qaboos Fellow and College Lecturer in Mathematics, with effect from 1 October 2015:

Ms Anastasia Kisil

Vacancies

Jesus College: Non-stipendiary College Post-doctoral Associates (six posts); three years, fixed-term, with dining rights and other benefits; closing date: 26 June 2015 at 1 p.m.; further particulars: <http://www.jesus.cam.ac.uk/fellows-staff/vacancies>.

Murray Edwards College: Official Fellowship and College Lectureship (four hours' teaching per week) in Physical/Theoretical Chemistry for post-doctoral researchers; Fellowship allowance: £4,000 plus payment for supervisions and other benefits; closing date: 2 June 2015; further particulars: <http://www.murrayedwards.cam.ac.uk/about/vacancies/collegevacancies/>

EXTERNAL NOTICES

University of Oxford

Oriel College: Stipendiary Lectureship in Mathematics; closing date: 8 June 2015; further particulars: <http://www.oriel.ox.ac.uk/content/academic-vacancies>

Wolfson College: Bursar; salary: in the region of £70,000; closing date: 12 June 2015; further particulars: <https://www.wolfson.ox.ac.uk/vacancies>