1. Introduction

This report is for the period from September 2012 until December 2013. In future years, the UAS will report on a calendar year basis. It is intended both to inform the University of the work done by the UAS, and to provide an opportunity for UAS staff to reflect on the challenges and significant achievements that took place during this time. It makes no attempt to offer an exhaustive report of the many and varied activities for which the UAS is responsible. Instead, it seeks to highlight major developments across the UAS.

2. The UAS

The purpose of the UAS is ‘to support and enable the University’s mission to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence’. The UAS provides core administrative services to support the University in the achievement of its strategic aims. UAS staff, at every level and in every area of activity, have a vital role to play in the life and work of the University and, like our academic colleagues, we are proud to work for one of the world’s oldest and most distinguished universities.

3. An overview: UAS-wide developments, activities and initiatives

It has been a period of significant development and change for the UAS, as for the rest of the University. Indeed, the University’s growth agenda impacts directly on the UAS. For example, the incorporation of externally funded units in the School of Clinical Medicine into the University, in accordance with funders’ policies, was a major activity across the UAS. By the close of the year the CRUK Cambridge Institute, pictured below right, the MRC Epidemiology Unit, and the MRC Cancer Unit, had been successfully integrated. In each case the formal completion against tight deadlines required committed cross-divisional activity involving the UAS, colleagues in the Clinical School and funding bodies.

The UAS was also vital in supporting other major University activities including the submission to REF2014 and the Institutional Review by the QAA.

The preparation of the REF submission made considerable demands on academic and administrative colleagues across the University. The University Research Office, under the leadership of the Pro-Vice-Chancellor (Research), had a particular role to play in
coordinating the return and in providing guidance and support to Faculties and Departments. However, colleagues across a number of divisions (including the Finance Division and MISD) were instrumental in ensuring that the submission was made well in advance of the deadline. The results will be announced in December 2014.

The QAA’s Institutional Review was conducted during the Lent Term 2014. Members of the Educational and Student Policy Office were instrumental, in collaboration with a range of academic staff and students, in securing a successful result. The report is available at http://www.qaa.ac.uk/InstitutionReports/Pages/University-of-Cambridge.aspx and a plan to address its recommendations, as required by the QAA, has been published at http://www.admin.cam.ac.uk/offices/education/reference/qaa_action_plan.pdf.

**Information sharing and communication**

Work on the implementation of the UAS communications strategy agreed by the Senior Officers in October 2012 is ongoing. Following a detailed consultation process with colleagues within and beyond the UAS, the first UAS bulletin was issued in October 2013. An HR bulletin has also been implemented. These bulletins are now issued monthly and have been well received. They provide a useful mechanism for sharing information and communicating changes to policy and procedure.

The UAS termly open meetings are an excellent forum for discussion. Speakers have included Andrew Reid (on the bond issue), Toby Wilkinson (on developing an international strategy), Kate Wilson (on developments in CUDAR), Jim Bellingham and Milly Bodfish (on the work of the School Offices) and Alice Benton (on developments in Educational and Student Policy). The Registrary generally gives an update on University and sector matters. It is also an opportunity for colleagues to get together for an informal chat over a cup of tea after the formal presentations.

There has been ongoing work in response to the findings of the staff survey. A comprehensive results cascade and action planning process took place during the second half of 2012 within divisions, with UAS-level actions being further developed at the Senior Manager Workshop held in November 2012. Top level actions are focused on the areas of: communication; succession-planning; career development; Investors in People investigation and knowledge-sharing. Significant progress has already been made at the UAS level, and actions are being taken forward at the divisional and team levels also, with best practice being shared across teams and divisions.

One of the actions identified as a result of the staff survey was the need for a forum of senior leaders within the UAS to enhance collaboration and communication across the UAS, widen input to strategic thinking, and to encourage collective support and responsibility for leadership beyond the smaller group of Divisional Directors who meet weekly with the Registrary. The first UAS Senior Leadership Forum was held in March 2013. The second took place in the Roger Needham Building in November 2013 and focused on strategic priorities for the UAS in the Planning Round and UAS accommodation. It is intended that the forum should meet termly.
The forum is just one element in the staff development and succession-planning activities in which the Divisional Directors have been engaged over the reporting period. The Administrators’ Development Programme remains over-subscribed and very successful. The Directors have now also agreed a programme of specialised support for a cadre of senior staff with the aspirations and the potential to progress into the highest leadership roles within Cambridge and beyond. In addition, the Human Resource Division has introduced a Secondment Development Initiative to support mobility, flexibility and staff development and support.

**Accommodation**
There has been much discussion over the reporting period about accommodation. It has long been the UAS’s accommodation strategy to consolidate its activities on three sites (the Old Schools, Greenwich House and the new Student Services building) in order to improve operational efficiency and effectiveness, and to release accommodation currently used for various UAS functions across the estate. The remainder of the Finance Division moved from the Old Schools to open plan offices in Greenwich House during the reporting period. Bringing together the majority of members of the Division under one roof has improved communications, efficiency and effectiveness and has created an improved working environment.

The colocation of MISD and UCS into the Roger Needham Building (pictured) was a significant undertaking this year, especially keeping a balance with the IT Review and maintaining services throughout these very complex moves of staff and equipment.

The MISD move has released space in Greenwich House into which it is proposed that the Research Operations Office and Estate Management should move. The shared services model is one to which the UAS has long been committed: bringing together colleagues across finance, research operations and estates in Greenwich House will undoubtedly enable closer integration and interaction beyond divisional silos. It will also provide space within the Old Schools to bring together those supporting the governance and executive activities of the University in close proximity to the Vice-Chancellor, the Pro-Vice-Chancellors and the Registrary, and will release space on the Mill Lane/Old Press Site. The Student Services Centre on the New Museums Site was approved by the Planning and Resources Committee early in 2013. Plans are now being
discussed with the local authorities as part of the overall redevelopment of the site. The Centre’s aim will be to provide a ‘one-stop shop’ for all central student-related operations, as well as providing meetings and examinations accommodation. It is anticipated that the centre will be operational from 2017. This is an important University commitment to student support and the overall student experience, and will deliver services in the type of modern and integrated environment common to other institutions.

4. Planning, finance and resource allocation

The Planning and Resource Allocation Office (PRAO) has revised the arrangements for the Planning Round and for resource allocation, including the institution of a new Planning Forum, providing a regular opportunity for communication between School officers, the PRAO, Finance, HR and Estates Management on matters connected with strategic and financial planning. The forum should contribute to improvements to the Planning Round and to the University’s resource allocation procedures. A focus for the coming year will be to ensure that these processes are underpinned by a shared understanding of the University’s goals and the practical measures required in order to achieve them.

The PRAO deals with statutory returns to HEFCE and HESA (the Higher Education Statistics Agency). The regulatory burden in relation to individual student information has increased markedly in the past year, and PRAO staff are involved in a major project with MISD to revise the capability of CamSIS accordingly (see Section 11). Projects are also underway to improve the quality of management information provided to the University in respect of research and student data.

Last year’s report recorded the contribution made by UAS staff to the successful bond issue in October 2012. It is worth noting that, since then, the bond issue was runner-up in Euroweek’s sterling bond of the year award and runner up in the Association of Corporate Treasurers (ACT )Treasurer magazine bond of the year award.

5. Education: student policy, operations and support

The reform of the Health Services Management Committee and its sub-committees resulted in the establishment of a new committee on student health and wellbeing, to facilitate closer coordination of provision across the collegiate University and with the local NHS. This is part of the wider development of Student Services. Responsibility in this area has transferred from the Council to the General Board, with the new committee reporting to the Board through its Education Committee. This will mean that student support will be understood in the wider context of ensuring that students are able fully to exploit the educational provision offered by the collegiate University.

The Cambridge Admissions Office (CAO) has worked closely with MISD in relation to the systems that underpin the admissions processes, and with the Office of External Affairs and Communications on political and media issues.
Since the introduction of a fully online application system, significant advances have been made in Graduate Admissions. Most notably, the Graduate Admissions Office (GAO) has reduced the processing time for all offers, documents received, and email queries to within five days or fewer (as compared to a six-week turnaround in 2011/12) and reduced the average time between submission of an application to an offer of admission to 10 weeks (as compared to 14 weeks in 2011/12). Within the Student Registry, the Records and Exams team have worked to integrate business processes. The graduate exams service for PhD students has been improved, ensuring information is provided electronically and quickly. The Fees and Funding Team takes a proactive approach to involve stakeholders in student fees processes, through the introduction of an annual workshop for Colleges coupled with the launch of a CamSIS project to improve fees data and meet new HESA reporting requirements.

The CAO has delivered a varied and innovative programme of activities and projects to encourage applications and widen participation, including: one of the largest summer school programmes of any UK university; a programme for children in the care system that is considered an example of best practice in the sector; an innovative consortium-based initiative engaging thousands of students across dozens of UK schools and colleges; the Cambridge Open Days, attracting over 15,000 visitors in 2013; and a series of national student conferences delivered with the University of Oxford.

**Executive and professional education**

A new website (www.epe.admin.cam.ac.uk) has been launched, both to promote a more integrated Cambridge approach and to deal more professionally with external enquiries. The office has also been instrumental in facilitating cooperation between the main University and College providers in this field.

The International Student Team was successful in securing renewal of the University’s ‘Highly Trusted Sponsor’ status for Tier 4 students from what was then the UKBA. In addition, the team has coped with 12 regulatory and procedural changes made in this area during the year, including those resulting from the disbanding of UKBA. It has also implemented a Doctoral Extension Support, and has been active in providing briefings for both senior University personnel and for the Minister for Immigration. As well as its student immigration work, the team has introduced an international students’ web portal, centred on the successive stages of the student experience. The team also supports a new committee charged with oversight of all aspects and types of student mobility.

**6. Research**

A Research Operations Office (ROO) training strategy was launched in 2012 and includes: a programme for departmental grants administrators run over six one-day sessions; full economic costing and income allocation policy briefing sessions for staff involved in research grants; and annual presentations to PhD students on research income and the importance of publishing.
In collaboration with the Legal Services Office and Cambridge Enterprise, a revised model agreement for engaging in externally sponsored research for Cambridge was approved for use in June 2013.

ROO hosted a significant number of audit visits from research sponsors, including by RCUK and the Wellcome Trust: the University achieved the status of ‘Full Assurance’ from both funders. This is testament to the large-scale improvements made to grants management practices. The office also launched an Electronic Document Management Project to improve the effectiveness and efficiency of its research grant management procedures.

7. International engagement, external relations and development

An International Engagement Team, comprising members of the International Strategy Office (ISO), the Research Strategy Office (RSO), Development and Alumni Relations (DAR) and the IST, has been established to coordinate major strategic international initiatives.

Working with the CAO, HR, and the IST, ISO has led a project to provide better ‘signposting’ for international visitors to the University website www.cam.ac.uk/about-the-university/international-cambridge, providing clear pathways for different user groups. An international students web portal (www.cam.ac.uk/international-students) has been introduced.

ISO, DAR and the Research Office worked together to develop a coordinated process for briefing the Advisory Committee on Benefactions, ethical and legal affairs on questions of due diligence connected with potential donations, research funding and international agreements.

ISO and DAR work together to support the Vice-Chancellor’s extensive programme of international visits, and cooperate in supporting a range of University-wide activities in strategically important countries, including India and China.

ISO and RSO have compiled a study of funding opportunities from the US government, corporate and foundation sectors, to shape an institutional strategy for engagement with the USA.

8. People

The Employee Recognition Scheme was run for the second time in 2013 and was immensely successful, attracting nominations of the highest quality from across all divisions and areas of activity for individuals and teams. This year, the scheme was widened to allow non-UAS staff to nominate UAS employees with whom they had worked successfully in the course of the year. Awards were presented by the Vice-Chancellor in a ceremony in the Combination Room in December. The winners are listed (with the citations) at: http://www.admin.cam.ac.uk/cam-only/recognition/

During the latter part of the year, the University nurseries at Edwinstowe Close and West Cambridge were separately inspected by childcare regulator OFSTED. It was
very pleasing that both achieved the grades of ‘Outstanding’ in 2013. When Childbase Limited took over the contract to provide nursery services to the University in 2009, West Cambridge was rated ‘Satisfactory’ and Edwinstowe Close held a ‘Good’ grade. The University works in very close partnership with Childbase and with users of the service to support the provision, ensuring the environment is the best it can be for the children to attend.

The UAS supports the University’s equality and diversity agenda. Funding from EPSRC allowed a number of new gender initiatives to be undertaken. These included the delivery of a series of personal and professional development workshops for women staff entitled ‘New Perspectives’; skills-based sessions on mentoring to support the University’s CV Scheme; provision of ‘Emerging Leaders’, a development programme for researchers; piloting a new Returning Carers Scheme to support academic staff returning to research following a career break for caring responsibilities, and undertaking staff surveys as part of Athena SWAN submissions.

The UAS is also proud to support the University’s efforts to achieve Athena SWAN Awards; activity in this area has increased significantly over the reporting period.

The Office of Post-Doctoral Affairs was established, with Professor Chris Abell as its first director. This is an important development and a recognition of the growing importance of the postdoctoral community within the University.

9. Estate and environment

North West Cambridge

There has been excellent progress on the North West Cambridge Development, and staff have been able to view a number of computer generated images, including the one pictured above. The Section 106 agreement was sealed on 22 February 2013 and there was a ground-breaking day on site on 20 June 2013. Since then, the project has gathered momentum, both in terms of construction work on site and with
obtaining planning consents. The North West Cambridge project team is now based at Gravel Hill Farm, overlooking the site.

Estate and Capital Projects

The following capital projects were successfully completed:

- Sports Centre Phase 1
- Materials Science and Metallurgy
- Astrophysics
- Greenwich House Phase 2 refurbishment
- Soulsby Building
- Roger Needham Building Phases 1 and 2
- High Performance Computing Service

Major work in progress during the year included three significant capital projects on the West Cambridge site: the Sports Centre Phase 1 and the Materials Science and Metallurgy Building were both completed over the summer, whilst enabling work started on the adjacent site for the Chemical Engineering and Biotechnology building. The Astrophysics building was delivered in July 2013. Built next to the Kavli Institute, this completed the approved development. In addition, contractors started to take forward preparatory and enabling work on the Cambridge Conservation Initiative Arup Building on the New Museums Site and the new Data Centre at West Cambridge.

Work commenced on the preparation of new proposals for the development of the New Museums site and the West Cambridge site, under the governance of the respective project boards. Work to secure a development partner for the Old Press/Mill Lane Site continued.

The new delegation arrangements within the Sites and Buildings Regulations were piloted in the Departments of Physics and Chemistry. The arrangements allow departments equipped with the necessary expertise to apply for approval from the Buildings Committee to undertake minor construction work and maintenance. The Maintenance section in EM provided oversight to those departments pursuing the delegation process, and has assisted in the integration of project delivery and operating standards set down within the regulations.

Energy and environment

A new Environment and Energy section was created to support the University’s commitment to reduce carbon emissions across its estate and encourage sustainable behaviour across teaching, research and administrative activities. The section played a pivotal role in implementing the Carbon Management Plan through the Energy and Carbon Reduction Project. Green Impact, a departmental staff and student engagement programme, was successfully run for the first year with 14 departments taking part and receiving an accreditation. Under the Living Laboratory for Sustainability (an internal programme which provides opportunities for Cambridge students to propose and carry out projects across the University to improve Cambridge’s sustainability) several projects were undertaken that linked student
research with estate operations. There was a successful University Switch-Off Week from 18-24 February 2013. The University was highly commended in the Carbon Reduction Category of the Green Gown Awards 2012 for the Electricity Incentivisation Scheme, which shows savings in the University’s use of electricity.

The need to introduce measurable improvements in management information and reporting has prompted the review of asset life cycles, maintenance needs, modernisation growth, service and capital investment. The objective has been to develop proper management tools to understand the implications of facility asset investment decisions over the useful life of operational buildings.

10. Health and safety

Oversight of the governance of health and safety management at the University is the responsibility of the Health and Safety Executive Committee (HSEC) chaired by the Pro-Vice Chancellor for Planning and Resources. The HSEC seeks assurance that the implementation of University Safety Policy is maintained by a continuing programme of safety management auditing and subject-specific audits of certain hazards associated with research, including chemicals, biological material and ionising and non-ionising radiations. Audit and inspection relating to fire safety and security are undertaken in conjunction with the Fire Safety Office and Security Office in Estate Management. The Fire Safety team has benefited from the recruitment of an experienced safety professional to the post of University Fire Safety Co-ordinator. This key area of resource will help support the University Departmental Fire Safety Managers in creating an improved and uniform system of stewardship across the estate. These various fire safety and security processes also ensure that departments are apprised of statutory requirements and responsibilities for managing all aspects of health and safety.

The merger of the Health and Safety Office and Occupational Health Service to form the Occupational Health and Safety Service (OHSS) was completed with the relocation of the Occupational Health Staff and facilities adjacent to the existing Safety Office. In addition to improving access to services for all University members in a single city centre location, budgets, administrative processes and compliance benefit from the closer working relationship between the two offices. Advice is provided to Colleges on an ad hoc basis.

Health and safety policy, guidelines, advice and information produced and provided by the OHSS are part of the ongoing review of safety management systems in light of certain changes to regulations and Approved Codes of Practice (and their interpretation) as a result of the Government Lofstedt Report ‘Reclaiming Health and Safety for All’. University policy is written in a way that is risk-focused and proportionate in support of the University’s core functions of teaching and research.

11. Business systems and IT

The project to upgrade CUFS to Oracle Financials Release 12 has now been completed. Elsewhere, transactional efficiencies were gained by introducing e-Invoicing for major customers. Trialled first in the School of Clinical Medicine, e-
Invoicing has since been rolled out across all departments and for eight major customers. eSales, the University’s online sales system, also increased in take-up.

**Applications for researchers**

X5, the new costing tool for research grants and contracts was successfully launched in May 2013. It is a very large and complex financial application and it is a testament to the professionalism and collaboration of the project teams in Cambridge and Oxford that there were none of the usual problems associated with a development of this scale. 800 applications were created in the first three months, and pFact was disabled for new applications. Early evidence suggests that its use extends far further than its predecessor and that it is more user friendly. The ROO website now hosts a range of training videos which make support constantly available.

There was significant work during the reporting period to prepare and implement new systems for the Research Excellence Framework (REF). These systems allowed the capture and recording of the REF submission data and utilities to make managing the submissions as effective and efficient as possible.

There has been much work on a Document Management System and Project Light (the University’s new web template). Drupal was implemented for the University’s corporate web pages to improve the management of web content. This modern web content management system means that web editing can be devolved to non-technical users whilst ensuring an excellent and robust user experience. The enormous task of rolling out the templates across the UAS sites, whilst helping University departments and Colleges with both design and content management is ongoing.

Two new applications for the research community were developed and launched: a research analytics dashboard and a PI expenditure report.

A new programme of developments for HR systems was initiated. Work has been undertaken to establish a framework for HR staff systems commencing with Web Recruitment, Immigration and Pay and Grading. This will result in a range of HR systems with a consistent interface.

A programme to replace CamTools as a Virtual Learning Environment (VLE) was developed. This, initially, took the form of a pilot project to create a Moodle VLE for the Faculties of English and Biology. Ten other departments subsequently adopted the VLE.
There has been a major redevelopment of the Student Information System (CamSIS) in preparation for rewriting the HESA reporting application by the start of the new academical year. The application is now 10 years old and no longer supports the effective preparation of HESA data. A new online student registration process for all students was launched in September 2012: by 20 October 2012, more than 20,000 students had registered successfully online. This has saved significant administrative overhead across the Colleges and University departments, and has improved the accuracy of the information. Work is also underway to develop a new reporting application for CamSIS using Oracle technology to provide management information and analysis from the system. This is a major project and will focus on graduate applications reporting information initially.

Other business systems improvements have included: improvements to the systems for PBI reporting; Trust Bursary Schemes information and applications; US Federal Loans reporting; and an online mobile application for students to access exam results.

The new UAS server room in the Soulsby building now hosts the Astronomy Gaia Project (the ambitious mission to chart a three-dimensional map of our Galaxy), and the University Library. These moves have delivered considerable efficiencies by obviating the need for new server rooms. The server room has been upgradec and 16 racks of hosted equipment from UCS are being installed. This brings the Soulsby up to maximum capacity and has demonstrated the value of this investment to the University.

Over the next year, the UAS will support the transfer of MISD into University Information Services (UIS) under the new Director of UIS. The University and the UAS are reliant on the major business systems (CUFS, CamSIS and CHRIS) but also on various other second tier systems. The ongoing close inter-operation of these systems with staff in the UAS will be critical in continuing to provide effective and efficient delivery of essential services, and to provide the information and support on which much of the University’s income is derived (HEFCE, student fees, research grants and contracts). It will be important to ensure that sufficiently strong governance and management arrangements remain in place for business systems and for UAS staff.

12. Major new appointments

*Academic Division*
Geraldine Dufour, Head of the University Counselling Service (transferred to the Academic Division during the year); Dr Caroline Edmonds, Secretary of the Clinical School; Peter Hedges, Head of the Research Office; Rachel Lister, Head of Student Recruitment and Information, Cambridge Admissions Office; Dr Mani Narayanan, India Officer in the International Strategy Office; and Jo Martindale, Assistant Director of Research Operations (Clinical Medicine).
Estate Management
Joanna Simpson, Head of the newly formed Environment and Energy Section; Angus Stephen, Director of Operations; Roger Taylor, Director of Estate Strategy; Heather Topel, Deputy Project Director, North West Cambridge project.

Finance Division
Jonathan Appleton, Assistant Director and Head of Financial Planning and Analysis; Matt Burgess, Finance Manager, School of Technology.

Registrary’s Office
Ceri Benton, University Draftsman, Clara East, Audit and Regulatory Compliance Officer.

13. Financial performance

UAS Financial Summary 2012-13

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<tr>
<td><strong>Chest Allocation/Income</strong></td>
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<td>Recurrent</td>
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<td>Other sources of funds</td>
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<tr>
<td><strong>Expenditure</strong></td>
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<tr>
<td>(32,773)</td>
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<tr>
<td>(22,577)</td>
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</tr>
<tr>
<td>Total</td>
<td>(55,350)</td>
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<tr>
<td><strong>Surplus/(Deficit)</strong></td>
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<tr>
<td>(261)</td>
<td>2,549</td>
</tr>
<tr>
<td>Total</td>
<td>2,288</td>
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Expenditure (from) / transfer to Chest Reserves

Surplus/(Deficit) including Chest Reserves

(507)

(768)

B/fwd 2012-13 Chest Reserves

2,353

2012-13 Chest Deficit as above

(768)

C/fwd 2013-14 Chest Reserves

1,585

Review
The Chest position for the year finished with a deficit of £261k, in the main due a number of one-off recruitment costs in relation to the re-filling of various senior University appointments within the UAS, plus the timing of spend on computer purchase, replacement and maintenance.

The expenditure from Chest Reserves includes both the planned spend down of divisional reserves, aligned to the UAS strategic plan, plus further non recurrent central UAS spend in the support of key operational activities.

The UAS also holds over £2.0m of unrestricted non Chest (trading) reserves along with the Chest Reserve shown above. This gives a total of over £3.5m which can be used to support UAS strategic and development plans.

Please note the figures shown above include the recent transfer into the UAS of the Counselling Service.
14. Conclusion

These are challenging but potentially exciting times for the higher education sector, the University and, inevitably, for the UAS. Reflecting back over the year, we can be proud of our achievements, individually and collectively. We are not, however, complacent. We recognise that increasing external scrutiny combined with ongoing financial constraints will make ever greater demands on us – particularly in the context of the University’s growth agenda. We remain committed to delivering that agenda and the University’s strategic objectives to the highest personal and professional standard. In doing so, we will support, recognise and develop our staff – they are our greatest asset and our most important resource. We go forward from a position of strength and with a clear sense of our strategic direction.

Dr Jonathan Nicholls
Registrar