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UNIVERSITY OF
CAMBRIDGE

NOTICES**Calendar**

20 October, *Sunday*. Preacher before the University at 11.15 a.m., The Rev'd N. G. P. Gumbel, *T*, Vicar of Holy Trinity, Brompton. End of first quarter of Michaelmas Term.

26 October, *Saturday*. Congregation of the Regent House at 11 a.m.

1 November, *Friday*. All Saints' Day. Scarlet Day.

Discussions (Tuesdays at 2 p.m.)

5 November

19 November

10 December

Congregations (Saturdays unless otherwise stated)

26 October, *at 11 a.m.*

30 November, *at 2 p.m.*

Discussion on Tuesday, 5 November 2019

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, p. 105) to attend a Discussion in the Senate-House, on Tuesday, 5 November 2019 at 2 p.m., for the discussion of:

1. Twenty-fourth Report of the Board of Scrutiny (p. 42).

Further information on Discussions, including details on format and attendance, is provided at <https://www.governance.cam.ac.uk/governance/decision-making/discussions/>.

Withdrawal of Grace 1 of 2 October 2019 (governance of the remuneration of the Vice-Chancellor and senior post-holders and other pay-related matters)

10 October 2019

The Vice-Chancellor gives notice that, under the provisions of Regulation 6 of the regulations for Graces and Congregations of the Regent House (*Statutes and Ordinances*, p. 105), he has withdrawn Grace 1 submitted to the Regent House on 2 October 2019 (*Reporter*, 6561, 2019–20, p. 26) for further consideration. The Grace sought approval for the recommendations of the Report of the Council on the governance of the remuneration of the Vice-Chancellor and senior post-holders and other pay-related matters (*Reporter*, 6532, 2018–19, p. 297).

Grace 1 of 25 April 2019 (report on the advantages and disadvantages of a policy of divestment): Update on report

At its meeting on 14 October 2019, the Council received an update on preparation of a report in response to Grace 1 of 25 April 2019 (*Reporter*, 6544, 2018–19, p. 486). It will publish an interim report on that work in the *Reporter* on 23 October 2019.

Appointment of Chief Investment Officer

The Council agreed, at its meeting on 15 July 2019, to appoint Ms Tilly Franklin, *JE*, currently Director of Investments and Head of Private Equity at Alta Advisers, to the post of Chief Investment Officer. She will start in the role on 1 January 2020.

Interim appointments in Estate Management

Mr Graham Matthews has been appointed as Interim Director of Estates for one year from 1 August 2019. Mr Jerry Headley has been appointed as Interim Director of Estates Management, with responsibility for Estate Facilities and Business Services, for six months from 1 July 2019.

The Council has agreed to develop a proposal to establish a property entity, which would incorporate all University non-operational estate functions. These appointments have been made to provide appropriate leadership and support whilst that proposal is developed.

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 individual Faculty, Department and institution websites, on the What's On website (<http://www.admin.cam.ac.uk/whatson/>) and on Talks.cam (<http://www.talks.cam.ac.uk/>). A variety of training courses are also available to members of the University, information and booking for which can be found online at <https://www.training.cam.ac.uk/>

Brief details of upcoming events are given below.

<i>Classics</i>	The Corbett Lecture 2019: <i>Arts of not being governed: anarchist approaches to the ancient Mediterranean</i> , by Dr Josephine Crawley Quinn, Associate Professor of Ancient History, University of Oxford, at 5 p.m. on 28 November 2019 in room G19, Faculty of Classics, Sidgwick Avenue.	https://www.classics.cam.ac.uk/events/the-corbett-lecture-2019
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REGULATIONS FOR EXAMINATIONS

Economics for the M.Phil. Degree: Correction

(*Statutes and Ordinances*, p. 533)

With immediate effect

The General Board, on the recommendation of the Faculty Board of Economics, had approved an amendment to the regulations for the examination in Economics for the degree of Master of Philosophy by advanced study which was mistakenly omitted from the notice published on 31 October 2018 (*Reporter*, 6524, 2018–19, p. 89). The amendment to Regulation 1(b) gives students the option to choose either a dissertation or an additional optional module, and has been made with immediate effect as set out below.

Regulation 1(b).

By amending the regulation to read as follows:

- (b) *either*
- (i) a dissertation of at least 8,000 and not more than 10,000 words in length, based on material from one of the optional modules not already chosen or on a subject approved by the Degree Committee; *or*
 - (ii) one additional optional module.

NOTICES BY FACULTY BOARDS, ETC.

Annual meetings of the Faculties

Classics

The Chair of the Faculty Board of Classics gives notice that the Annual Meeting of the Faculty will be held at **9 a.m. on Thursday, 14 November 2019** in room G19 in the Faculty of Classics, Sidgwick site. The main item of business will be the election of two members of the Faculty Board in class (c) to serve from 1 January 2020, in accordance with Regulation 1 of the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, p. 615).

Nominations for election, and notice of any other business, should be received by Mr Nigel Thompson (email nmt24@cam.ac.uk), Faculty of Classics, Sidgwick Avenue, not later than Monday, 4 November 2019.

Computer Science and Technology

The Chair of the Faculty Board of Computer Science and Technology gives notice that the Teaching Conference and Annual Meeting of the Faculty will be held at **2.15 p.m. on Tuesday, 12 November 2019**, in Lecture Theatre 1 of the William Gates Building, JJ Thomson Avenue. All members of the Faculty are invited to attend.

Human, Social and Political Science

The Chair of the Faculty Board of Human, Social and Political Science gives notice that the Annual Meeting of the Faculty will be held at **2 p.m. on Thursday, 28 November 2019**, in the Seminar Room of the McDonald Institute for Archaeological Research, Downing Street. The main business will be the election of three members of the Faculty Board in class (c), in accordance with the General Regulations for the Constitution of the Faculty Boards (*Statutes and Ordinances*, p. 615). Nominations, confirmed by the proposer and seconder, for which the consent of the candidate must be obtained, should reach the Secretary of the Faculty Board (email Marie Butcher: mab30@cam.ac.uk) no later than 12 noon on 20 November 2019. Notice of any other business should reach the Secretary by the same date.

Chancellor's Medal for English Law, 2019–20: Addition to eligible papers

Further to its Notice of 10 July 2019 (*Reporter*, 6555, 2018–19, p. 805), the Faculty Board of Law gives notice of an additional paper prescribed for the LL.M. Examination in 2019–20, which is deemed to be a paper in English Law and Legal History for the purpose of the award of the Chancellor's Medal for the encouragement of the study of English Law (*Statutes and Ordinances*, p. 819):

3. International commercial litigation

REPORTS

Twenty-fourth Report of the Board of Scrutiny

Introduction

1. The Board of Scrutiny provides independent analysis and oversight on behalf of the Regent House, examining the Annual Report of the Council (including that of the General Board to the Council); the Abstract of the Accounts; and any Report of the Council proposing allocations from the Chest. It has the right to comment on related matters that it believes should be drawn to the attention of the University, including issues of policy. Further information can be found on the Board's website¹ and in *Statutes and Ordinances*.² The Board has the right of reporting to the University and this is its Twenty-fourth Report.

2. As mentioned in the preamble to its Twenty-third Report (*Reporter*, 6521, 2018–19, p. 42), the Board aims to encourage members of the Regent House to think about and engage in governance as part of a process intended to be complementary to, not in contention with, the Council and the General Board. Nevertheless, following the recommendations of the Wass Syndicate, the Board was established to provide an additional mechanism for holding the Council to account for the increased powers it had acquired, particularly in relation to the items that the Board is required to examine.

3. The Board hopes to assist the Council as well as helping members of the Regent House to engage with and make decisions about business; for example, through commenting at Discussions, or by opposing, supporting, amending or promoting Graces. The Board may be able to comment more freely than the Council, or give greater attention to certain areas of business, and although it has some capacity to act on its own account, it cannot supplant the responsibilities of the Regent House collectively, any more than it can perform the work of the Council. We hope to encourage discussion and collaborative thinking across the University.

Activity of the Board 2018–19

4. Sixteen meetings of the whole Board took place, including three at which Senior Officers attended as guests: the Vice-Chancellor, Professor Stephen Toope; the Pro-Vice-Chancellor for Strategy and Planning, Professor David Cardwell; and the Registrar, Ms Emma Rampton.

5. Smaller working groups met with the Senior Pro-Vice-Chancellor for Education, Professor Graham Virgo; the Pro-Vice-Chancellor for Institutional and International Relations, Professor Eilis Ferran; the Pro-Vice-Chancellor for Research, Professor Chris Abell; the Head of the Office of Postdoctoral Affairs, Ms Karina Prasad; the Head of the University Counselling Service, Ms Geraldine Dufour; the Head of the Disability Resource Centre, Mr John Harding; the Head of Staff Counselling, Ms Michelle Reynolds; the President of Lucy Cavendish College, Professor Dame Madeleine Atkins; the Deputy Chair of the Council and Chair of the Council's Governance Review Working Group (until December 2018), Mr John Shakeshaft; the Chief Financial Officer, Mr Anthony Odgers; the Director of Finance, Mr David Hughes; the Director of Estates Strategy, Dr Jason Matthews; the Development Manager, Mr Stuart Gray; the Executive Director of Development and Alumni Relations, Ms Alison Traub; and the Development Officer, Ms Jenny Moule.

6. Further information and assistance was provided by the Head of the Registry's Office, Dr Regina Sachers; by the University Draftsman, Ms Ceri Benton; and the Personal Assistant to the Registrar, Ms Alison Wheeler-Heyn. The Board is duly grateful to all of them for their time and thought and records its thanks.

7. During the year Mr Timothy Milner was elected Proctor by the Regent House in late February, re-joining the Board *ex officio* until 1 October 2019 in place of Dr John Xuereb. Having recently completed a term on the Board and been Chair 2017–18, Mr Milner did not resume active membership for this period and so has not signed this Report. The Board again commends its Support Officer, Ms Rachel Rowe, for her assistance with working notes, agendas and minutes.

Finance

Financial Statements

8. The financial statements and associated historical trends were analysed in some detail in the Board's 23rd Report, and it is not intended to replicate that detailed historical analysis this year.

9. In 2017–18, the University saw total income increase to £1,965m, a 5.1% increase on the previous year and a net surplus (after gains on investment and various other non-cash items) for the year of £391m, which represents a decrease from the equivalent figure for 2016–17. The net surplus before gains on investment and other items is more finely balanced in both 2017–18 and 2016–17.

¹ <https://www.scrutiny.cam.ac.uk/>

² Statute A VII, <http://www.admin.cam.ac.uk/univ/so/pdfs/2018/statutea.pdf>; and *Ordinances*, <http://www.admin.cam.ac.uk/univ/so/pdfs/2018/ordinance01.pdf>

10. The overall financial result seems to have broadly followed the trends of recent years, which include a steadily growing total income and a reasonably well-balanced total expenditure. Net assets for the University grew by 8.1% and stood at £5.2 billion as at 31 July 2018.

11. The individual components of total income, including tuition fees, research grants and investment income have mostly seen continued growth broadly in line with trends observed in the recent past. The robust growth trends observed in recent years for many significant income items may prove to be harder to sustain in the future.

12. Research income grew by a notable 13% compared to 2016–17, to £524.9m, and represents both the largest single source of income and also (this year) the fastest growing one.

13. The Board notes the comment in the 2017–18 Reports and Financial Statements that the University's net surplus has benefitted from 'improved levels of cost recovery on certain categories of externally-funded research' (*Reporter*, 6530, 2018–19, p. 201). Although limited further quantified detail is provided, this is an encouraging statement as the ongoing growth in research income has the potential to be financially problematic for the University if cost recovery is not also improved.

14. The Board recommends that the University develop and publish internally a more detailed financial model to illustrate the trends and issues associated with cost recovery on externally-funded research, a long-term strategic issue for the University.

15. The Board's 23rd Report drew attention to the potential for growing pressures on staff costs due to higher cost of living awards after a sustained period of below-inflation increases and also due to higher employer pension contributions to the various defined benefit pension schemes, including the USS. It is noted that staff costs increased by 6% in 2017–18 compared to the previous year. Whilst this change reflected some one-off factors in the year, the Board notes that there are growing sources of underlying upward pressure associated with pay and reward initiatives such as the Academic Career Pathways, Professorial Pay Review and Contribution Schemes – all of which are currently Chest-funded. These costs are recurrent and anticipated to rise sharply in the next few years.

16. Whilst the Board is supportive of the initiatives the University has taken to address the very real issues motivating these schemes, it believes that there will inevitably be ongoing upward pressure on this category of expenditure over the next few years, and the overall financial effect on the University will need to be monitored closely.

17. Capital expenditure on the operational estate and equipment and IT amounted to £269.6m in 2017–18. This level of expenditure continues to exceed the current cash generating capacity of the University's operations (even after accounting for specific donations and grants for the relevant capital projects) and remains unsustainable in the longer term. However, in the short term measures have been used such as external debt financing, including the proceeds of previous bond issues. As noted in the Board's 23rd Report, capital expenditure will almost certainly have to fall significantly to more sustainable levels in the years ahead, particularly as staff costs continue to grow ahead of inflation. The Board understands that the University has already taken steps to defer or cancel certain planned capital projects and that these steps are expected to bring down such expenditure in future years.

18. The Board also notes an increase in the depreciation charge of around 5% in 2017–18 compared to the previous year as a result of significant fixed asset additions during the year – primarily the construction of new buildings. Depreciation is a non-cash charge but reflects a real long-term cost to the University, namely the mounting cost of maintaining the University's rapidly growing building stock.

Allocations Report

19. The Allocations Report for 2019–20 is notable for several reasons. For ease of reference, these are listed under separate headings.

Strategic planning

20. There is an explicit statement in the Allocations Report that the University intends to implement 'an altogether clearer distinction between an annual process of financial planning and forecasting, and longer-term strategic planning.' It is the University's plan to undertake a comprehensive strategic review on a rolling basis of each School and Non-School Institution (NSI) over the next few years.

21. The Board's 23rd Report discussed in some detail the apparently disproportionate emphasis within the Allocations Report on short-term budgeting compared to the apparent lack of discussion or linkage to long (or even medium) term priorities. The commitment by the University to carry out some additional longer-term thinking is a positive first step down this path. The Board looks forward to seeing the outputs of these strategic reviews as they emerge.

Transparency and completeness of budgetary framework

22. The Pro-Vice-Chancellor for Strategy and Planning remarked at a Discussion on 2 July 2019 that the 'Director of Finance and his team have made good progress to improve our understanding of the University's overall operating budget and forecasts, moving away from a narrow focus on the Chest'.

23. The Allocations Report also talks of seeking 'to establish a relatively simple model which promotes greater financial transparency and enables Heads of Department and others to identify and take forward academically-driven activity'. A key component of such a model is a mechanism whereby Departments which carry out activities that generate an income stream or other financial return (such as a taught M.Phil. course) might be able to benefit in a fair and transparent way from that extra income.

24. Again, these statements are to be welcomed, especially given the two Recommendations in the Board's 23rd Report suggesting that the existing financial reporting format be refined 'to present a more holistic and balanced view of our annual budgeting decisions', and also that a mechanism to facilitate investment by Schools and NSIs in projects with payback periods be developed.

25. It is important, however, that the statements of intent are translated into a practical, workable framework. The Board notes that the current financial reporting format in the Allocations Report remains the same as it has been historically. It also notes that some form of income incentivisation model for Schools has been under discussion for a number of years, but the only impact of this to date has been to some £1.55m of allocations in 2019–20 (i.e. just 0.3% of total Chest allocations in the year). There is a long history of the central bodies wanting to better understand the University's financial position, beginning in the 1990s with the Disaggregation Analysis, the evolution of a Resource Allocation Model, and more recently, a model of the University's finances commissioned from external consultants. The Board looks forward to further tangible progress on these important administrative matters, but suggests that delivering useful reform in these areas, whilst a very worthwhile objective, may prove to be more complex and challenging than expected.

Changes to allocations

26. In the context of ongoing forecast Chest deficits over the period to 2022–23, the Planning and Resources Committee (PRC) has decided not to implement the previously budgeted 1% increase to Chest allocations for 2019–20 compared to 2018–19. Furthermore, the PRC has sought to limit any additional allocations 'to those mandatory elements required by the University's regulators or fundamental to the University's ability to demonstrate due accountability for the use of public funds'.

27. The latest forecast Chest allocations for 2019–20 do, nonetheless, contain some agreed changes, including commitments from some School and non-School institutions to reduce Chest expenditure by specific amounts. The impact of some of these commitments will be to drain Chest-sourced reserves at the level of individual institutions.

28. It is interesting to review the revised Budget for 2019–20 and Projections through to 2022–23 to identify where Chest allocations are still expected to grow the fastest over the next few years:

Chest funds £'000	2019–20	2020–21	2021–22	2022–23	Change %
Schools	197.9	204.8	207.4	209.5	+5.9%
Academic institutions and services	54.1	55.1	55.8	56.5	+4.4%
Staff and student services	1.5	1.5	1.5	1.6	+6.7%
UAS	44.1	43.9	44.4	44.8	+1.6%
University-wide initiatives	4.9	6.1	8.0	9.2	+87.8%
<i>Administered Funds</i>					
Teaching and research	126.7	124.7	126.9	129.0	+1.8%
Contingency	5.9	5.9	5.9	6.0	+1.7%
Human resources	2.9	4.2	4.2	4.2	+44.8%
Operational	4.7	4.9	5.2	5.4	+14.9%
Estates	58.0	60.1	62.0	63.4	+9.3%
General	7.5	7.5	7.6	7.6	+1.3%
Total expenditure	508.2	518.7	528.9	537.2	+5.7%

29. The growth of Chest allocations to Estates is notable, especially as it starts from a significant absolute allocation in 2019–20. It is noted elsewhere in this report that concerns exist in relation to some of the management structures within Estates, particularly in relation to Health and Safety compliance matters. The Board hopes that the proposed investment will lead to improvements in this important area over the next few years. A programme is in development to create an effective maintenance organisation which will establish links between buildings and works required to achieve defined levels of performance.

30. Chest allocations to 'University-wide initiatives' are forecast to grow sharply, albeit from a low base of £4.9m in 2019–20. This allocation includes the costs of the 'People Strategy' initiative (such as Senior Academic Pathways and Professorial Pay Review) which is expected to grow from a recurring cost of £575k in 2019–20 to £4.15m in 2022–23, the increase in USS pension contributions (expected to amount to around £4m per annum) and an allocation of £500k per annum towards Building Compliance work by the Estates Division. The Board understands that the £500k investment is designed to fund a more effective maintenance organisation and an improved resource management system.

31. There are also significant additions to the categories of 'Human Resources' and 'Operational' which reflect some projected increases of certain pay and reward schemes and some anticipated increases in certain operational costs, such as insurance, bank fees, audit fees, etc.

32. The above presentation is the University's current reporting structure for overall Chest allocations. Picking up on the previous points in relation to transparency, it is clear that some of the categorisation seems slightly strange – ranging from tiny allocations to, for instance, 'Staff and student services' to very much larger ones to very broad categories such as 'Schools'. The Board believes that the allocations summary could be presented in a more useful format – perhaps involving a breakdown of the largest categories so that the underlying components are clearer. Ideally, the allocations would be analysed at a level of granularity consistent with where significant strategic planning takes place such as an individual School or Non-School Institution. This would potentially facilitate the tracking of changes in allocations over time.

33. The Board recommends that the presentation of the Allocations Report and other budgeting information is improved so as to provide analysis at a more meaningful and, in budgetary terms, logical level of granularity. This might mean developing a standard reporting format at the level of a School or Non-School Institution.

Cambridge University Development and Alumni Relations

34. It was noted in the Board's 23rd Report that the largest single area of growth in allocations from the Chest during the period 2012–19 was to Cambridge University Development and Alumni Relations and Cambridge in America (CUDAR/CAM) with a total additional allocation of £7.1m over the seven-year period. While the successes of CUDAR are often claimed in terms of a broad range of positive outcomes, historically there has been no straightforward financial account of its functions to help form a view of the return on the University's investment in it.

35. The increased allocations started shortly before the arrival of a new Executive Director of Development and Alumni Relations in 2013, a major planned expansion of what was then the Cambridge University Development Office (CUDO) and the start of a £2 billion fundraising campaign at the start of the academic year 2011–12. The target completion date for the *Dear World* fundraising campaign is understood to be the end of academic year 2021–22, and the £2 billion target relates to fundraising by both the University and the Colleges.

36. Given the very significant investment that the University has put into charitable fundraising in recent years and the ambitious fundraising targets it has set itself, it seems appropriate to take stock of the financial impact of this effort. The Board has obtained some interesting long-term data on fundraising by the University:

Table 1 – Fundraising record under CUDO (2005–11)

£'000	2005	2006	2007	2008	2009	2010	2011	Average
New funds raised (excl. large single gifts)*	37,595	45,815	47,098	71,259	32,152	52,215	73,309	51,349
Large single gifts*			82,000					11,714
Cash received**	22,931	28,441	51,203	44,375	43,885	39,282	49,898	40,002
Chest allocation – CUDO	3,036	3,029	3,342	3,406	4,041	3,998	3,657	3,501
Chest allocation – CAM	1,278	1,635	1,659	1,879	1,750	2,402	2,184	1,826
Estimated other costs covered by the University****		312	366	326	320	354	330	335

Table 2 – Fundraising record under CUDAR (2012–18)

£'000	2012	2013	2014	2015	2016	2017	2018	Average
New funds raised (excl. large single gifts)*	50,281	79,208	58,131	79,038	79,237	91,308	99,580	76,683
Large single gifts*							85,000	12,142
Cash received**	44,234	63,079	40,297	42,770	64,551	71,955	103,781	61,523
Chest allocation – CUDAR***	4,143	5,297	7,654	9,336	8,457	9,785	9,978	7,807
Chest allocation – CAM	2,281	2,304	2,253	2,290	2,229	3,243	3,955	2,650
Estimated other costs covered by the University****	484	478	539	696	782	841	999	688

Figure 1. Funds raised vs. cost of operation, CUDO

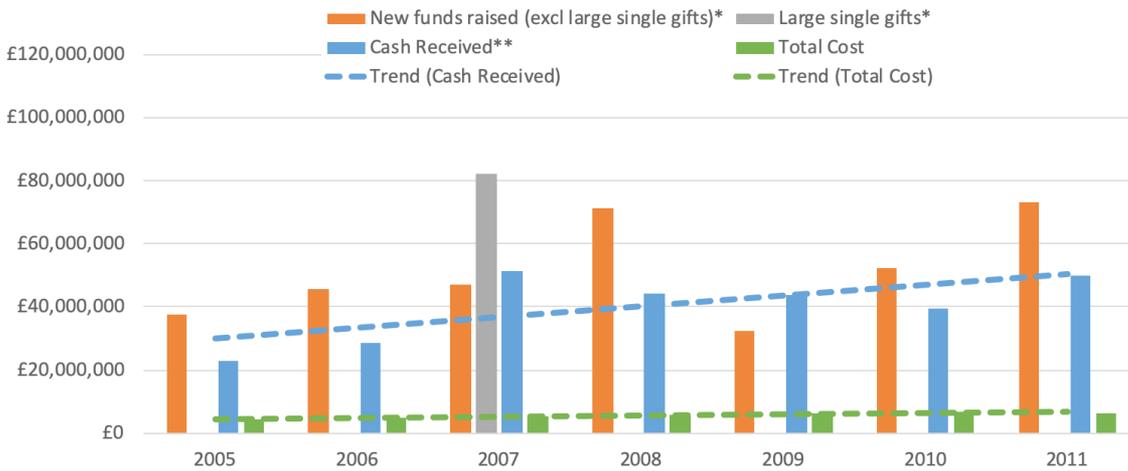
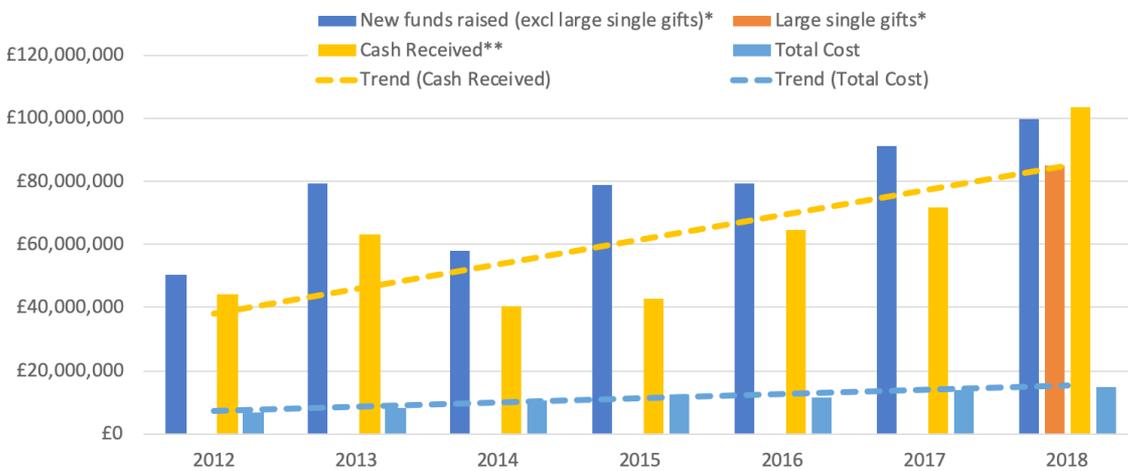


Figure 2. Funds raised vs. cost of operation, CUDAR



* 'New funds raised' comprises commitments (pledges) plus one-off gifts in kind to the University.

** 'Cash received' is all cash actually received by the Development Office in relation to fundraising. It includes disbursements from CAM. It does not include gifts received directly by Departments or the Research Office, nor any gifts-in-kind or gifts banked by the Addenbrooke's Charitable Trust or Cambridge Trust. New funds raised should eventually be turned into cash received, even if there is often a time lag before this happens.

*** 'Chest allocation' to CUDAR / CAM is the annual budget for the respective institution from the University.

**** 'Estimated other costs covered by the University' – in addition to the Chest allocation, the University also provides CUDAR with office space and other central support. An effective subsidy has been estimated using assumptions from the RAM model

37. Table 1 tracks certain key fundraising metrics in the seven years leading up to the emergence of CUDAR out of CUDO. It highlights a relatively smaller 'steady state' Development operation in Cambridge, although a growing Development operation in the United States. Over this period, the office managed to raise an average of £51.3m per annum plus a single large gift of £82m in 2007, which equates to an overall fundraising average of £63.1m per annum.

38. To achieve this, the office had an average budget of £3.5m per annum for CUDO and a further £1.8m per annum for CAM. If we add to this an estimated £0.3m of other University costs associated with the fundraising operation, we get to an estimated total (budget) cost of the Development operation of around £5.7m per annum over the period 2005–11. Average costs as a percentage of average fundraising spend was therefore an estimated 9.0% over this period.

39. Table 2 tracks the equivalent fundraising metrics in the seven years since the renaming of the Development Office as CUDAR. On the same basis, CUDAR has managed to raise an average of £76.7m per annum plus a single large gift of £85m in 2018 which equates to an overall fundraising average of £88.8m per annum.

40. The cost base of CUDAR over the period 2012–18 reflects significant growth in both CUDAR and CAM. The average budget for the period was £7.8m for CUDAR and £2.7m for CAM. If we add an estimated £0.7m of other University costs associated with the fundraising operation, we get to an estimated total (budget) cost of the Development operation of £11.1m per annum. Average costs as a percentage of average fundraising spend was therefore an estimated 12.5% over this period.

41. In conclusion, we can see on average a doubling in the annual spend on Development (equivalent to an extra £5.4m per annum) over the last seven years compared to the seven years before that. This doubling in spend has been associated with a material increase in funds raised of £25.8m per annum (on average) which is equivalent to a 41% uplift.

42. However, this analysis understates CUDAR's more recent record. A detailed review of Table 2 indicates that the cost base of CUDAR increased rapidly over the period 2012–15 as the office recruited a new team of fundraisers. There was then a time lag before this led to a notable increase in funds raised over the period 2015–18. This is consistent with anecdotal evidence that it takes a new fundraiser two or three years to start to become fully effective in a new organisation.

43. Finally, the Board understands that 2018–19 will be another strong year in fundraising terms – similar to 2017–18. It has also been announced by CUDAR that the overall *Dear World* campaign has recently passed a total fundraising target of £1.5 billion. There are three years to go before the end of the originally envisaged campaign period, and, if the current rate of fundraising is sustained, it is looking likely that the original £2 billion target will be met.

44. Despite the financial evidence presented in the tables above, the Board has received comments indicating scepticism among some members of the Regent House as to the true underlying record of CUDAR.

45. Some of this scepticism seems to arise from individuals and institutions who have not identified any tangible benefits to themselves from CUDAR's work. It is undoubtedly true that donations in recent years have not benefited all parts of the University equally. It is also true that the bulk of the fundraising in recent years has been accounted for by a handful of very large gifts – in 2017–18, for instance, 70% of total funds raised by the University were accounted for by four gifts of £9.25m or more. This has further exacerbated an existing tendency for Development effort to deliver benefits that end up concentrated amongst a relatively small group of beneficiary institutions within the collegiate University.

46. Discussions of CUDAR almost inevitably raise the potential for tension between CUDAR and College fundraising activities. It is not within the Board's remit to comment on College matters, but it notes that the memorandum of understanding between CUDAR and the Colleges indicates that CUDAR focuses on soliciting gifts of over £1m while, in practice, most giving to Colleges involves gifts of less than that figure. It is therefore difficult directly to compare fundraising success between CUDAR and the Colleges.

47. The financial evidence that the Board has been able to obtain suggests fairly clearly that the decision to invest in and expand the Development Office from 2013 onwards, whilst requiring some difficult allocation decisions at the time, appears in hindsight to have been justified in terms of bringing more funds into the collegiate University.

48. The Board does, however, note that it took a surprisingly long time to obtain relatively basic historical financial information from the University's financial systems to complete the above analysis. It seems that performance reporting on CUDAR's activities has been carried out in the past by CUDAR itself using its own systems. When the Finance Division was asked to produce figures, it was found that there were difficulties reconciling the Finance systems to CUDAR's own systems. The Board is left with a sense that the University does not always have the capacity and systems in place to assess the performance and activities of individual institutions, even one such as the Development Office, a non-academic institution where performance data should be comparatively easy to obtain and targets comparatively easy to set.

49. The Board recommends that the University's capacity to measure and assess quantifiable performance data on individual Institutions (particularly non-academic Institutions) is reviewed, and further it is considered whether sufficient formal objectives are being set and systematically reported on.

Estates

Financial management of future developments

50. The Annual Report of the Council for 2017–18 (*Reporter*, 6530, 2018–19, p. 181) noted that in May 2018 it agreed to proceed with a bond issue of £600m for income-generating projects and to provide the University with options for capital projects outside those directly enabling academic teaching and research activities. Such projects are envisioned as bringing indirect benefits, including addressing the housing challenge and providing alternative income streams during a time of financial volatility. Following the execution of this bond, the Board understands that the Council is developing plans for the University to establish its own property company, to oversee relevant income-generating projects approved for the development of the non-operational estate using the proceeds of the bond, and other sources of finance.

51. Whilst acknowledging these plans are at an early stage, and recognising that this may well be a sensible management structure for such projects, the Board has concerns relating to the scope and remit of such an organisation and to its governance.

52. The first arises because the company's scope and remit are as yet unspecified: it is not clear if projects may be undertaken by such a company that are solely income-generating or if they must also address the University's broader mission; the phrase 'significant indirect benefits' needs to be clarified. For example, would the development of housing for market sale be considered an acceptable income-generating activity if commercially profitable, and would this undermine plans for the development of affordable housing for University staff?

53. The second arises because governance of such a company seems likely to cause tension between the University's internal requirements and external commercial pressures. To be commercially effective such a company must be able to respond quickly to income-generating opportunities, but this must be balanced with the requirement for University oversight, which involves both more complex stakeholders and a more deliberative style of decision-making than most commercial organisations.

54. Should the Council decide to proceed, the Board would expect to see further details of the plans and ambitions for the property company, as well as clarification on the above points when the Council reports to the University.

Health and Safety compliance

55. The same Annual Report also notes that the Council was made aware of improvements made to ‘the management, governance, and assurance of building compliance’ across the University’s estate. We are informed that the Directors of Health, Safety and Regulated Facilities, and of Estates were developing a methodology to address the shortcomings in current practice, which was due to be finalised in Michaelmas Term 2018. At the same time, the University is updating its means of recording ‘built assets’ and demonstrating compliance with Health and Safety legislation, the better to comply with legal requirements.

56. This apparently reassuring paragraph omits to mention that two external reports were commissioned to look into these shortcomings. Subsequently a group of senior officers was convened to take forward the process of developing the new methodology and systems. Such failings of compliance are a matter of significant concern to the University, to which the Council urgently needs to respond.

Senior leadership

57. Unfortunately, since announcing these plans to develop a new methodology to address concerns in Health and Safety compliance, Estates has experienced a significant number of departures from its senior management team, which will have consequences for the Division’s ability to effect change. Rectifying these important compliance problems will entail a substantial programme of work extending over a number of years, involving stakeholders across the University and changes to existing systems, procedures and protocols.

58. The Board is concerned that such an interruption in the senior leadership of Estates staff at a time of significant and urgent change creates a serious risk to the University in ensuring that it is Health and Safety compliant across the estate. It is not clear that we have the capacity to deliver such a programme, or how it will be implemented and managed, or what the governance of such a process will be, or who will be responsible for auditing its progress and success.

59. The Board recommends that the Council publishes a Notice setting out the new Health and Safety compliance methodology, including both the governance structure for monitoring it and the timetable for its full implementation.

Education

60. In the Board’s 23rd Report a key focus was on the University’s recruitment strategy, agreed with the Colleges, to increase postgraduate student numbers by 13.1% over 2017–22.³ In passing, the Board noted the significance of increasing numbers of international students and postgraduates in the University’s financial strategy; the commentary focused, however, on the concomitant issues resulting from such an increase – in particular, the impact on the resourcing of Departments and central support services, on the student experience, and on the Colleges.

61. The Board’s initial focus this year was to further explore the management of this area, in particular regarding the impact on the central support services.

Impact of increased student numbers on central support services

62. The Board welcomes the fact that there have been investments in staffing in both the *University Counselling Service (UCS)* and the *Disability Resource Centre (DRC)*, as well as re-housing to a new central service building on the New Museums site. Both services are, however, reporting notable growth in students accessing their services, which these staffing increases have not matched, either in terms of advisory or administrative resources.

63. At the DRC, for instance, there exists an adviser-to-student ratio significantly above the level recommended by national governing bodies. HEFCE guidelines indicate an adviser-to-student ratio of 1:200.⁴ The DRC is currently reporting a ratio of 1:560, which would equate to 1.5 minutes of available support per student per week (if each was supported equally). Compared with 35 students who had disclosed a mental health difficulty in 2008, the DRC was supporting 1,100 in 2019 (a 3,000% increase in 11 years), with 3,250 students being supported overall. Total numbers have risen by an average (mean) of 15% per annum over the past ten years, from 600 in 2008 to 3,250 in 2019 (a 440% increase in 11 years).⁵ It is also worth noting that the DRC is reporting declining levels of student satisfaction over a sustained period in both internal DRC Surveys and external quality assurance measures (Student Barometer).⁶

64. At the UCS, in 2016–17, 1,575 students accessed individual sessions, equating to 6,505 sessions overall, with an additional 1,228 group sessions attended. In 2017–18, this latter figure rose to 1,936, which represents 10% of the student body and an increase of 23% on the previous year. The clinical service as a whole (that includes counselling at the UCS and College-based Counselling, Sexual Assault and Harassment Advisers and Mental Health Advisors) saw 2,152 students in total, which represents 11% of the student body. In the past four years, the service has experienced a 74% increase in the number of students applying to access the service from 1,565 in 2013–14 to 2,717 in 2017–18.⁷ The percentage split undergraduate to postgraduate accessing the DRC has been 57%–43%, with the UCS reporting a similar demographic of 48% to 46%, with 6% not disclosing.⁷

³ Annual Report of the General Board 2016–17, *Education and the learning environment*, <https://www.admin.cam.ac.uk/reporter/2017-18/weekly/6489/section3.shtml>

⁴ HEFCE Ref. 99/04, January 1999, *Guidance on base-level provision for disabled students in higher education institutions*.

⁵ Data is taken from the DRC’s database which records all current students who have disclosed a disability (and is therefore higher than the data returned to HESA (which filters out some students)).

⁶ <https://www.educationalpolicy.admin.cam.ac.uk/student-engagement/university-wide-surveys/student-barometer-survey>

⁷ <https://www.counselling.cam.ac.uk/general/UCSAnnualReport1718.pdf>

65. Such increases in demand are mirrored across the sector and some may reflect a reduction in the stigma around accessing support. Nevertheless, both services also report an increase in the complexity of presentations requiring greater in-depth support. Additionally, the intensity of Cambridge teaching terms does not allow students to take time out. It is therefore crucial that services are resourced so that they can meet demand in a timely manner. It should not be overlooked that a key focus of the *Office for Students* (OfS) is on reducing retention and achievement gaps. The largest cohort of disabled students that the DRC now supports (both numerically and in terms of adviser time) is students with mental health difficulties. This is the cohort where the University has the largest shortfall from the sector average in both achievement and retention.

66. Both services have introduced a range of initiatives and programmes to raise the profile of the support on offer as well as to create effective means to deliver it. Yet there is only so much that can be done with finite resources and these will become ever more stretched if student numbers increase. Since the responsibility for welfare resides in the Colleges, funding arrangements exist whereby the Colleges finance the direct costs of central provision, whilst the Chest covers administration and facilities. The Board notes that one area worth exploration could be greater integration of provision between the University and the Colleges, both to ensure that students do not ‘fall between the cracks’ but also to profit from greater collaboration and pooling of resources.

67. The Board further notes that this situation is mirrored in the *Staff Counselling Service*, which is also reporting higher access, with the key concern (accounting for 80% of cases) being work-related matters; notably serious infrastructure issues such as housing, transport and childcare provision; the fact that the duties and responsibilities of roles are expanding without additional resources (a key stress point being information overload, primarily through email); and anxiety surrounding Brexit.

68. With expansion in student numbers, such concerns are only likely to worsen if sufficient resources are not invested in support for students and staff.

Education: Internal initiatives

69. This year has seen three new initiatives – the *Transition Year*, the *Adjustment Process*, and the five-year *Education Framework*.

70. Whilst exemplary in their intentions, the manner in which they have been announced has sometimes lacked perspicuity, potentially exposing the University to greater internal and external criticism than it warrants.

71. The *Transition Year*, for example, which is an integral part of the University’s response to the *Office for Students*’ requirement for greater ‘ambition’ with respect to attracting students from certain polar quintiles,⁸ was announced publicly at the start of the academic year 2018–19 as an initiative that would be ‘free’ for the students selected to join the programme. However, the resource requirements remain unclear and an outline of the programme has yet to be devised, with the result that raising the necessary philanthropic funding for its delivery has not started and the trial launch, originally proposed for 2021, has been pushed back to 2022. Since the intention not only to run but fully finance this programme has, however, already been announced, the University has arguably unnecessarily created the possibility that there will be difficulty in meeting delivery goals.

72. The Board also notes that whilst the University has pledged to fully fund the *Transition Year* as part of its widening participation agenda for undergraduate entry, an International Pre-Master’s programme has already been devised and is being actively recruited. Whilst completion of the programme will not guarantee progression onto a Cambridge postgraduate course, like the *Transition Year* it is envisaged that it will be a further conduit for selecting the best students. Unlike the *Transition Year*, however, it will not be free, costing *ca.* £20k⁹ and further underlining the role of international students in the University’s financial strategy.

73. The *Adjustment Process*, on the other hand, which is also related to widening participation objectives, has received relatively little attention, either internally or externally, despite this being the first year of the University’s participation. This is the process whereby students who have performed better than expected in examinations and who had applied to the University but had been rejected, now have the possibility of acceptance. As well as supporting widening participation, it could also prove beneficial for certain disciplines. The success of the initiative will, however, not be quantitatively seen until the 2019 cohort of 67 students has been through the system.

74. This year has also seen the development of a five-year *Education Framework*, which had earlier incarnations as a *Teaching and Learning Strategy* and then an *Education Strategy*. Endorsed by the General Board as a working draft, the Framework is an internal working document designed to inform and guide thinking on educational strategy whilst other work is ongoing to give a clearer sense of strategic direction on related issues. The usefulness of a longer-term strategic planning document goes without saying, although in a bottom-up institution such as Cambridge it is hoped that the *Framework* devised is realised on the ground. Whilst highlighting such apparent future-proofing initiatives as digital education, what is noticeably lacking in the *Framework* is significant consideration of how the University proposes to support this increasing number of international students, particularly those on postgraduate taught programmes. The Board notes that given discussions to increase international student numbers at both undergraduate and postgraduate level, explicit consideration of inclusive teaching and research practices within such an international community ought to be paramount.

⁸ <https://www.officeforstudents.org.uk/data-and-analysis/polar-participation-of-local-areas/>

⁹ <https://www.ice.cam.ac.uk/international-pre-masters-programme>

Office for Students

75. No commentary on Education would be valid without mention of the new University regulator, the *Office for Students* (OfS). As will be widely already known, their key interest in Cambridge is Access and Participation – with respect to which the University has been expected to set ‘ambitious’ targets. Whilst the University’s Access and Participation Plan (APP) has initially been approved for one year, it will remain under ‘enhanced monitoring’ and reporting.¹⁰

76. It seems clear that the regulator’s intention is to place the responsibility for addressing ‘access’ solely at the door of the University, even though the issue is not solely of the University’s making, but is also to do with issues upstream in the UK educational system. The collegiate University invests significant resources, of both time and money, in global outreach events in order to encourage applications from the best students, and yet the focus of the regulator, and by extension, the wider public and the media, tends to be on what the University apparently is not doing.

Research

77. Following its recommendation in the 23rd Report, the Board welcomes the University’s *Brexit Analysis and FAQs* webpage, which the Board expects will remain an important resource. The Board notes the series of active committees and working groups keeping a close eye on Brexit and related international developments that impinge upon maintaining our research strength.

78. In relation to strategic planning, some thought could usefully be given to the balance between responsive and proactive support. While bottom-up initiatives will remain vital, some central overview of the global ranking of our partners around the world may be advantageous. The formation of a Strategic Partnerships Office (SPO) is worthy of note. The SPO’s remit and level of resourcing needs to fully align with the absolute need for Cambridge’s research excellence to be recognised globally. That need could feature more clearly in the University Risk Register.

79. The Board welcomes enhanced staffing of the Research Operations Office and investment in pre-award activity and forward planning alongside active grant support. The Board sees much evidence that the global strength of Cambridge research is undiminished, but is concerned about the University’s response to the increasing importance of ‘impact’ within the REF and the significant risk of it underperforming in the impact case study element of the forthcoming assessment. The Board welcomes the expansion of the Impact team within the Research Strategy Office to its current establishment of eight, while noting with concern the loss of all staff with experience of the last REF. In relation to monitoring our impact case study portfolio, the Board is concerned that several of the University’s competitors may already be well ahead of the University’s own schedule. Mock REF feedback meetings provide a key opportunity to address this discrepancy through clarity about where problems lie within the University’s impact case study portfolio, and what are the resourcing and strategic recruitment options available to address these problems.

80. Forthcoming feedback meetings will provide the principal opportunity for a frank appraisal of the University’s impact case study portfolio and the agreement of prompt actions. The University will need to exploit this opportunity to the full, putting in place a resourcing strategy for immediate, well-monitored, mitigation.

Human Resources

81. The Council’s Annual Report offers a summary of the extended dispute between HE institutions and the University and College Union about the future benefit structure of the Universities Superannuation Scheme (USS). While registering concern at this state of affairs, the Report provides little reassurance about the Council’s long-term commitment to maintaining an adequate pension provision. The Board look forward to more concrete information in due course.

82. The Annual Reports of the Council and the General Board also note the launch of numerous initiatives around the gender pay gap, equality and diversity, and the Office of Postdoctoral Affairs. The Council also published its first Annual Remuneration Report (*Reporter*, 6532, 2018–19, p. 284) and a Report on revised arrangements for the remuneration of the Vice-Chancellor and senior post-holders (*Reporter*, 6532, 2018–19, p. 297), and the General Board reported on the implementation of the Academic Pathways Scheme (*Reporter*, 6547, 2018–19 p. 562). The Board expects to give particular attention to these major developments and their associated financial implications in its work for 2019–20.

Governance

83. The Board’s 23rd Report devoted considerable attention to the University’s governance processes and related matters, and offered a number of suggestions for consideration. The Board is encouraged by the publication on 25 July 2018 (*Reporter*, 6516, 2017–18, p. 842) of a Consultation on the format of Discussions, inviting responses by 31 October 2018. However, since then nothing further has been published in response either to our suggestions or the Consultation. While it recognises that the University’s constitutional wheels sometimes turn slowly, it is concerned that a working group set up in May 2017 by the Council with a remit to consider three items, *viz* Regent House membership, Council membership and Discussions, appears to be making such slow progress. This suggests that insufficient priority in staff resourcing is attached to it. Without some sense of momentum, it is difficult, and contrary to the ethos of self-government, to maintain the engagement of the Regent House.

84. The Board recommends that the Council publish a timetable for the Governance Review Working Group to conclude its work.

¹⁰ <https://www.officeforstudents.org.uk/advice-and-guidance/promoting-equal-opportunities/access-and-participation-plans/> and https://www.undergraduate.study.cam.ac.uk/files/publications/university_of_cambridge_app_2020_25.pdf

Unified Administrative Service

85. In the course of discussions with senior officers and others, the Board has learned of many new pan-UAS initiatives and more strategic thinking, which is welcome. It has, however, also become concerned about the amount of senior staff resource available to progress business, develop policy options, and provide information for members of the University in a timely manner. The concerns already referred to, relating to estates compliance, the governance review, and the lack of regular data collection to measure the performance of CUDAR, are three examples. There are obvious consequences if the existing staff, whose commitment is not in doubt, are overloaded, affecting both morale and levels of stress. The Board welcomes the *ourcambridge* initiative, which in time may deliver some process improvements and simplifications.

86. In the face of challenging times for Higher Education, however, a University of this scale and complexity needs a central administration that is equipped not only to support routine operations and governance processes, but can also provide sufficient experienced and forward-looking thinking to sustain its academic leadership and central bodies in evaluating, challenging and promoting strategies and positions to maintain our international standing.

87. The Board recommends that the Council, the supervisory body for the UAS, takes steps to satisfy itself that the UAS is appropriately structured and staffed to provide the necessary skills and expertise.

Systems and processes

88. Conversations with University Officers have led us to believe that many of the administrative systems and processes are viewed as suboptimal and in some cases the cause of deep structural problems for service delivery. A number of University Officers appear to believe that we often operate in a ‘penny-wise, pound-foolish’ fashion, with an administration that lacks resilience. Current systems that appear to create such challenges to effective operations include the University’s disparate financial management systems and the lack of an effective asset information management system for Estates. The Board believes that these matters are of strategic importance to the University, and will therefore focus on them next year.

89. SUMMARY OF RECOMMENDATIONS

The Board recommends:

1. **That the University develop and publish internally a more detailed financial model to illustrate the trends and issues associated with cost recovery on externally-funded research, a long-term strategic issue for the University.**
2. **That the presentation of the Allocations Report and other budgeting information is improved so as to provide analysis at a more meaningful and, in budgetary terms, logical level of granularity. This might mean developing a standard reporting format at the level of a School or Non-School Institution.**
3. **That the University’s capacity to measure and assess quantifiable performance data on individual Institutions (particularly non-academic Institutions) is reviewed, and further it is considered whether sufficient formal objectives are being set and systematically reported on.**
4. **That the Council publishes a Notice setting out the new Health and Safety compliance methodology, including both the governance structure for monitoring it and the timetable for its full implementation.**
5. **That the Council publish a timetable for the Governance Review Working Group to conclude its work.**
6. **That the Council, the supervisory body for the UAS, takes steps to satisfy itself that the UAS is appropriately structured and staffed to provide the necessary skills and expertise.**

Glossary

APP	Access and Participation Plan
CAM	Cambridge in America
CUDAR	Cambridge University Development and Alumni Relations
CUDO	Cambridge University Development Office
CUEF	Cambridge University Endowment Fund
DRC	Disability Resource Centre
HEFCE	Higher Education Funding Council for England
HR	Human Resources
NSI	Non-School Institution
OfS	Office for Students
PRC	Planning and Resources Committee
REF	Research Excellence Framework
SPO	Strategic Partnership Office
UAS	Unified Administrative Service
UCS	University Counselling Service
USS	Universities Superannuation Scheme

25 September 2019	D. J. GOODE (<i>Chair</i>)	MARTIN JONES	EDNA MURPHY
	GRAHAM ALLEN	FRANCIS KNIGHTS	KAREN OTTEWELL
	GEMMA BURGESS	CARMEL MCENIERY	IAN WRIGHT
	TIMOTHY K. DICKENS	RICHARD MORTIER	

OBITUARIES**Obituary Notice**

Professor CHARLES PORTER ELLINGTON, M.A., Ph.D., FRS, Emeritus Fellow of Downing College, Emeritus Professor of Zoology, died on 30 July 2019, aged 66 years.

GRACES**Graces submitted to the Regent House on 16 October 2019**

The Council submits the following Graces to the Regent House. These Graces, unless they are withdrawn or a ballot is requested in accordance with the regulations for Graces of the Regent House (*Statutes and Ordinances*, p. 105) will be deemed to have been approved at 4 p.m. on Friday, 25 October 2019.

1. That the recommendations in paragraph 12 of the Second-stage Report of the Council, dated 12 June 2019, on the construction of a new Heart and Lung Research Institute on the Cambridge Biomedical Campus (*Reporter*, 6555, 2018–19, p. 806) be approved.
2. That the recommendation in paragraph 5 of the Report of the Council, dated 24 September 2019, on the period of appointment for the next external member of Council (*Reporter*, 6560, 2019–20, p. 11) be approved.
3. That Regulations 1(c) and 5(b) and (c) of the regulations for the Societies Syndicate (*Statutes and Ordinances*, p. 127) be amended to read as follows:¹
 - [1.] (c) two members of the Regent House appointed by the Council, one of whom shall be a Bursar and one a Senior Tutor;
 - [5.] (b) up to twelve and no fewer than six registered students, one appointed by each of up to twelve societies nominated annually by the Syndics;
 - (c) the members of the Societies Syndicate appointed in class (e);

¹ The Council, on the recommendation of the Syndicate, is proposing these changes to reduce the membership of the Syndicate in class (c) by one to two, to revise the student membership of its Technical Committee in class (b) to provide a maximum and minimum number rather than a fixed number of twelve members, and to correct an error in class (c), so that it refers to the members of the Syndicate in class (e), not class (f).

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

REPORT OF DISCUSSION

Tuesday, 8 October 2019

A Discussion was held in the Senate-House. Deputy Vice-Chancellor Dr Jessica Gardner was presiding, with the Registry's deputy, the Junior Proctor, the Deputy Senior Proctor and thirty other persons present.

The following items were discussed:

Topic of Concern to the University: The University response to the climate crisis beyond divestment

(*Reporter*, 6552, 2018–19, p. 694)

Professor I. M. LESLIE (Senior Adviser to the Vice-Chancellor on Environmental Sustainability, Chair of the Environmental Sustainability Strategy Committee, Director of UIS, and Christ's College):

Deputy Vice-Chancellor, reducing the carbon footprint of the University requires a number of actions. Some of these will be painful to some people, but they are necessary if we are to respond to the climate emergency.

There is now a strategy in place to eliminate our scope 1 and scope 2 emissions. Decarbonising electricity (scope 2) by switching to ten-year contracts tied to renewable generation sites will be as likely to save as to cost money. (The University is in fact the largest partner in the electricity purchasing deal reported in yesterday's *Guardian*.) Generating our own renewable electricity on site will also contribute to our electricity decarbonisation. Eliminating gas for space and water heating (scope 1) by switching to electricity will require substantial expenditure over the next decade and a half. We are now beginning work to plan and implement this degasification.

That leaves scope 3, that is, the emissions embodied in everything else including everything we buy and commuter travel. Scope 3 includes emissions from air travel, which themselves are of a similar order of magnitude to our emissions from burning gas. We need to take stronger action in reducing air travel emissions, beginning with greater transparency of which parts of the University are travelling most by air, by reasserting the targets for reducing air travel emissions, and perhaps most importantly by encouraging a culture which does not assume travel to conferences is part of the duties of an academic, or is linked to academic promotion. These are not just carbon issues. Air travel is costly in time and money and it can be logistically difficult for some, for example, those with caring responsibilities. We must strive to make virtual conferencing an attractive alternative.

Targets without good measurement and communication are not terribly useful. This applies to air travel in particular, but also to our scope 3 emissions in general.

But air travel is not the elephant in the room. That distinction belongs to a combination of growth and institutional inefficiency.

A look at the University's online information hub is revealing. Over the past five years the estate has grown by 19%, equivalent to a 3% per annum growth rate. Most of this is highly serviced, energy intensive space. Over the same period, research income has grown 48% in real terms, or 8% per annum. Our non-staff spend (which drives our scope 3 emissions) has increased in real terms by 30% over those past five years, or 5% per annum. Even if we were to achieve a relative improvement of 5% per annum on our scope 3 emissions – which would be an exceptional achievement – we would only be standing still.

The inconvenient truth for the University is that if we are to make progress on our scope 3 emissions, we need to drastically reduce growth until we get on top of this. All growth. (Of course, it could be argued that this is a requirement for financial sustainability in any event.) In considering the amount of effort we expend on growing against the amount of effort we expend on reducing carbon emissions, I would suggest that it a ratio of more than 50:1.

Inefficiency is another problem. Our use of the estate is reckoned to be one of the most inefficient in the sector. Building new space is carbon. Operating new and existing space is carbon. But this is itself a symptom of a further problem.

The academic endeavour relies on independence of thought, and devolution of academic decision-making to Faculties and Departments is essential. But we devolve much more than that. Many of our administrative processes are devolved, not merely in decision-making, but even in the design of those processes. I spoke earlier about growth. Staff numbers over the past five years have grown by 4% per annum, partly driven by research. But within that, professional staff numbers have grown by 8% per annum. Some of this is the additional burden of compliance, and some of it is to drive new initiatives (perhaps without cutting old ones), but much is to service our fragmented processes. Space allocation is but one of these. This fragmentation costs us money – a cost we seem to be willing to bear – but it also costs carbon – which I hope we are not.

Understanding our scope 3 emissions and producing strategies for reducing them is a task the University must make significant progress on this year. The University has already accepted that no new building can enter the capital programme without a full life-cycle analysis for both finance and carbon that is compliant with our carbon reduction targets. That eliminates the main driver for increases in scope 1 and 2 emissions (which, in fact, are going down) and a significant driver of our scope 3 emissions.

The challenge is to remove the other drivers that increase our scope 3 emissions. Air travel is of course one of these, but growth is the main one.

Dr D. R. THOMAS (Peterhouse), read by Dr Hutchings:

Deputy Vice-Chancellor, as a Regent I focused on transport as this is an area where my eleven years of experience of the University showed me there was plenty of room for improvement. Working with staff in Estate Management I discovered that some of our staff are better than we deserve, but they are hamstrung by a lack of political will in the committees and senior staff they report to. The University makes much of having the highest level of cycling of any UK university. This is mostly the result of the policy of banning undergraduates from keeping cars in the city and since all those responsible for that policy are long since dead it is past time for the living to do something which makes a real difference. While the University might have the highest level of cycling in the UK, it is nowhere near international levels of excellence and nowhere near the level required to address the climate crisis.

The University has high ambitions for the quality of infrastructure for walking and cycling but delivered infrastructure falls far short of that. 25% of cycle parking is of insecure design, 15% is in a poor state of repair. The University's Design and Standard Brief specified such a poor standard of design that any development built to it should be rejected as non-compliant by City Council

planners. Eddington was supposed to be built with cycle priority and while the high-level design was approved by planning on that basis, the delivered design provides car priority throughout and deadly junctions at both main roads. The University's contractors were too scared to try something new, afraid it would be rejected by the conservative City Council officers and not willing to take that argument to their councillors. Hence, while the development is better than the UK average, it is nowhere near an international standard. It even contains barriers designed to discourage and endanger cyclists despite all best practice and modern standards ruling them out.

The main purpose of the defunct Cycling and Walking Working Sub-Group was to produce a strategy for walking and cycling which we did.¹ This was then completely ignored in the production of the overall Transport Strategy which set the grand ambition of trying to reduce the rate at which we are getting worse at sustainable transport by continuing to do the things that we are currently doing. However, the group did attract some of the city's foremost experts in cycling and walking design and so such groups might help Estate Management obtain the necessary expertise. It also surveyed staff for what they thought the University should do and worked with the County Council so that some of those things will be done.

The University currently pays out £3 million a year to encourage staff to drive to work,² much more than it spends on any other transport mode. The evidence is that charging for parking by the hour³ would be one of the most effective ways of encouraging sustainable transport.⁴ Some staff may have no other way of getting to work, but others do have a choice and the current parking subsidy is about the cost of an annual bus pass or an electrically-assisted pedal cycle. If staff had the cash rather than the free parking, they might take the bus or buy an electrically-assisted pedal cycle instead of driving. The Council could consider giving everyone a pay raise equivalent to a new parking charge.

Regents, the University has grand ambitions to address the climate crisis, but it will fail unless you regularly and determinedly question the Council's progress. They want to do the right thing but are complacent as everyone presents a rosy picture to management. Members of Council, leadership is to find out what is the right thing to do and then to do that while taking people with you. You will need to consult widely and carefully to determine the right courses of action and then to act with boldness. You will also need to use the full force of the University's reputation to move local and national governments.

Calling this Discussion was one of my last acts as a Regent and I hope that others will have contributed ideas far better than any that I could have had. I write from high ground in the north at the University of Strathclyde but part of my heart will forever be in Cambridge. It is time for the University to show true excellence in tackling the climate crisis, which is not merely to be better than other universities – that is too easy – but to do enough.

¹ <https://www.cl.cam.ac.uk/~drt24/cwsg/transport-strategy.pdf>

² 3,740 car parking spaces have a rentable value of between £800 and £1,500 each (based on <https://www.cambridge.gov.uk/rent-a-parking-space>) and so the total rentable value of University parking spaces is about £3 million annually. A construction cost of £15,000 and a 10-year repayment period also works out at £1,500 annually.

³ Automatically so that we don't waste staff time at parking meters.

⁴ <https://www.seattletimes.com/seattle-news/transportation/the-not-so-secret-trick-to-cutting-solo-car-commutes-charge-for-parking-by-the-day/>

Professor R. J. ANDERSON (Department of Computer Science and Technology and Churchill College), read by Dr Hutchings:

Deputy Vice-Chancellor, I have served three terms on the Council from 2003–10 and 2015–18, and sat on most of the major committees including, in my last term, the Environmental Sustainability Strategy Committee. I make these remarks in a personal capacity.

I can recall many incidents where proposals to cut waste got nowhere. Back when Alison Richard was Vice-Chancellor I proposed that the mileage we pay for private car use should be cut from 45p, a notional average cost, to the marginal cost of, say, 25p. In fact, 45p is such a generous allowance that it led to our own 'value for money' guidelines suggesting that it might be cheaper to rent a car than to use your own. Even 25p is generous for out-of-pocket costs; I personally reckon 16p for fuel and about tuppence for tyre wear. But the Old Schools were having none of it. Perhaps someone should make a Freedom of Information request to find out who's getting a tax-free boost to their salary by driving a lot of miles on our behalf.

More recently, when I was on the Environmental Sustainability Strategy Committee, I was asked to chair a committee on cycling and walking, one of four groups that was to feed into our Transport Strategy. We were told that there would be a budget for cycling and walking improvements; if memory serves it was to be £100,000. We set out to crowdsourc a list of things that needed doing, from removing dangerous chicanes on cycle paths to providing bike sheds, showers and drying rooms at departments that needed them. We even turned up at consultations run by the town council on such matters as the Histon Road cycle lane.

So what did we achieve? Nothing much. The Old Schools spent a lot of the money on a flashy consultants' report, and very few of the works were done – not even those that were a health and safety issue. For example, the dangerous chicanes on the cycle path from Clerk Maxwell Road were replaced, after the path was relaid, with new chicanes. I came to the conclusion that the committee I'd been asked to lead had not really been a good-faith attempt to make progress, but rather a strategy to keep us busy while the ship steamed on. As a result, I resigned from the Environmental Sustainability Strategy Committee.

Deputy Vice-Chancellor, getting Cambridge pointed in the right direction is going to mean lots of small changes, and our governance structures really aren't up to doing this unless the responsible senior managers really want to. Internal incentives are usually against change of any kind. We need a way to fix this. And it's time to do something big and bold.

I propose that Cambridge University undertake to go net carbon neutral not by 2050 but now. We should start to offset our CO₂ emissions immediately, as responsible firms and individuals are already doing. At present our direct emissions are about 100,000 tons, so if it's going to cost us US \$20 a ton to plant trees in Australia, that's \$2m a year, which we can well afford. Of course, the more firms offset their carbon consumption, the more the price will rise, and from talking to colleagues in energy policy I expect that within a few years the price will be more like \$60. \$6m a year is also a price we can afford; I can recall more than one occasion from my time on Council when we had to claw back from a deficit of several times that. \$60 is more in line with economists' thinking of a reasonable carbon price, so we should probably plan on that basis.

Once we have a carbon price, we should then tax internal transactions and put the proceeds in a green fund to pay for energy efficiency measures, bus subsidies, cycling infrastructure and so on. Similarly, your departmental electricity bill and gas bill should attract surcharges, and as that's where most of the 100,000 tons come from, that's what will pay the \$2m or \$6m or whatever the offset costs us. In fact I would suggest starting the tax at \$100 a ton so that at equilibrium we can not only pay for offsetting but also have a surplus of several million a year for initiatives such as the Vice-Chancellor's 'Zero Carbon' – and for better cycling facilities too.

What that would mean is that if you fly to Chicago to a conference, and that costs two tons of carbon, then when you put in your expenses claim there would be an additional tax of \$200 deducted from the grant that reimburses you, and this tax would go into the green fund.

By taxing emitters and making some of the money available for improvements, we can create a mechanism that will incentivise managers in the Old Schools to do the right thing, rather than just fobbing off academic members of the relevant committees as, in the words of our dear Prime Minister, a bunch of 'uncooperative crusties'.

Dr A. J. HUTCHINGS (Department of Computer Science and Technology):

Deputy Vice-Chancellor, as an academic I experience perverse incentives when it comes to making choices and behaving in ways which would reduce my environmental impact. I am not incentivised to cut carbon emissions. Instead, I am incentivised to do more research, which in computer science can often involve the use of super computers, clusters, and high capacity servers. I am incentivised to publicise my work in high impact conferences, attend important meetings, and deliver prestigious keynotes. This often involves travelling the globe. While I am incentivised to work in ways which can be damaging to the environment, I have made a conscious effort to cut back on my travel over the past twelve months, and planned future travel. I recognise that this comes at a potential cost to my international standing and recognition in the field. Another challenge is how to incentivise conference venues to incorporate facilities that would allow for excellence in remote conference participation?

More locally, high living costs and poor public transport options means that many University staff cannot live close to where they work, and cannot commute sustainably. For them, the most realistic way to commute is by car. The changes to the rental model for North West Cambridge, away from a percentage of income and towards a flat rate, means that it is now unaffordable for many employees at the lower end of the salary scales, pushing them to alternative accommodation further away from Cambridge. While the Universal bus timetable has increased in frequency and hours of service, there is still room for improvement and other public transport options remain limited.

We need to take drastic action to respond to the climate crisis. To do this, we need to get everybody on board. It is not enough to set targets if there are not realistic ways to meet these targets. If we want to change human behaviour, we need to take into consideration why people behave the way they do. Engineering provides us with more efficient ways of carrying out our business, economics allows us to consider environmental costs, and the social sciences provides insight into how behavioural change can be facilitated at individual and group levels. We have immense

expertise here at this University, perhaps in ways that are not immediately apparent. But is it being utilised to the fullest extent?

In 2015, the University launched its 'Dear World... Yours Cambridge' campaign, highlighting important discoveries of the past. But it feels that these days our contributions amount to writing a 'sorry to hear you are unwell, get well soon' card to the planet. If we are a truly global university, we need to be leading the emergency response. Everyone should be pitching in together, not acting as bystanders waiting for someone else to take action.

One last point. I was a member of the University Council until my resignation on 29 October 2018. While on Council, I signed a note of dissent relating to the decision not to fully divest from fossil fuel companies.¹ I see since then a number of other universities have made what I consider to be the right decision and divested, including the University of California just three weeks ago. Jesus, Selwyn and Downing Colleges are ceasing direct investment in the fossil fuel industry, while Clare Hall and Queens' College are fully divesting. I applaud these decisions and urge the Council to re-consider its stance on divestment.

¹ <https://www.cam.ac.uk/notices/news/note-from-the-cusu-president-and-the-gu-president-as-student-members-of-the-council-to-the-report>

Dr M. R. DANISH (Department of Computer Science and Technology):

Deputy Vice-Chancellor, I am going to dedicate these remarks to the topic of sustainable transport and the University's role in promoting and enabling it for everyone who works, studies, lives or visits here. Sustainable transport is defined as modes of transport that emit relatively little or no air pollution, have near-zero carbon impact, and provide a practical means of travel that could be utilised indefinitely on a large-scale without degrading the environment or public health. Generally, this means walking, cycling and some forms of public transport. For the purposes of this Discussion I will focus on walking and cycling.

Transport in the United Kingdom accounts for a little over a quarter of all carbon emissions. In most places the majority of local air pollution, leading to disease and even death, appears to consist largely of particulates and gases emitted from or caused by motor vehicles. We have long accepted that places dominated by motor traffic are unpleasant and that designing for cars tends to encourage more people to use them, furthering the downward spiral. Electric cars still cause traffic congestion, road danger and particulate pollution. They also require vast amounts of electricity that may be generated by carbon-heavy methods and rely on a rapidly depleting supply of rare-earth minerals to build the batteries that store it.

This is a worldwide crisis and I do not expect the University to be able to tackle it all. However, we should be able to put our own affairs in order and ensure that policies and development on the land we control, or among the institutions we collaborate with, are promoting and enabling sustainable transport. The direction to go is not hard to see. Cambridge already shows the model to follow: very high numbers of short- and medium-distance journeys made by walking and cycling, in large part thanks to a long-standing University policy that restricts undergraduates from keeping cars.

Cambridge is such a world-famous example already that one might ask what more needs to be done? In fact, while Cambridge enjoys a strong modal share of walking and cycling by British standards, it is only middling by continental standards. Furthermore, most walking and cycling in Cambridge happens despite the infrastructure, which is crumbling, poor or outright antagonistic in nature. We should not sit on our laurels and say we've done the best in Britain and therefore no more is needed. Instead we should be leaders and strive to reach and exceed the levels of walking and cycling achieved by our counterparts in Dutch cities like Delft and Groningen.

This is especially important as Cambridge continues to grow and the University community gets larger. University staff, in particular, are pushed outward by the high cost of living and into the countryside where cycling becomes much more difficult due to poor infrastructure and large amounts of motor traffic making it unsafe and unpleasant. One answer is public transport, which is important. However, let us not forget that the distances involved are well within cycling range. Take Cambourne, for instance. The centre of Cambourne is 6.5 miles from the West Cambridge site. In the Dutch countryside, that's a doddle: schoolchildren there will regularly cycle twice that distance, twice a day, on a comprehensive network of peaceful routes. Here, it's considered a dangerous feat that involves cycling on roads with 60mph motor traffic inches away. The difference is infrastructure provision.

The University is not responsible for the public highways and paths. However, it does have a substantial opportunity to influence the governmental bodies that are charged with building infrastructure, such as the Greater Cambridge Partnership. Indeed, the University has a non-voting member who sits on the Executive Board of that authority and can participate in their discussions as an equal.

If we look at how these matters have played out in the past, it is not a pretty picture, which is why I am speaking today. Consider the extremely large and car-centric designs of the main junctions associated with the Eddington site, on Madingley and Huntingdon Roads. These junctions were designed approximately eight years ago, following a model straight out of the 1980s: creating extremely high capacity for cars, while relegating people cycling to inconvenient and staggered pathways or else to unprotected painted cycle lanes. Commentary from that time suggest that these designs were put together by the relatively regressive County Council Highway Authority and the University went along with it without much fuss. This should have been a moment for the University to push back against the County Council and say: 'no, we are going to prioritise sustainable transport instead'. A number of members of University staff attempted to do so, led by the late Sir David MacKay, a Cambridge Professor who wrote a prominent book on sustainable transport. However, they received no help from the University administration. Sadly, not much has changed in the past three years since he died, despite the continuing efforts of a group of parents of children who attend the Eddington Primary School to get some of the more dangerous problems fixed.

A University that prioritised sustainable transport wouldn't force parents to beg for a safe way for their kids to cycle to the University's own school.

On the Eddington site itself, the 'cycle infrastructure' is plagued with numerous flaws and construction errors, some intentional and some not. This site, which was meant to be the epitome of sustainable transport in Cambridge, has instead become a laughing stock and a warning to others.

The main cycleway leading out of the site south along Eddington Avenue began buckling and cracking within a year of opening. It was then shut for about six months for repairs. The same buckling and cracking is now reappearing again, a clear sign of inadequate original construction.

Minor junctions within the site vary wildly in treatment from one to the other. Some have painted give-way markings on the cycleway, giving priority to motorists, in violation of the approved drawings of the planning application. For example, in one egregious instance, a small car park with a few car-parking spaces is given priority over the adjacent cycleway.

The tactile paving, which is meant to assist people with visual impairment, has been laid out haphazardly and in combinations that are meaningless to the people it was intended to help.

There is no cycle route between the Madingley Road junction and the Sainsbury's because the provided cycleway along Eddington Avenue turns left onto Turing Way. There is no provision for people cycling to continue along Eddington Avenue. The only way to make this journey is either to (a) take the road, or (b) cycle on some portion of the footway, which many people do. The same design flaw arises at the other built-up corners of the site and will be aggravated when subsequent phases of Eddington open.

The off-road Ridgeway walking and cycling route was meant to be a premier link between Girton Corner, Eddington and Storey's Way. Instead it has accumulated a series of obstructions that defy explanation. Several varieties of wacky wooden gates/chicanes were installed onto the pathway, with occasional changes over the past two years, mostly in violation of the planning agreements. These wacky gates increase conflict between pedestrians and cyclists and are much more difficult to navigate for people with disabilities, or for those who are pulling trailers with children. Often the trailers suffer minor collisions with the gates. At one point, the University surprised us with a new gate arrangement that completely blocked everyone from being able to use the cycleway at all, and it had to be fixed a few days later so that at least some people could get through. Later, in some strange turn of events, a ping pong table was installed on the main cycle route near the Storey's Field Centre – it's still there.

Many of the paths were surfaced with tar spray and chip, a method that involves laying loose gravel with a binder. The remaining loose gravel is supposed to be swept away or vacuumed up. However, two years have gone by and many of the paths still retain this loose gravel, which is a slip hazard for people cycling. The loose gravel is spilling onto the public highway in some places, spreading the hazard beyond the site.

Most of these issues were raised on a site walk that I conducted with members of the project team over two years ago, after the initial public opening of the site. They have yet to be properly addressed. In fact, Estate Management has gone out of its way to make cycling more difficult with chicanes and gates, which should simply have been removed. When asked, they claim the chicanes and gates are for 'safety', but there is no evidence to support that assertion. All around Cambridge, not to mention the rest of the world, there are numerous busy cycle routes without these strange chicanes and gates. The claimed 'safety' argument is a complete red herring that fails upon any scrutiny.

I could continue with comments along these lines about the West Cambridge site and other places, however I must hold back due to time.

The University clearly does not take sustainable transport seriously on its own estate, over which it has full control, from acquisition, to design and planning, through construction and operation. They know people will cycle, and will put up with whatever is provided, due to lack of other choice. However, this approach doesn't help people who are new to cycling in Cambridge, and it doesn't enable people who are concerned about dangerous drivers, or who have specially adapted cycles for disability that would grant them mobility but won't fit on poorly-designed pathways or through twisty chicanes. It doesn't help grow sustainable transport and it most certainly does not set the example that we should be setting to the rest of the world, in order to address the climate crisis more widely.

The steps the University can take to remedy this situation include:

- On new and existing University sites, creating walking and cycling routes that are fully-accessible, high-quality, ample, convenient, with separate provision for walking from cycling, with priority for both over motor traffic, and using design techniques that respect users and minimise conflicts. The explicit goal should be creating facilities and routes that are usable by people of all abilities, and feel safe, intuitive and easy-to-use for people of all experience levels.
- Following cycle parking standards that are better than required by the city, with space for cargo cycles, trailers and specially adapted cycles for disability.
- Being a strong, positive voice for walking and cycling as modes of everyday transport in every public forum or consultation that is relevant, especially with regard to the schemes proposed by the Greater Cambridge Partnership, the Combined Authority of Cambridgeshire and Peterborough, the Cambridgeshire County Council and the Cambridge City Council.

As an example of that strong, positive voice, the University should weigh in on the imminent installation of a barrier on King's Parade, just down the street from this Discussion. The City Council is proposing to block off the street, one of the most important streets in Cambridge for students cycling to and from classes, and would leave only a 1.2m-wide opening for everyone to contend over. Realistically, only a single person cycling can fit through that opening at a time, and people with a trailer or cargo cycle had better line themselves up very carefully. While the principle of protecting people on the street from dangerous drivers is laudable, the implementation is dire, and will clearly cause a great deal of harm, disproportionately to University students.

The same goes for the proposal to route the Cambourne to Cambridge busway via Adams Road. We have data to show that about 500 people per hour cycle through the junction between the Coton Path and Adams Road during peak times, and many others are walking as well. Add a new busway with buses travelling at 50mph into this junction, and the problem becomes apparent. Public transport is important; so is safety. The proposed twenty diesel buses per hour will further add to the difficulties on Grange Road, and presumably Silver Street as well.

The climate crisis is a global problem but our answer to it necessarily involves small steps and little details. It's not enough to make sweeping declarations and then gloss over the implementation. Empty words are just hot air, not helpful. The hard work of creating a truly sustainable transport system means making decisions at every level to prioritise walking and cycling, from planning to construction, throughout maintenance and daily operation.

Ms J. O'BRIEN (CUSU Disabled Students' Officer and Trinity Hall):

Deputy Vice-Chancellor, I am grateful to be taking part in this Discussion, which has been achieved by years of student activism encouraging the University to review its own contributions to the climate crisis, and take many steps to achieve ecological change including divestment from fossil fuels. There are many compelling arguments to be made in favour of divestment and other changes, but today I plan to focus on just one – the University's responsibility to its disabled students, staff and disabled people all over the globe.

Much of the narrative surrounding the climate crisis has been unfairly individualised and limited to lifestyle politics. We are told that to save our planet we must take personal responsibility for what we eat, what we buy, what we wear, where we shop, what cars we drive, whether we recycle, and what lightbulbs we use. These are commendable actions, and I encourage those individuals who are able to take these steps to do so. However, it becomes dangerous when lifestyle politics are substituted for vital and necessary structural changes.

Many disabled people are simply unable to make the changes to their lifestyle that this narrative encourages. Take, for example, those individuals, including many at this University, who are type 1 diabetic. Their syringes, test strips, blood glucose meters, bottles for sugar tablets, and insulin pump infusion set equipment all amount to a significant volume of plastic waste generated over the course of a life time. Diabetics cannot simply opt out or change their habits, this is their reality.

There have been many negative consequences which have arisen from this narrative. Take, for example, the difficulty many disabled people now face in trying to obtain something as simple as a plastic straw in a restaurant which they need to be able to drink. Imagine having suffered a traumatic brain injury that manifests itself in a myriad of symptoms including palsy and spasms, attempting to live a happy life, only to have a server demand you explain your unseen disability before you're able to drink your water. That would ruin any meal. Others who have limited mobility or cannot stand for long periods of time might need to use paper plates or plastic cutlery instead of having to pay someone else to do the dishes for them. Non-disabled individuals *cannot* be the judge of who needs what.

We often think of environmentalism as relying on using less, but the problem of waste is twofold – both the quantity *and* the type of materials we use are problematic. A landfill exclusively filled with food waste is, after all, just a compost heap. That is not to say that we should encourage consumerist behaviour, far from it. Instead, it must be the role of reputable institutions and large investors like this University to listen to marginalised communities and demand that the companies which make glass, paper, bamboo, or metal straws – which are currently unsuitable for many disabled people – come up with a better solution. If something doesn't work for all of us, none should be complicit.

We are an institution who pride ourselves on our progressiveness and innovation – yet we fail to lead in this sector. Many Colleges, including the College of our Vice-Chancellor, Clare Hall, have begun to realise this, and have started the process of divesting. Yet the central University lags behind.

In January, *The Guardian* revealed the University had been offered two multimillion-pound donations from global fossil fuel corporations at the same time it was

considering calls to divest its endowment fund. How can we as an institution feel comfortable pushing the responsibility on to disabled people and individuals as if they are responsible for this climate catastrophe, when we know that research shows that the United Kingdom has produced the largest per capita historical carbon emissions, and that this University has itself played a large part in that historical environmental degradation?

It is time to cut ties with a fossil fuel industry that puts profits over people. It is time to move our investments into sustainable technology which accounts for the needs of people and planet, including disabled people. It is time to prove that Cambridge is an institution which fights for reform and progress and science, not for the interests of companies who have a stake in the destruction of our planet.

Mr O. BANKS (Queens' College):

Deputy Vice-Chancellor, it is well understood that to meaningfully tackle the climate crisis we need to keep oil in the ground. All the carbon held in already-claimed reserves amounts to five times the amount that can be released into the atmosphere whilst limiting global warming to 2°C. Of course, this in itself is insufficient.

With this knowledge, the BP Institute at the University has a research focus on maximising oil flow in pipes. At the same time, the Schlumberger Research Centre sets out to improve drilling, pumping and testing services in the oilfield. With the primary goal of finding and characterising new oil reserves across the globe, the Engineering Department's CASP Research group makes sure these services can be used in ever-riskier reserves. These are just a few examples of how the University has drawn together an impressive list of research groups to help fossil fuel companies at every stage, from finding oil reserves through to fine-tuning the extractive technologies.

Regrettably, it goes deeper still. Cambridge Enterprise, the commercialising arm of the University has a history of targeting academic research for use by fossil fuel companies. It facilitated the spin-out of research about gravitational sensors in the University into a company that makes sensors that can detect oil in reservoirs. It facilitated another spin-out that created technology for separating petrochemicals.

The University also helps fossil fuel companies identify the most useful technologies. This happens through consultancy at the Institute for Manufacturing. The Institute works with major fossil fuel companies like BP, creating technology development pathways, including the Shell-led Kazakhstan oil and gas pathway.

Together, we see the formation of an extractive research machine. A huge effort by the University to put together the parts needed to help fossil fuel companies at every stage of their extractive projects. Therefore, if the University is going to substantively combat the climate crisis, it needs to take this machine apart. It needs to shrink its extractive research at the very time it expands its research into renewables. It needs to divert its consultancy and commercialising bodies away from projects concerned with extracting more oil and into projects that look at getting more funding for renewables. This means safeguarding researchers through offering non-extractive alternatives.

In conclusion, the University of Cambridge cannot claim to be responding to the climate crisis while it continues to oil an extractive research machine. I'll take the University's declarations of social responsibility seriously the day this machine is dismantled and extractive research is drawn to a halt.

Mr J. SIMMS (CUSU Ethical Affairs Officer and Christ's College):

Deputy Vice-Chancellor, I am speaking today to raise sincere alarm about the University's failure to take adequate action on the climate crisis and to call for a radical step change in how these issues are addressed. I will be focusing in particular on the carbon reduction targets to which the University has committed. First, though, I will offer some context within which this discussion must be framed.

Climate breakdown is not only an urgent existential threat to humanity but a lived reality for billions of people across the world today. It is not merely a future threat, but something that has been depriving marginalised communities of their livelihoods, homes, and lives for decades. Moreover, it is not a process that is felt equally across the world. It is communities in the poorest countries in the Global South, countries that have made the smallest historic contributions to global emissions, that disproportionately feel the devastating effects. And it is overwhelmingly people of colour who are worst affected. Indeed, nine of the ten most vulnerable countries to climate breakdown are in sub-Saharan Africa. This – despite the fact that the average person living in sub-Saharan Africa produced around 0.8 metric tons of CO₂ in 2014 compared to around 6.4 metric tons for the average European, and around 16.5 metric tons for the average American – according to the World Bank.

We must therefore view climate breakdown as an issue of justice. Cambridge University is the richest university in Europe. It is located in the United Kingdom, the country which has historically contributed to global warming more than any other country per capita and which has amassed much of its wealth through colonialism, empire, and exploitative resource extraction of countries in the Global South – the same nations now worst affected by climate breakdown. Researchers recently found that in order to stay within a 66% chance of limiting warming to 1.5 degrees, taking global wealth inequity into consideration, the UK would be allocated a carbon budget of 2.5 gigatonnes (GT) of CO₂ out of a total of 420 GT in the IPCC's most recent budget. The study shows that if the UK adopts a 2050 net zero target with a consistent linear decrease in emissions from now until 2050, it will have fully exhausted the 2.5 GT carbon budget by 2030, with an additional carbon 'overdraft' of 3.5 GT by 2050 – more than double the UK's proportional budget. The key point is that carbon reduction targets need to be rooted in the crucial principle that we cannot apply a global net-zero target of 2050 to each country equally; individual countries, and institutions such as Cambridge University within those countries, bear a particular responsibility given economic inequality and historic responsibility for emissions.

I raise all this because it provides an important frame for this discussion today, particularly in relation to the carbon reduction targets the University has set. Recently, the University announced that they had signed up to Science Based Targets. The targets commit the University to reducing its energy emissions to absolute zero by 2048, with the aspiration of being a decade ahead of their targets at all times.

Now before I get on to whether those dates are adequate, there are a number of gaping inadequacies in both the range and scope of the targets. Firstly, regarding range: they do not currently apply to the Cambridge Assessment, Cambridge University Press, or North West Cambridge sites. Whilst the University has endorsed the intention of expanding the range of the Science Based Targets to

include these, this may not be completed until 2022, and it is unclear whether the University intends to include the sites in the 2038 zero carbon aspiration, or just in the Science Based Targets. Moreover, and although the Colleges are autonomous and can set their own targets independently, it is important to note that they do not include any of the Colleges. Secondly, regarding scope: carbon emissions are categorised as different ‘scopes’ in the Greenhouse Gas Protocol. Scope 1 emissions are direct emissions that occur from sources owned or controlled by the organisation; scope 2 emissions are emissions from the generation of purchased electricity consumed; and scope 3 emissions are all other indirect emissions which are a consequence of the activities of the organisation, but occur from sources not owned or controlled by the organisation. Examples of scope 3 emissions are water, waste, business travel, commuting, and procurement. The University’s carbon reduction targets do not take into account scope 3 emissions. Indeed, the University is failing to even measure them. Out of the fifteen distinct reporting categories for scope 3 emissions outlined by the Greenhouse Gas Protocol, the University only measures five, three of which with ‘low’ or ‘very low’ confidence about the accuracy. These five alone account for 31% of the University’s combined Scope 1, 2 and 3 emissions. Recent internal estimates, however, indicated that the University’s total scope 3 emissions would likely account for over 80% of their total emissions. For the University to claim to have set carbon reduction targets, when an estimated 80% of their total emissions are not even measured, let alone included in the targets, is misleading. The University has pledged to improve the reporting of emissions. Yet I have been raising this issue for over a year on the University’s Environmental Sustainability Strategy Committee which oversees these matters and progress has been very slow. It should be of the utmost priority for the University to measure, and then incorporate into its carbon reduction targets, scope 3 emissions.

Yet even putting these issues of range and scope aside, there is a more fundamental issue at play here. The target of zero carbon emissions by 2048, and aspiration of achieving it by 2038, are presented to be in line with what the science demands. Yet they are fundamentally inadequate. They are based on a pathway with a 50% chance of limiting peak emissions to 1.5 degrees. Yet, as established by the IPCC report last year, we know 1.5 degrees is absolutely the upper limit to avoid runaway catastrophic global warming. A 50% probability doesn’t, then, inspire much confidence. Furthermore, whilst the University has committed to a pathway that accounts for regional variances in the carbon reduction necessary across the world, it doesn’t account for issues of inequity and historic responsibility that are so crucial as I have argued earlier. According to the Science Based Targets’ own methodology:

The SDA method intrinsically accounts for regional differences regarding level of activity and carbon intensity, but not explicitly in relation to regional resources or historical responsibility and capability... The SDA method does not take into account considerations of equity or fairness across different countries.

The target the University has committed to therefore underestimates the level of ambition to which it would be equitable and just for Cambridge to commit.

The University must go further and adopt a target of zero carbon emissions by 2030 at the very latest if it is to take the climate crisis, its historic responsibility, and the

demands of justice seriously. This will require serious financial investment, particularly with regards to eliminating gas from the estate. It will require the University to raise bonds, rather than merely investing where there is a business case to cut costs. Yet the University will have to pay, if it is to reach zero emissions, at some point. It would be a historic injustice to delay. To avoid furthering its complicity in climate breakdown, the University must cut all ties with the fossil fuel industry, including by divesting from fossil fuels, and it must commit to a target of zero carbon emissions by 2030.

Ms C. NEWBOLD (St Catharine’s College):

Deputy Vice-Chancellor, the University of Cambridge may be making small steps towards reducing its carbon emissions, but at this point in the ongoing climate crisis targets, actions and changes to accountability structures must be nothing but radical. The University is currently utterly failing to take the fundamental action that is necessary to avoid exacerbating the ongoing warming of the global climate. It isn’t enough to say that Cambridge is falling short of the goals, but that these goals themselves aren’t anywhere close enough to the type of action that can and must be taken.

Look at its goals for carbon reduction: Science Based Targets to keep global emissions 1.5 degrees above preindustrial temperatures by achieving zero carbon by 2048 for its energy, but with only a 50% probability of achieving this. It isn’t the poor steps taken thus far to fulfil this target that are the University’s main failings but the unambitious nature of this target itself. The University wants to reach absolute zero in its energy emissions by 2048. That is around 30 years from now, falling far short of the twelve years which the IPCC have given for radical action to be taken. An absolute zero in energy emissions is pointless if the University continues to leave out its scope 3 carbon emissions from these figures. These goals also fail to take into account the fact that positive climatic feedback mechanisms will continue the warming process far into the future, making it highly unlikely that global temperatures will remain only 1.5 degrees above preindustrial levels.

The geoengineering project that forms part of the University’s Cambridge Zero initiative highlights that even when action is being taken it is being taken without regard for the historic responsibilities and with the continued participation of the University in the very power structures that prevent climate justice. The BP Institute, a key partner in this initiative, has a vested interest in a model of fossil fuel-driven capitalism that has been a root cause of the current crisis. By working with the powers of big oil, the University is continuously complicit in a model of economic development that favours profit over social and ecological justice.

On the website for the Cambridge Zero initiative the University refers to redefining prosperity in terms of ‘social and natural capital’. This makes the action on climate change conditional on the supposed capital utility of human lives and natural resources. Justice demands that the University cuts ties with the fossil industry in any and all ways, not just in divestment, but in its research. Geoengineering to merely ‘adapt’ is not enough. It should be pursued fully in the interests of the women, ethnic minorities, indigenous groups and future generations who have historically and will continue to bear the burdens of these changes.

The Vice-Chancellor described this geoengineering project as:

part of our responsibility as a globally influential academic institution ... to take a leading role in helping our society move towards a sustainable future.

If the University is so keen to adopt a 'leading role' in moves toward sustainability then it needs to accept and address its role as a frontrunner in the drive toward climatic breakdown. Faith in geoengineering as the solution to the climate crisis is a lazy materialism that fails to acknowledge the central role that Cambridge has played not just as an outpost of sustainable research but as an institution that has participated – and continues to participate – in the colonial power structures at the root of the present crisis. Wind turbines, efficient heating systems, and a vague commitment to look at ways of reducing the emissions in its supply chains are too weak and could take years to develop under this initiative and do nothing to undo the damage that has already been done. Indigenous groups in the northern polar regions have been facing environmental destruction for generations through colonial practices in which Cambridge and Britain played a pivotal role. Even to keep warming 1.5 degrees above preindustrial levels would mean temperature increases of over 10 degrees in areas of Alaska and Greenland. What we are talking about isn't a future of environmental burdens, but a very present and real threat that this University continues to profit from.

It is not an issue to which the Vice-Chancellor's society can find a solution, but an issue that has grown out of the very social structures that the University upholds. Who will control these geoengineering technologies? How are these individuals in oil companies to be held accountable in the deployment of this technology? Whose voices are being heard in the development process? Technology alone cannot solve an issue that has capitalism and environmental racism at its core. Those people who have been the victims of historic plundering by colonial forces are those most in need of these adaptive technologies and history has proven time and time again that technological process can be used as a tool to prevent justice. The University of Cambridge *can* and *must* redirect the profits it has made at the expense of the Global South to reducing their continued impact on the environment and to providing these countries with the necessary support for the ongoing impacts of climate breakdown. Any failure to do so would be to continue the University's colonial history.

Mr G. L. BRECKENRIDGE (Fitzwilliam College):

Deputy Vice-Chancellor, firstly, I would like to thank the members of Regent House that requested this Senate-House Discussion on such an urgent and important matter for the University going forward. I thank them, and pay tribute to their accurate, I believe, recognition that the issue of fossil fuel divestment is only one of a broader suite of urgent and necessary responses the University could – and in my view should – make in recognition of the self-made climate crisis we are currently living through.

Indeed, as I myself recognised in my Discussion remarks in February 2019, on the topic of the future of the investment office, failure to divest only represented 'one aspect of Cambridge's comprehensive and wide-reaching failure in achieving' their environmental mission statement – the broader scope of which is to '[have] concern for sustainability and the[ir] relationship with the environment'.¹ In these remarks I will thus now expand on these previous assertions and present the evidence that this University is falling disappointingly short – disappointingly short – in achieving even its own, modest targets for improvement in this arena.

I firmly believe this speech needs nothing more, though, than for me to present the published facts on the University's own reporting on its environmental performance, which have gone incredibly unpublicised by the University itself. I must say, they lend themselves inflexibly to the obvious conclusion that shall then, regrettably, follow.

Firstly, unless dramatic action is taken, without delay, the University is certain to miss its core carbon reduction target set in 2010. Although this target was set at a 34% reduction by 2020–21, against the baseline year of 2005–06, current University reporting presents current progress as only a 9.26% reduction as of 2018.²

Secondly, in its moderated pursuit of broader environmental sustainability, beyond carbon emissions, the University is missing its own goals. Such a claim needs no more explanation than that eight of the thirteen sustainability targets for 2018 have been missed, according to the University's third annual Environmental Sustainability Report.³

And finally, the rest of the shortfalls. No gas energy phase-out date, no incorporation of realistic Scope 3 emissions in future targets, and not even a coordinated strategy to include the huge environmental impacts of Colleges.⁴ Hope is not in sight, in both the accounts of the University and in the perspectives of students such as myself, given the University's inherently unsustainable growth model, and its continued relentless ignorance to prioritising the environment, as we've heard.

It's astonishing, for an educational institution that prides its ethos on a supposed history of social leadership and progress, that Cambridge has managed to miss these targets it has set itself, by its own admission.² To miss such targets, when the technological and sociocultural solutions are now so readily available, is shameful, and will not go unnoticed by future generations. They will rightfully, I imagine, view Cambridge with a strong and unforgivable disfavour, in the very near future, if this University doesn't get very serious on climate change action, very soon.

The only reasonable, reasoned conclusion one can draw is that Cambridge is failing in its duty to achieve its very own, self-declared mission statement as it explicitly regards environmental responsibility. How many more times does this have to be said, before Cambridge puts together, and actually enacts, a fit-for-purpose response to the climate crisis?

Hopefully, before it's too late.⁵

¹ <https://www.cam.ac.uk/about-the-university/how-the-university-and-colleges-work/the-universitys-mission-and-core-values>

² https://www.environment.admin.cam.ac.uk/files/2018_carbon_emissions_report.pdf

³ <https://www.varsity.co.uk/news/17420>

⁴ <https://www.cusu.co.uk/2019/07/26/cusu-ethical-affairs-response-to-science-based-target-for-carbon-emissions-reduction/>

⁵ https://report.ipcc.ch/sr15/pdf/sr15_spm_final.pdf

Mr E. P. HAWKINS (King's College):

Deputy Vice-Chancellor, the fossil fuel industry's existence is incompatible with action on climate change. If we are to stay below 1.5°C, less than one fifth (4–20%) of existing global fossil fuel reserves can be used. Despite this, fossil fuel companies continue to spend hundreds of millions of dollars on discovering more reserves, building more fossil fuel infrastructure, and perpetuating society's needless over-reliance on fossil fuels which has already put us on track for a climate crisis. According to the Harvard Kennedy School, in 2010 three-year investments in oil and gas exploration and production totalled more than US \$1.5 trillion.¹ These trends have continued up to 2019.² Although fossil fuel companies like ExxonMobil, Shell and BP claim to be committed to keeping global temperatures from rising above 2.0°C, their behaviours and investments contradict their expressed goals. It is estimated that the five largest publicly-traded oil and gas majors (ExxonMobil, Royal Dutch Shell, Chevron, BP and Total) have invested over US \$1bn of shareholder funds in the three years following the Paris Agreement on misleading climate-related branding and lobbying.³ This is part of a much longer history of fossil fuel companies greenwashing, whereby fossil fuel companies make unsubstantiated and misleading claims about their practices. In the 1980s, fossil fuel companies like ExxonMobil and Shell carried out internal assessments and forecast the planetary consequences of their emissions whilst continuing to 'emphasise the uncertainty in scientific conclusions regarding the potential enhanced Greenhouse effect' as described in the words of a 1988 Exxon internal memo.^{4, 5, 6} By the 1990s, the scientific consensus was becoming undeniable and fossil fuel companies publicly accepted the reality of climate change while obscuring their role and historic knowledge of it.⁷

Despite this incompatibility between the fossil fuel industry and action on climate change, the University of Cambridge provides the fossil fuel industry with profound legitimisation and practical support structures. These structures bolster the extractive capabilities of fossil fuel companies through forcing open exchange streams of people, knowledge and money.

The fossil fuel industry and the University's association with it distorts the direction of University research and personnel. In addition, this process, termed greenwashing, legitimises the industry at a time when its central and continued role in the creation of the climate crisis is undeniable.

Fossil fuel companies rely on universities like Cambridge to maintain and bolster their social licence to operate. The University takes a small income in exchange for greenwashing the industry, allowing it to co-opt the educational mission of the University to put across an image of an industry that is prestigious, charitable and scientifically rigorous. I'd like to briefly talk about some of the ways the University does this.

First, named Professorships like the BP Professorship of Chemistry, the Shell Professor of Chemical Engineering, and the Schlumberger Professorship of Complex Physical Systems. These Professorships allow fossil fuel companies to gain a veneer of social legitimacy and indicate a deeper perversion of academic research towards achieving industry goals. In most cases the Professorships are associated with the establishment of a trust fund in the form of a capital endowment invested with the income used to fund expenditure.

Second, awards and prizes such as the ExxonMobil Prize and the BP Chemistry Prizes are relatively cheap attempts by fossil fuel corporations to portray themselves as socially acceptable companies to students. This greenwashing project also works to funnel students into fossil fuel jobs upon graduation.

Third, events like the Shell Annual Lecture are sponsored by fossil fuel companies to put forward an image of themselves as an exciting and necessary part of the academy. Historically, we know how effective this has been for destructive industries, and also how effective it would be to simply refuse: denying prestigious platforms to speakers from tobacco companies was a key strategy for eroding their social licence and forcing them to change.

Less than a week ago the Vice-Chancellor stood in this room and talked about Cambridge's role in tackling fundamental global challenges and supporting the global transition to a carbon neutral future by harnessing the full breadth of the University's research and teaching capabilities. This announcement is deeply disingenuous and reeks of PR spin in the context of the greenwashing function the University performs. If the University genuinely wishes to support the global transition to a carbon neutral future it should end its association with the fossil fuel companies through Professorships, awards, prizes and events.

¹ Leonardo Maugeri, *Oil: The Next Revolution*, The Geopolitics of Energy Project, Belfer Center for Science and International Affairs, Harvard Kennedy School (2012), p. 2, <https://www.belfercenter.org/sites/default/files/files/publication/Oil-%20The%20Next%20Revolution.pdf>

² EY, *The US Oil and Gas Reserves Study*, ey.com/oilandgas, (2018), p. 1, [https://www.ey.com/Publication/vwLUAssets/ey-us-oil-and-gas-reserves-and-production-study/\\$FILE/ey-us-oil-and-gas-reserves-and-production-study.pdf](https://www.ey.com/Publication/vwLUAssets/ey-us-oil-and-gas-reserves-and-production-study/$FILE/ey-us-oil-and-gas-reserves-and-production-study.pdf)

³ Influence Map, *Big Oil's Real Agenda on Climate Change*, influencemap.org, (2019), p. 2, <https://influencemap.org/report/How-Big-Oil-Continues-to-Oppose-the-Paris-Agreement-38212275958aa21196dae3b76220bdde>

⁴ Climate Files, 1988 Exxon Memo on the Greenhouse Effect (accessed June 2019), <http://www.climatefiles.com/exxonmobil/566/>

⁵ Uclia Wang, *What Oil Companies Knew About Climate Change and When: A Timeline*, April 2018 (accessed June 2019), <https://www.climate-liability-news.org/2018/04/05/climate-change-oil-companies-knew-shell-exxon/>

⁶ Benjamin Franta, *Shell and Exxon's secret 1980s climate change warnings*, 19 September 2018 (accessed June 2019), <https://www.theguardian.com/environment/climate-consensus-97-per-cent/2018/sep/19/shell-and-exxon-secret-1980s-climate-change-warnings>

⁷ India Rakusen and Bill McKibben, *What oil companies knew: the great climate cover-up*, June 2019 (accessed July 2019), <https://www.theguardian.com/environment/audio/2019/jun/19/what-oil-companies-knew-the-great-climate-cover-up-podcast>

Ms A. GILDERDALE (CUSU Ethical Affairs Officer and Robinson College):

Deputy Vice-Chancellor, recently the University of Cambridge published articles on the University's sustainable food policy and how the University catering service has cut their carbon emissions by a third. We hear news like this – reports of shifts in waste management, 'Green Impact' ceremonies, or the increasing numbers of cyclists in the area – frequently, allowing Cambridge to paint a very green image of itself. But while these changes are important, they are small-scale, piecemeal shifts which are misleadingly cast as huge successes. These small wins are flooding the airwaves because, in reality, the University is not making the kinds of radical and drastic environmental actions and policies which are needed in the face of the current climate crisis.

As a University which calls itself a global leader, we have seen time and time again that these words are not followed by substantive action. Cambridge is an institution led by the privileged, for whom 'business as usual' is the most convenient and profitable arrangement. Whilst the richest 10% of people around the world are responsible for 50% of total global emissions, the poorest half of the global population are only responsible for around 10%. Yet, it is these communities which disproportionately face the effects of fossil-fueled climate change. As the richest university in Europe, one which has undeniably benefited from the exploitation of the Global South, it is our responsibility to repair the climate crisis which is overwhelmingly affecting those in the Global South, particularly women and indigenous groups. We need this University to take immediate and radical action on its carbon footprint whilst understanding it as an issue which intersects with inequalities related to race, gender, disability and nationality.

In practice, Cambridge must become the 'leader' it claims to be: use its wealth to work towards net zero carbon by 2030, and understand that anything less is unacceptable. Whilst the University is currently reporting on its new carbon reduction projects and its catering service successes, it is suggesting to the public that the University as a whole is making these changes. In actual fact, the range of these actions do not reach any of the Colleges or wider Cambridge-owned institutions. The University often claims that its Colleges work as autonomous institutions, however it is now necessary that the University pressures Colleges to act in alignment with these carbon reduction actions. We must see new College-wide discussions on the climate crisis involving members of the student body, not simply an opaque cross-College environmental panel only attended by the Bursars. There is no choice for these institutions as the public will no longer fall for the University's greenwashing news, and students will work to uncover the University's inaction around this issue over and over again.

We must also see a real understanding of how the University's capital expansion programme is not in line with its carbon targets, and therefore we call for a pause to its capital expansion programme until all new builds can be whole-life costed and in line with a 2030 carbon neutral target. A university which is expanding for business is not one which takes the climate crisis seriously. As long as profit is a key driver of the University's functioning, we cannot seriously believe that Cambridge is working to cut emissions, moving towards a carbon-neutral future, or working towards fighting the injustices which fuel the inequalities of climate degradation.

As the Vice-Chancellor Stephen Toope wrote on the 20 September, 'Climate change is real and it is happening here and now'. Whilst the University may support striking staff and students, whilst it continues to work to benefit the rich and privileged, it is still not accepting its responsibility to combat climate destruction. With these words should come immediate action: Cambridge must increase its efforts to work towards clear and transparent carbon targets, working with students along the way.

Mr A. M. MEMON (Jesus College):

Deputy Vice-Chancellor, the University of Cambridge recently announced its new initiative titled Cambridge Zero, which states on its website: 'A bold response to the world's greatest challenge'. Then goes on to state that:

The University of Cambridge is building on its existing research and launching an ambitious new climate change initiative. We are calling on the world's brightest and best external partners to join us in creating a zero-carbon future.

The obvious question is, what is this bold response and who are the partners being involved? In the section on 'Carbon drawdown and climate repair' the partner stated is oil giant BP. Now I do understand BP has been trying to portray itself as being concerned about and wanting to combat the climate crisis. But it's no secret BP has always been involved in these initiatives to earn legitimacy.

In fact, last year it was reported that BP was aggressively self-assertive about putting a price on carbon. The oil giant was one of six companies to call on governments around the world to adopt a global price on carbon in the lead-up to the Paris climate talks in 2015. During the process, it also became part of the Carbon Pricing Leadership Coalition, as well as a founding member of the Climate Leadership Council. But then it was revealed that BP spent almost US \$13 million to defeat a measure to set a carbon price. In fact overall, the oil industry has spent over \$28 million in the US alone to stop the Bill from passing, making it the most expensive Washington state wide ballot initiative in history. So BP was a member of all these coalitions and councils, just for PR purposes and to keep track of the narrative so they can then spend money behind closed doors to combat all those initiatives.

And it is nothing new for BP to pump money into hiring corporate spin doctors. One such example was an organisation by the name of Purple Strategies, which was hired by BP shortly after the 2010 Deepwater Horizon disaster. The oil spill, the worst in US history, killed eleven crew members and released nearly five million barrels of oil into the Gulf of Mexico over the course of 87 days. In the following months, Purple Strategies carefully tracked public opinion and crafted strategies to limit the fallout for the company from the disaster. At one point, BP was spending an estimated US \$10,000 per day to dominate Google search results with positive content. One staffer at Purple Strategies allegedly falsely introduced himself to a reporter as working with ChemRisk, a scientific consulting firm that published questionable research downplaying health risks from the spill.

BP's ties with Cambridge are more than clear – with all the funds it gives the University, the Professorships that it funds, the scholarships it awards the students, and the institutions with which it is involved. In fact, from these institutions, the focus of the research outcome has been almost entirely on improving drilling outcomes. As such, partnering with these oil corporations has not and will

never result in any positive change. Hence Cambridge University should not undermine its reputation by partnering with BP.

Lastly, I do not know what the reason was behind the naming of Cambridge Zero, which sounds incomplete or at the very least looks like it is hinting at something. Maybe zero emissions? But what emissions? Carbon? So why not Cambridge Zero Carbon? The point I'm trying to get at is the University does not seem to be interested in any real meaningful action, apart from attempts at copying others – Cambridge Zero Carbon's brand in this case, but generally other ideas – for mere PR purposes. And I hope this is not an attempt to hide Cambridge University's almost non-existent track record of countering climate crisis by associating itself with the hard work of members of Cambridge Zero Carbon Society. And I also hope that it is not an attempt to divert search engines from directing people to Zero Carbon Society's articles criticising University's investments in and ties with the fossil fuel industry, to this new initiative claiming to combat climate crisis by involving BP.

In any case I hope Cambridge Zero Carbon Society renames itself to completely disassociate with this, yet another pseudo initiative by the University management to repair the planet by partnering with corporations who damaged it in the first place and have no interest in the future of the planet.

Mr M. V. LUCAS-SMITH (Department of Geography):

Deputy Vice-Chancellor, sustainable transport remains an area in which the University is sadly lacking. Not just in current day-to-day travel, but the planning of future estates.

As long ago as 2005, the University commissioned a local expert consultant to review cycle parking on the central sites. It came up with clear recommendations for increasing current provision and eradicating insecure cycle parking. Yet, almost fifteen years on, almost nothing has been done.

My own Department, Geography, still has 1960s-style concrete blocks and 1970s wheelbender stands to which the frame cannot be locked.¹ This leaves bikes vulnerable to theft, right next to the gate into the site. Although Geography received some new stands a year ago, these have merely been left sitting on the ground rather than properly secured.

Cycle parking is an utterly basic sustainable transport measure, and the University cannot even get that right. The amounts of money to sort this out properly are small. It is a clear mark of failure to regard cycling (and sustainable transport more generally) as a basic fundamental measure which enables staff, and students, to have confidence that they can cycle to work or lectures and be able to get home again.

Even newer buildings fall far short. The Alison Richard Building has a clear expanse of space in front of it where cycle parking could be installed, yet bikes are left to lie next to walls and against trees insecurely and untidily.² The University could solve the problem simply by putting in an uncontroversial planning application, and allocating merely £4,000 to install 40 stands, which would make 80 cycles now secure, tidy and welcomed.

The new provision of cycle racks on the New Museums site³ only happened because Cambridge Cycling Campaign objected to the David Attenborough Building, whose increased activity was to exacerbate an existing shortage of cycle parking. That organisation had been campaigning for fifteen years to get the site sorted out, and as the last

objector to the scheme, it was only the threat of holding up a £37m project that suddenly – within a few weeks – the University agreed to new cycle parking. This finally got rid of an asbestos-covered 1950s-style shed,⁴ a typical monument to the standard of provision that remains around much of the University.

Moreover, the planning of new estates is failing to take priority for cycling along streets in new connecting highways seriously.

Despite supposedly being a low-car development, the University's new estate entrance at Madingley Road has a hostile junction clearly designed for high car throughput leaving or entering the site. Pedestrians wanting to cross diagonally have to stop at four crossings,⁵ press the lights each time, and wait for cars. Cycling is awkward, and the University's planning permission meant that the new publicly-funded Huntingdon Road cycleway, which has much improved safety for staff and students of the University and of Girton College, has a hole in this section. If you log on to Google StreetView, and go along Huntingdon Road, you will see that the new cycleway suddenly turns into white paint around Eddington Avenue,⁶ with a vast expanse of tarmac through the junction, interrupting a long, protected cycleway.

The University presumably took standard off-the-shelf designs, probably from some consultant sitting in a London or Birmingham office, and plonked them in a city of cycling. The University should be doing better than this. It should be hiring consultants with knowledge of Dutch road design principles, which ensure safety, convenience, and result in high levels of cycling, because the roads are then safe for everyone to use. Instead, we have ended up with a huge junction that will lock in car-borne travel for the coming decades. This could actually be fixed with relatively small amounts of money.

Within Eddington itself, despite good intentions and a higher-than-average standard achieved, the cycleway loses priority at sideroads,⁷ resulting in slow, stop-start cycling and lack of clarity when interacting with drivers. This is even at variance with what was explicitly put in the planning application, yet this error is still not corrected. The Dutch can do this properly, so can we.

The University Council will no doubt respond that it is 'aiming to promote sustainable transport' and that 'cycling is thought about in new developments' and other such meaningless phrases. This is not good enough.

The University should be actively designing every new development, and upgrading every existing cycle parking location, to cater for much higher levels of cycling – cycling levels which are made possible if infrastructure is made safe for everybody to use. A 60% level of cycling by staff should be strongly aimed for, alongside measures like Park and Ride and subsidised bus travel, given the increasing number of staff who are forced to live further and further away from the city due to house prices.

So, what should the University do? The first thing it should do is reinstate its Cycling and Walking Subgroup, whose membership included people around the University who understand the problems and who have offered solutions. There is much willingness around the University to help resolve things.

Secondly, it should set a clear target for cycling of 60% of staff journeys, as just noted. Cycling should be thought of as a real mode of transport, not something that people will tolerate doing and for which no proper space is allocated, on the basis that 'oh, people will manage, it's only a bike'.

Thirdly, and most importantly, Estate Management should undertake a simple tendering exercise to identify and hire modern transport consultants who have the knowledge to design streets according to modern, Dutch principles. These are principles which are entirely achievable within UK highways standards, as Transport for London, and now Cambridgeshire County Council, have been showing. We must not accept highway designs that design for the 2% levels of cycling in Birmingham, but instead for the very high levels of cycling in a city like Cambridge. If cycle provision is not something that a parent with a small child can use, it is not designed properly. Yet that is what we see on most of the new developments that the University is building. Cycling must not only be for fit younger males, it should be for everyone. The Dutch have done it, so can we.

Fourthly, the University must identify funding of probably c. £200,000 to sort out the historic deficit of cycle parking problems around all the sites. This means a consultant to go round the sites and update the existing reports from 2005, cost up the changes, submit a set of planning applications in one go which zap up all these problems, and go out on site implementing this. This could all be achieved and finalised within this academic year if the University actually regarded the climate emergency as a climate emergency. Will the Council please undertake to allocate a specific and budgeted project that actually sorts out this long-running sore once and for all, and to address the other proposals that I have made?

¹ <https://www.cyclestreets.net/location/93969/>

² <https://www.cyclestreets.net/location/47801/>

³ <https://www.cyclestreets.net/location/88918/>

⁴ <https://www.cyclestreets.net/location/2440/>

⁵ <https://tinyurl.com/WaitFourTimes>

⁶ <https://tinyurl.com/CycleTrackBecomesPaint>

⁷ <https://tinyurl.com/CyclewayLosesPriority>

Dr J. E. SCOTT-WARREN (University Council, Faculty of English, and Gonville and Caius College), read by the Deputy Senior Proctor:

Deputy Vice-Chancellor, the message of Greta Thunberg and the school strikers needs to be heard in universities too. We are currently educating our students for a future that does not exist. The fact that we find this message so hard to absorb, even as the glaciers melt, permafrost thaws, wildfires rage and ecosystems collapse, says a lot about the baked-in arrogance of our species. The University is in a sense the embodiment of that arrogance, the belief that we can think our way out of any crisis. There is also a conspiracy of silence on the climate issue that arises from our deep understanding that thinking may, in the current scenario, prove fruitless.

I have been distressed, for many years, by the University's refusal to divest from fossil fuels. Given the human toll that climate breakdown is taking across the world, this is morally equivalent with a refusal to divest from the slave trade. (Try replacing 'But we all rely on fossil fuels and these companies are just servicing our needs!' with 'But we all rely on slaves...!' – it's easy enough.) While we continue to invest, we give fossil fuel companies the reassurance that, however dirty their money may be, it is still money that can be laundered by putting it towards educational good causes. While we continue to invest, we prop up share prices and we fund the process of searching for new oilfields that locks us in to the fossil

economy for decades to come. When you mention any of this to the Finance Officers of the University, they tell you that if you don't like being complicit in the fossil economy, you could always give up your job. The implication is that oil is money, and that our pay packets depend on it. Similar arguments were doubtless made against those who desired an end to the slave trade.

Beyond fossil fuel divestment, the University's recent efforts to act on the climate crisis have been lacklustre. We seem not to have the capacity to establish how staff get to work and to find ways of cutting down on single-occupancy car journeys. We have done nothing to assess and reduce levels of academic flying, blithely assuming that this issue will somehow fix itself. We are about to concrete over another swathe of former green belt land at Eddington, and we are lamely trotting along with the government's proposal for an Oxford-Cambridge expressway, rather than speaking out against that ecocidal proposal. We continue to take donations from fossil fuel producers, and to train students to develop fossil fuel infrastructure. We still have no place for environmental risk on our risk register, despite the likelihood that severe shocks will be coming our way very soon. The fact that our universities have now been made over as servants of the false god of economic growth has done much to predetermine our inability to respond to the great unravelling.

What can we do? We need individual members of the University, from students to Heads of Department and Heads of House, to petition the Vice-Chancellor to act. We need to set aside our bureaucratic divisions, to override the College system and the walls between Departments and Schools, and to pull together as a single entity. We need to find a collective voice with which to declare a climate emergency. We need to reassess our relationship to an economic model that has brought the web of life to the brink of collapse, and to ask how a university might live within what are likely to be sharply decreasing means. I have very little hope, but have heard that hope is the enemy. It's time to make a virtue of despair.

Ms C. BAYLEY (Robinson College), read by the Deputy Senior Proctor:

Deputy Vice-Chancellor, I am a student at Cambridge who is becoming increasingly worried about the global climate crisis. Beyond the loss of wildlife, occurring even within the UK, are losses of biodiversity and stable weather patterns which ultimately make our lives possible.

Of course any changes Cambridge makes by itself will not noticeably affect global heating, but united together universities could make a substantial impact. If Cambridge University were to make real changes to its investment policy and prevent itself from contributing to the harmful greenhouse gases affecting the planet, surely other universities would follow suit? It is by example that Cambridge can pioneer the way and actually help prevent the climate forecasts from worsening.

I am currently seriously distressed by the University's failure to meet its sustainability targets – which are, like the new targets, underambitious. I cannot understand how reaching them will be effective enough.

I am a student at Cambridge who is becoming increasingly worried about the global climate crisis. Please hear my words and respond.

The Rev'd J. L. CADDICK (Faculty of Biology, Faculty of Divinity, and Emmanuel College), read by the Junior Proctor:

Deputy Vice-Chancellor, on 1 October the Vice-Chancellor addressed the University. Towards the beginning of his address he asked:

My question today is: what stories of discovery will we be telling about the University ten, twenty, or fifty years from now? ... How will we have contributed to mitigating the existential threat of climate change?

Our topic of concern today is 'The University response to the climate crisis beyond divestment.' Looking at what the Vice-Chancellor had to say on 1 October, it is clear that he would indeed like to talk about the University's response to the climate emergency without mentioning our investments, but that the more he says on the subject, the more deafening becomes his silence on this crucial question.

In his address he announced the launch of Cambridge Zero, an ambitious programme to deploy the University's research strength in the cause of aiding our search for a sustainable way to continue to live on our planet. That is indeed good. I hope Cambridge Zero is a major force in addressing the challenges that face us. He also announced 'bold targets' committing the University to a 75% reduction in energy based CO₂ emissions by 2030 and 'absolute zero' by 2048. 'What could be more urgent?' he asked. Again I hope we do achieve these aims, but we have had 'bold targets' before. Before 2018 we had a target to reduce our emissions by 34% compared to 2006 by 2021. We are not going to manage that, so we reduced the target to a 6% reduction, and suddenly our progress looks more encouraging. The central difficulty with all this is that it begins to look like the tactics of distraction from the most difficult questions, which are those of money and power. Difficult though that is, if we are to fulfil our mission as a world leading University we need to start telling it as it is.

The Vice-Chancellor described climate change as an 'existential threat'. The more he acknowledges the seriousness of the threat, the more indefensible becomes his reluctance to talk about our investments. Climate collapse is indeed an existential threat, a threat to our existence. If we carry on on our current course we are in line for a temperature rise of more than four degrees. That is arguably incompatible with continued human life, certainly life as we would recognise it. I am glad the Vice-Chancellor acknowledges the size of the threat, but in the face of that how can he not discuss how the University uses its money? Our continued investment in fossil fuel companies allies us with the mechanisms that are acting for our own destruction. Fossil fuel companies which continue to prospect for oil when we already have more than can safely be used, are not our friends in this struggle. If we are to avoid disaster we need to find a way of living that does not depend on taking carbon out of the ground and burning it. The continued respectability of fossil fuel companies needs to be brought to an end. They need to stop what they are currently doing. Economic reality means that they will not do that without forceful political action. The University needs to decide which side it is on.

Second-stage Report of the Council, dated 12 June 2019, on the construction of a new Heart and Lung Research Institute on the Cambridge Biomedical Campus

(Reporter, 6555, 2018–19, p. 806)

No remarks were made on this Report.

Report of the Council, dated 24 September 2019, on the period of appointment for the next external member of Council

(Reporter, 6560, 2019–20, p. 11)

No remarks were made on this Report.

COLLEGE NOTICES

Vacancies

Christ's College: Charles Darwin and Galapagos Islands Junior Research Fellowship in areas relevant to present-day aspects of the work originally undertaken by Charles Darwin (the Natural Sciences in their broadest sense); tenure: four years, non-renewable; closing date: 28 November 2019 at 12 noon; further details: <http://www.christs.cam.ac.uk/vacancies>

Clare College: Junior Research Fellowship Competition for the Sciences 2020; tenure: three years from 1 October 2020; stipend: £30,942 (at current rates); closing date: 11 November 2019; further details: <http://www.clare.cam.ac.uk/JRF-Competition/> or email: jrfadministrator@clare.cam.ac.uk

Events

Clare College

Distinguished Lecture in Economics and Public Policy

Professor Joel Mokyr, Robert H. Strotz Professor at the Department of Economics, Northwestern University, will give the lecture, 'The holy land of industrialism' – rethinking the industrial revolution, on Monday, 28 October 2019, from 6 p.m. to 7.30 p.m., in the Riley Auditorium, Memorial Court, Clare College. Professor Gareth Austin, Professor of Economic History and Fellow of King's College, will be the discussant. Places are limited and must be reserved online by 21 October 2019: <https://clarealumni.com/pages/events/2019ClareDistinguishedLectureRegistration>

Elections

Homerton College

Elected to an Honorary Fellowship from 1 October 2019:

- Professor Jane Alison Shaw, M.A., *Oxford*,
M.Div., *Harvard*, Ph.D., *Berkeley*
Professor Dame Susan Margaret Black, DBE, FRSE,
FRAI, FRSB

Elected to a Professorial Fellowship from 1 October 2019:

- Ravindra Kumar Gupta, M.A., *DOW*, M.P.H., *Harvard*,
B.M. B.Ch., *Oxford*, Ph.D., *UCL*, FRCP, FRCPath

Elected to a Fellowship from 1 October 2019:

- Kathelijne Kooops, B.Sc., M.Sc., *Utrecht*, Ph.D., *JN*
James Manwaring, M.Phil., B.C.L., *Oxford*,
LL.B., *Warwick*
Miles Alexander Stopher, B.Eng., *Liverpool*,
M.Sc., *Imperial*, Ph.D., *JE*

Elected to a Renfrew Fellowship from 1 October 2019:

- Carmen Ting, B.A., M.Sc., Ph.D., *UCL*

Elected to an Associate Fellowship from 1 October 2019:

- Douglas Coombes, MBE, D.Mus., *Gloucestershire*

Elected to an Emeritus Fellowship from 1 October 2019:

- Maria Nikolajeva, M.A., *Stockholm*, Ph.D., *Moscow*
Stephen Watts, M.A., *CHU*, M.A., *Sussex*
David Andrew Whitley, B.A., *Stirling*, M.Phil., *Oxford*

Selwyn College

Elected to a Fellowship in Class A for five years with effect from 1 October 2019:

- Robert Lee, B.A., *Columbia*, M.A., *Heidelberg*,
Ph.D., *Berkeley*

Elected to a Fellowship in Class D for five years with effect from 1 October 2019:

- Mathias Nowak, B.Sc., *Paris-Sorbonne*, M.Sc., M.Sc.,
ISAE-SUPAERO, *Toulouse*, Ph.D., *Université P.S.L.*,
Paris

Elected to a Fellowship in Class D, the Keasbey Research Fellowship in American Studies, for three years with effect from 1 October 2019:

- Thomas Smith, M.A., M.Phil., *SE*

Elected to a Fellowship in Class A, the Spencer-Fairest Fellowship, for five years with effect from 1 October 2019:

- Emily Hancox, B.A., *Oxford*, LL.M., *European University Institute*, Ph.D., *Edinburgh*

Elected to a Fellowship in Class A for five years with effect from 1 October 2019:

- Charlotte Reinbold, M.A., Ph.D., *R*, M.A., *UCL*

Elected to a Fellowship in Class A for five years with effect from 1 October 2019:

- Jörg Haustein, M.A., *Leipzig*, D.Th., *Heidelberg*

Elected to a Fellowship in Class A for five years with effect from 1 October 2019:

- Ronita Bardhan, B.Arch., *Shibpur, India*, M.C.P.,
Kharagpur, India, Ph.D., *Tokyo*

Elected to a Fellowship in Class C for five years with effect from 1 October 2019, and appointed Bursar from 28 November 2019:

- Martin Pierce, M.A., *JE*

Elected to a Fellowship in Class B for five years with effect from 1 October 2019:

- Professor Leonardo Felli, M.A., *Trieste*, Ph.D., *MIT*

Elected to a Visiting Bye-Fellowship for the Michaelmas Term 2019:

- Very Rev'd Dr Andreas Loewe, M.A., M.Phil., *Oxford*,
Ph.D., *SE*, FRHistS
Richard Ansell, M.A., *SE*, M.A., *Brown*, D.Phil., *Oxford*

Elected to a Visiting Bye-Fellowship for the Michaelmas Term 2019 and Lent Term 2020:

- John Trotter, B.Mus., *British Columbia*, M.Mus.,
D.Mus., *Michigan*

Elected to a Visiting Bye-Fellowship for March 2020:

- Maria Stepanova, B.A., *Moscow Literary Institute*

Elected to a Visiting Bye-Fellowship for the Easter Term 2020:

- Professor Thomas Keymer, M.A., Ph.D., *CAI*

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