

CAMBRIDGE UNIVERSITY REPORTER

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CONTENTS

Notices

Calendar	250
Discussion on Tuesday, 26 January 2021	250
Elections to the Council in classes (b) and (c)	250
Election to the Board of Scrutiny in class (c)(ii)	252
University Sermons in Lent Term 2021	252
Office of Pro-Vice-Chancellor	252
Pro-Vice-Chancellor (University Community and Engagement)	252
Fitzwilliam Museum gallery works	253

Events, courses, etc.

Announcement of lectures, seminars, etc.	254
------------------------------------------	-----

Notices by Faculty Boards, etc.

Master of Business Administration, Lent Term 2021	254
Master of Finance (M.Fin.), Lent Term 2021	256
Finance for the M.Phil. Degree, 2020–21	256
Management for the M.Phil. Degree, 2020–21	257
Technology Policy for the M.Phil. Degree, 2020–21	258

Reports

Report of the Council on the establishment of an Endowment Fund Supervisory Body	259
Annual Report of the Council for the academic year 2019–20	263
Annual Report of the General Board to the Council for the academic year 2019–20	272

Obituaries

Obituary Notices	279
------------------	-----

Graces

Graces submitted to the Regent House on 30 December 2020	279
----------------------------------------------------------	-----

Acta

Result of ballot on Grace 5 of 29 July 2020 (titles and structure of academic offices)	279
Result of ballot on Grace 2 of 28 September 2020 and on three amendments (University Statement on Freedom of Speech)	280
Approval of Graces submitted to the Regent House on 2 December 2020	280
Approval of Grace submitted to the Regent House on 3 December 2020	280

End of the Official Part of the 'Reporter'

Fly-sheets reprinted

Fly-sheet relating to the ballot on Grace 5 of 29 July 2020 (titles and structure of academic offices)	281
Fly-sheets and statement in response relating to the ballot on Grace 2 of 28 September 2020 and on three amendments (University Statement on Freedom of Speech)	281

Report of Discussion: 8 December 2020

Remarks on the Twenty-fifth Report of the Board of Scrutiny	286
-------------------------------------------------------------	-----

College Notices

Election	288
Vacancies	288



UNIVERSITY OF
CAMBRIDGE

NOTICES

Calendar

- 19 December, *Saturday*. Michaelmas Term ends.
 25 December, *Friday*. Christmas Day. Scarlet Day.
 5 January, *Tuesday*. Lent Term begins.
 13 January, *Wednesday*. First ordinary issue of the *Reporter* in the Lent Term.
 19 January, *Tuesday*. Full Term begins.
 26 January, *Tuesday*. Discussion via videoconference at 2 p.m. (see below).

Discussion on Tuesday, 26 January 2021

The Vice-Chancellor invites those qualified under the regulations for Discussions (*Statutes and Ordinances*, November 2020, p. 105) to a Discussion via videoconference on Tuesday, 26 January 2021 at 2 p.m., for the discussion of:

1. Report of the Council, dated 14 December 2020, on the establishment of an Endowment Fund Supervisory Body (p. 259).
2. Annual Report of the Council for the academic year 2019–20, dated 16 December 2020 (p. 263).
3. Annual Report of the General Board to the Council for the academic year 2019–20, dated 16 December 2020 (p. 272).
4. Report of the General Board, dated 4 December 2020, on the introduction of a Master of Architecture degree in the Faculty of Architecture and History of Art (*Reporter*, 6600, 2020–21, p. 244).

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

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

Elections to the Council in classes (b) and (c)

9 December 2020

The Vice-Chancellor announces that the following persons have been elected to serve as members of the Council in classes (b) and (c) from 1 January 2021 for four years:

Class (b) (Professors and Readers):

Professor ANTHONY PETER DAVENPORT, *CTH* and Professor MARIA MANUEL GABAO LISBOA, *JN*.

Class (c) (other members of the Regent House):

Dr ZOE LOUISE ADAMS, *K*, Dr ANN KAMINSKI, *ED*, Dr MICHAEL JOSEPH SEWELL, *SE*, and Dr PIETER JACOB VAN HOUTEN, *CHU*.

Details of the polls and the transfer of votes under the Single Transferable Vote regulations (*Statutes and Ordinances*, November 2020, p. 114) are as follows:

Election in class (b)

Number of valid votes cast: 1,252 (no invalid votes) (Quota: 418)

	First count	Transfer of Prof. Sala's votes	Second count	Transfer of Prof. Simon's votes	Third count	RESULT
Prof. ANTHONY PETER DAVENPORT, <i>CTH</i>	283	+36	319	+124	443	SECOND ELECTED
Prof. MARIA MANUEL GABAO LISBOA, <i>JN</i>	418		418		418	FIRST ELECTED
Dr JOHN DAVID RHODES, <i>CC</i>	245	+8	253	+37	290	
Prof. EVIS SALA, <i>G</i>	97	-97	–		–	
Prof. BENJAMIN DAVID SIMONS, <i>JN</i>	209	+33	242	-242	–	
Non-transferable		20	20	81	101	
TOTAL	1,252		1,252		1,252	

Election in class (c)

Number of valid votes cast: 1,270 (no invalid votes) (Quota: 254)

	<i>First count</i>	<i>Transfer of Dr Adams' surplus</i>	<i>Second count</i>	<i>Transfer of Dr Suckling's votes</i>	<i>Third count</i>	<i>Transfer of Dr Watson's votes</i>	<i>Fourth count</i>	<i>Transfer of Ms Wyburd's votes</i>	<i>Fifth count</i>	<i>RESULT</i>
Dr ZOE LOUISE ADAMS, <i>K</i>	399	-145	254		254		254		254	FIRST ELECTED
Dr ANN KAMINSKI, <i>ED</i>	151	+15.91	166.91	+19.11	186.02	+7.74	193.76	+46	239.76	THIRD ELECTED
Dr MICHAEL JOSEPH SEWELL, <i>SE</i>	177	+8.51	185.51	+13.74	199.25	+7.11	206.36	+38	244.36	SECOND ELECTED
Dr NICHOLAS LUCA SIMCIK ARESE, <i>CAI</i>	98	+46.25	144.25	+6.74	150.99	+42.79	193.78	+24	217.78	
Dr JOHN SUCKLING	79	+5.55	84.55	-84.55	–		–		–	
Dr PIETER JACOB VAN HOUTEN, <i>CHU</i>	147	+20.35	167.35	+11.37	178.72	+25.88	204.6	+29	233.6	FOURTH ELECTED
Dr STEVEN WATSON, <i>W</i>	70	+37	107	+6.11	113.11	-113.11	–		–	
Ms JOCELYN MARGARET WYBURD, <i>CL</i>	149	+8.51	157.51	+9.74	167.25	+13.11	180.36	-170	10.36	
<i>Non-transferable</i>		2.92	20	17.74	20.66	16.48	37.14	33	70.14	
TOTAL	1,270		1,270		1,270		1,270		1,270	

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

9 December 2020

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

Class (c)(ii) (members of the Regent House): Dr GILLIAN CLARE CARR, *CTH*.

Details of the poll and the transfer of votes under the Single Transferable Vote regulations (*Statutes and Ordinances*, November 2020, p. 114) are as follows:

Number of valid votes cast: 1,006 (no invalid votes) (Quota: 503)

Dr GILLIAN CLARE CARR, <i>CTH</i>	576	ELECTED
Dr ROBERT VINCENT LEVESON DOUBLEDAY, <i>CHR</i>	430	
TOTAL	1,006	

University Sermons in Lent Term 2021

The Vice-Chancellor wishes to inform members of the University that the Sermon due to have been delivered on Sunday, 31 January 2021 has been postponed. It is hoped that the Hulsean Sermon scheduled for Sunday, 28 February 2021 will be able to take place, however, and further details will be published nearer to the time. The preacher will be The Revd Dr Ayla Lepine, Chaplain of King's College, and not as originally announced, Professor Karen Kilby, of the University of Durham.

Professor Kilby has agreed to preach on a later date.

Office of Pro-Vice-Chancellor

14 December 2020

Following consultation with the General Board, the Council has agreed to appoint Professor Anne Carla Ferguson-Smith, *DAR*, to the office of Pro-Vice-Chancellor (Research) for one year with effect from 1 January 2021. The Council made the appointment on the recommendation of its Nominating Committee for the appointment and reappointment of Pro-Vice-Chancellors (comprising the Vice-Chancellor as Chair; Ms Gaenor Bagley, Professor Christopher Kelly and Dr Jason Scott-Warren (members of the Council); and Professor Tim Harper and Professor Anna Philpott (members of the General Board)). This interim appointment will enable a full and competitive search to take place during 2020–21.

Pro-Vice-Chancellor (University Community and Engagement)

14 December 2020

The Council wishes to make an appointment to the office of Pro-Vice-Chancellor (University Community and Engagement) following Professor Ferran's last term in office as Pro-Vice-Chancellor for Institutional and International Relations. The position of Pro-Vice-Chancellor is tenable for three years in the first instance. The person appointed to the role of Pro-Vice-Chancellor (University Community and Engagement) would be expected to take up the position on 1 October 2021.

The role

The Council wishes to appoint a Pro-Vice Chancellor to provide senior academic leadership on matters relating to the University's community, with an emphasis on its staff and public engagement. The Council is conscious that the importance and breadth of these responsibilities have increased significantly in the last few years and represent a priority area for the University's development going forward. The Council further notes that there are important synergies between the University's international and research activities. The international portfolio will therefore be combined with the Pro-Vice-Chancellor (Research) role from 1 September 2021. What was formerly the Pro-Vice-Chancellor (Institutional and International Relations) role will now focus on the University's community and internal and external engagement.

In particular, this Pro-Vice-Chancellor will lead the development and implementation of strategy and policy relating to all staff (academic and professional services). As part of that, and building on the foundations put down during Professor Ferran's tenure, the postholder will be responsible for elevating the University's position in relation to equality and diversity, such that it stands out amongst its international peers for the excellence of its practice in this area.

On the engagement side of the role's portfolio, the Pro-Vice-Chancellor will have a particular focus on further developing the University's considerable collections, not only as a core teaching and research resource, but also as one of the University's key interfaces with the public, locally, regionally, nationally and internationally.

Attributes and experience

The successful candidate will have a record of high achievement as a leader of an academic community (for example a Department, Faculty, research institute or reasonably-sized research group).

The individual will have a proven ability to develop and implement strategies in an environment where authority is derived from influence and persuasion, together with a deep understanding of the collegiate University and how to work effectively within it. The successful candidate will have an outstanding record of personal academic achievement and will have strong experience working collaboratively with administrative colleagues.

The individual will be passionate about ensuring that all staff at the University are able to thrive, and will be able to combine vision and thoughtfulness, be open to different and innovative ways of operating and willing to lead on difficult proposals. The postholder will have the ability to inspire and engage, not only across the collegiate University community but also across external audiences.

The University is seeking to encourage greater diversity throughout the institution, at all levels. This is equally a priority in the governance of the University, and hence a key aim in this appointment.

Role of the Pro-Vice-Chancellors

The Pro-Vice-Chancellors provide academic leadership to the University to ensure that the University maintains and enhances its contribution to society and its global academic standing. They support the Vice-Chancellor in the delivery of his objectives, and work as a team with the Heads of the Schools, the Registrar, the Chief Financial Officer and other senior colleagues.

In addition to Professor Ferran, whose portfolio covers Institutional and International Relations, the University has four Pro-Vice-Chancellors with the following portfolios:

- Professor Graham Virgo (Education) and Senior Pro-Vice-Chancellor
- Professor Andy Neely (Enterprise and Business Relations)
- Professor David Cardwell (Strategy and Planning)
- Professor Anne Ferguson-Smith (Research)¹

Terms of appointment

The Pro-Vice-Chancellors are expected to spend 80% of their time on Pro-Vice-Chancellor duties, and 20% of their time undertaking research and/or teaching. The full salary of a Pro-Vice-Chancellor is normally within the range of £130,000–£175,000 but the precise figure will vary as the salary is based on a formula which reflects individual circumstances.

The Council expects to make the appointment at its meeting on 22 March 2021. The Council will be advised by a Nominating Committee chaired by the Vice-Chancellor and with the following members: Ms Gaenor Bagley, Professor Tim Harper, Professor Christopher Kelly, Professor Anna Philpott and Dr Jason Scott-Warren.

Expressions of interest and further information

The Nominating Committee welcomes expressions of interest from individuals and nominations of potential candidates for consideration by the Committee. Expressions of interest, including a curriculum vitae and covering letter, and nominations, should be sent by email to the Vice-Chancellor (Stephen.Toope@admin.cam.ac.uk) by 5 February 2021.

¹ The appointment is an interim appointment until 31 December 2021, see p. 252 above.

Fitzwilliam Museum gallery works

14 December 2020

The following Notice is published to advise the University of works which are not considered to be a ‘substantial alteration’ within the meaning of Statute F II 3 and therefore do not require a Report but are nevertheless of interest or consequence to members of the Regent House (*Reporter*, 6259, 2011–12, p. 498).

The Fitzwilliam Museum is a Grade I Listed building occupying a prominent position in the heart of Cambridge City’s central conservation area. The original Founders Building was designed by George Basevi (1795–1845), and completed after his death by C. R. Cockerell (1788–1863) and opened to the public in 1848.

In order to protect the collections on display in the Museum’s Galleries I and V from UV damage, it is proposed that solar shading canopies are fitted to each of the six glazed cupolas in these galleries. The installation of these canopies is reversible and does not affect the fabric of this prominent Grade I Listed building. Extensive light modelling has been completed, in collaboration with the Museum’s conservators, and discussions have been held with Cambridge City Council.

A second area of alteration is the installation of a proprietary glazing system to the copper domes to Galleries II and IV. This is to address rainwater ingress to the gallery areas below, and has been granted Listed Building Consent.

The works will be undertaken alongside planned maintenance works; accordingly the costs will be shared between the University’s Building Maintenance Fund and funds available to the Fitzwilliam Museum.

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 <http://www.training.cam.ac.uk/>.

Brief details of upcoming events are given below.

<i>Applied Mathematics and Theoretical Physics</i>	The fourteenth Andrew Chamblin Memorial Lecture, <i>Infinite Phase Space and the Two-Headed Arrow of Time</i> , will be given by Professor Alan Guth, MIT, at 5 p.m. GMT on Friday, 18 December 2020, online via Zoom, with a Q&A afterwards; admission is free but booking is required.	https://tinyurl.com/andrewchamblinlecture2020
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NOTICES BY FACULTY BOARDS, ETC.**Master of Business Administration, Lent Term 2021**

The Faculty Board of Business and Management gives notice that in the Lent Term 2021 the subjects for examination for the degree of Master of Business Administration will be as listed below. The method of examination is shown for each subject.

12. Option A: one-year course**12. (b) Elective modules****Lent Term 2021**

Subject	Form of assessment
MBA83 Behavioural finance	Individual assignment – 3,000 words (100%)
MBA126 Building customer centric organisations	Group project and presentation – 15 minutes, deck of up to 20 slides (100%)
MBA70 Cases in corporate finance	Group assignment – 2,500 words (100%)
MBA40 Creative arts and media management	Group assignment – 3,000 words (100%)
MBA79 Digital marketing	Group presentation – deck of 15 slides (100%)
MBA52 Doing good well: leading social innovation for local and global impact	Group assignment – 3,000 words (100%)
MBA41 Energy and emissions markets and policies	Class participation (20%); individual assignment – 2,500 words (80%)
MBA129 Entrepreneurship in practice	Individual assignment – 2,500 words (100%)
MBA128 Entrepreneurship through acquisition	Class participation (20%); group assignment and presentation – 1,500 words (80%)
MBA85 Introduction to options, futures and other derivatives	Two-hour in-class test (100%)
MBA125 Leadership in organisations	Class participation (20%); individual assignment – 2,500 words (80%)
MBA81 Leading effective projects	Individual assignment – 3,000 words (100%)
MBA110 Managing big data analysis	Individual assignment – 3,000 words (100%)
MBA114 Managing for sustainability	Individual presentation – 7 minutes, deck of 10–12 slides, 2,000 words (100%)
MBA14 Managing innovation strategically	Individual assignment – 2,000 words (80%); individual class participation (20%)
MBA96 Marketing and innovation in emerging economies	Group presentation – 15 minutes, deck of 20 slides (100%)
MBA58 New venture finance	Class participation (20%); group presentation – 15 minutes, deck of 16 slides, 2,000 word write-up (80%)
MBA103 Risk management and strategic planning	Individual assignment – 2,000 words (80%); individual class participation (20%)

MBA107 Strategic pricing	Group presentation – 15 minutes, deck of 20 slides (100%)
MBA111 Thinking strategically	Individual assignment – 2,500 words (100%)
MBA78 Topics in financial statement analysis	Individual assignment – 3,000 words (100%)
MFIN16 Topics in investment management (<i>open to M.B.A.</i>)	Group assignment – 3,000 words (60%); individual project – 3,000 words (40%)

12. Option B: Executive M.B.A. course

2019–21 CLASS

12. (b) Elective modules

Lent Term 2021

EMBA24 Fast strategy, intrapreneurship and business instinct	Individual assignment (100%)
EMBA39 Strategic change and renewal	Individual assignment (100%)
EMBA42 Consumer behaviour	Individual assignment (100%)
EMBA44 Entrepreneurship and new venture creation	Individual assignment (100%)
EMBA45 From the savannah to the boardroom: the evolutionary roots of decisions and leadership	Individual assignment (100%)
EMBA53 How to think strategically	Individual assignment (100%)
EMBA54 Entrepreneurial finance	Individual assignment (100%)
EMBA55 Leading effective projects: a managerial perspective	Individual assignment (100%)
EMBA56 Managing big data analysis	Individual assignment (100%)
EMBA57 Building customer centric organisations	Individual assignment (100%)
EMBA60 The effective director	Individual assignment (100%)
EMBA62 Complex financial transactions: structure, valuation and impact on the corporation	Individual assignment (100%)
EMBA63 Design thinking and innovation	Individual assignment (100%)
EMBA64 Strategies in disruptive technological environments	Individual assignment (100%)
EMBA65 Strategy in ecosystems	Individual assignment (100%)
EMBA68 Financial market analysis and trading	Individual assignment (100%)
EMBA71 Behavioural finance: psychological insights into financial markets and organisations	Individual assignment (100%)
EMBA50 Beyond calls to action: pathways to sustainable business	Individual assignment (100%)
EMBA73 The rise of fintech	Individual assignment (100%)
EMBA72 Enterprising families and family offices	Individual assignment (100%)
EMBA59 Long term investing	Individual assignment (100%)
EMBA74 Gender, diversity and inclusion in organisations	Individual assignment (100%)
EMBA75 Sustainable and responsible finance	Individual assignment (100%)
EMBA76 Circular economy	Individual assignment (100%)

2020–22 CLASS

12. (b) Elective modules

Lent Term 2021

None.

Master of Finance (M.Fin.), Lent Term 2021

The Faculty Board of Business and Management gives notice that in the Lent Term 2021 the subjects for examination for the degree of Master of Finance will be as listed below. The method of examination is shown for each subject.

No written papers offered in Lent Term

Group 1 – core subjects

MFIN39 Fundamentals of credit	Online 3-hour open book examination (50%); group case study (50%)
MFIN3 Econometrics	Online 24-hour open book examination (100%)
MFIN5 Management lecture series	Seminar, assessed by attendance
MFIN22 Management practice	Seminar, assessed by attendance
MFIN23 City speaker series	Seminar, assessed by attendance

Group 2 – specialist subjects

MFIN49 Advanced financial accounting	Online 6-hour open book examination (80%); group project – max. 10 typed pages (20%)
MFIN16 Topics in investment management (<i>open to M.B.A.</i>)	Group assignment – max. 3,000 words (60%); individual project – max. 2,000 words (40%)
MFIN19 Private equity	Online 3-hour open book examination (65%); group assignment – max. 1,500 words or 10 slides (35%)
MFIN34 Advanced corporate finance	Group project – max. 15 pages (100%)
MFIN14 Fixed income analysis (<i>open to M.Phil. Finance</i>)	Individual essay – max. 2,500 words (50%); group assignment – max. 2,500 words (50%)
MFIN61 Economics, organisations and incentives	Individual essay (100%)
MFIN52 The circular economy	Individual assignment – max. 2,500 words (50%); group assignment – max. 2,500 words (50%)
MFIN27 Mergers and acquisitions	Individual essay (100%)
MFIN62 New venture finance	Group case write-up (100%)
MBA83 Behavioural finance	Individual Excel-based assignment (100%)

Projects

MFIN24 Equity research project	Report – max. 2,500 words (100%)
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Finance for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Business and Management gives notice that, in the academic year 2020–21, the subjects for the examination in Finance for the degree of Master of Philosophy will be as listed below. The method of examination is shown for each subject.

Group 1 (six compulsory subjects)

(1)	MF5A	Corporate finance I [one 48-hour take-home test]	
(2)	MF6A	Asset pricing I [one 2,500 word essay]	
(3) <i>either</i>	MF5B	Corporate finance II [one 48-hour take-home test (50%), 2,000 word written referee report (25%) and one 2,000 word individual essay (25%)]	
	<i>or</i>	MF6B	Asset pricing II [one 2,500 word essay]
(4) <i>either</i>	SMO6	Fundamentals of competitive markets [one 26-hour take-home test]	
	<i>or</i>	R100	Microeconomics [TBC]
	<i>Either</i>		
(5)	E300	Econometric methods [TBC] <i>and</i>	
	R301A	Advanced econometrics II: time series [TBC] <i>or</i>	
	R301B	Advanced econometrics II: cross-section and panel data [TBC]	
	<i>Or</i>		
	MF2	Econometrics I [one 48-hour take-home test] <i>and</i>	
(6)	MF2A	Econometrics II [one 48-hour take-home test]	

Group 2 (three optional subjects to be chosen)

MF1	Topics in accounting [one 48-hour take-home test]
MF8	Continuous-time finance [one 48-hour take-home test]
MF10	How to do finance [two written referee reports (85%), learning diary (15%)]
S140	Behavioural economics [TBC]
S150	Economics of networks [TBC]
S170	Industrial organisation [TBC]
MFin14	Fixed income [individual essay – 2,500 words max. (50%), group assignment – 2,500 words max. (50%)]
MFin35	Further econometrics [24-hour open book online examination]

Papers from Mathematical Tripos, Part III

See Notice (*Reporter*, 6594, 2020–21, p. 114)

202	Stochastic calculus and application [one 3-hour examination] Modern
205	statistical methods [one 3-hour examination]
341	Numerical solution of differential equations [one 3-hour examination]

Management for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Business and Management gives notice that, in the academic year 2020–21, the subjects for the examination in Management for the degree of Master of Philosophy will be as listed below. The method of examination is shown for each subject.

Group 1 – compulsory subjects

MM1	Quantitative techniques for management [3-hour online open book examination (50%), plus 3,000 word individual assignment (50%)]
MM2	Marketing [10-minute group project presentation (50%), plus 3-hour online open book examination (50%)]
MM3	Business economics [6-hour online open book examination (100%)]
MM4	Strategy [3,000 word group assignment (40%), plus 6-hour online open book examination (60%)]
MM5	Organisational analysis [6-hour online open book examination (80%), plus 10-minute group presentation and 500 word executive summary (20%)]
MM6	Finance [2,500 word individual assignment (100%)]
MM7	Accounting [6-hour open book online examination (100%)]
MM8	Operations management [2,000 word individual assignment (100%)]
MM9	Management consulting project [TBC] <i>either</i> [25-minute group presentation with 5,000 word report (75%), plus 1,500 word essay (25%)] <i>or</i> [PowerPoint slide deck (20%), plus 5,000 word report (50%), plus 1,500 word essay (30%)]

Group 2 – optional papers

MME20	Business innovation in a digital age [15-minute group case study presentation with 5-minute discussion (30%), plus 3,000 word individual assignment (70%)]
MME21	Ethics [2,000 word individual assignment (50%), plus 10-minute group presentation with 5-minute Q&A (50%)]
MME22	Supply chain management [2,000 word individual assignment (70%), plus 3,000 word group assignment (30%)]
MSE7	Human resources management [individual take-home essay (65%), two in-class quizzes (15% each), class participation (5%)]
MSE9	International business economics [3,000 word essay (100%)]
TPE25	Strategic valuation: uncertainty and real options in system design [project of no more than 4,000 words, comprising computer modelling and associated questions, and the preparation of a 6-slide PowerPoint presentation (100%)]

Technology Policy for the M.Phil. Degree, 2020–21

The Degree Committee for the Faculty of Business and Management gives notice that, in the academic year 2020–21, the subjects for the examination in Technology Policy for the degree of Master of Philosophy will be as listed below.

The method of examination is shown for each subject. Students must take twelve modules (six core modules, two Sectorial and Skills electives, two Enterprise Stream electives, and two Open electives). Students are also required to complete a Final Group Project.

Core modules (compulsory)

TP1	Technology policy: concepts and frameworks [3-hour online open book test, 2,000 words (80%) and blog/Twitter contributions (20%)]
TP2	Economic foundations of technology policy [3-hour online open book test, 2,000 words (100%)]
TP3	Case studies and simulations [3,000 word essay (100%)]
TP4	Business, government and technology in emerging markets [3-hour online open book test, 2,000 words (100%)]
TP5	Policy design and evaluation [3-hour online open book test, 2,000 words (100%)]
TP6	Deciphering the European Union: business-government relations [policy analysis (100%)]
FGP	Final group project [12,000 word written report (70%) and a PowerPoint slide deck (30%) [double-weighted]

Electives

SECTORIAL AND SKILLS

TPE23	Negotiation skills [3,000 word essay (100%)]
TPE25	Strategic valuation: uncertainty and real options in system design [project of no more than 4,000 words, comprising computer modelling and associated questions, and the preparation of a 6-slide PowerPoint presentation (100%)]

ENTERPRISE STREAM

TPE20	Managing the innovation process [a group case write-up of up to 1,500 words (20%), and an individual essay of up to 1,500 words (80%)]
TPE21	Circular economy: entrepreneurial environment and policy implications [2,000 word individual essay (50%) and a 2,000 word group report (50%)]
TPE24	Competitive strategy in the digital age: platform markets, network effects and the new rules of strategy [2,000 word essay (100%)]

OPEN STREAM

M.Phil. in Technology Policy students are permitted to borrow any of the following modules as an Open Stream elective:

From the M.Phil. in Innovation, Strategy and Organisation:

ISO2	Organisations and strategic innovation [3,000 word essay (70%), plus half-hour seminar group presentation (30%)]
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From the M.Phil. in Management:

MME20	Business innovation in a digital age [15-minute group case study presentation with 5-minute discussion (30%), plus 3,000 word individual assignment (70%)]
MME21	Ethics [2,000 word individual assignment (50%), plus 10-minute group presentation with 5-minute Q&A (50%)]

The following modules offered on Part IIB of the Engineering Tripos in 2020–21; details of available modules and formats of examination were published in the Notice of 9 December 2020 (*Reporter*, 6600, 2020–21, p. 231). For those modules shown as assessed by coursework, students should contact the Department of Engineering for precise details of the requirements.

4E4	Management of technology
4E6	Accounting and finance
4M23	Electricity and environment

The following modules offered on the M.Phil. in Engineering for Sustainable Development in 2020–21; details of available modules and formats of examination were published in the Notice of 9 December 2020 (*Reporter*, 6600, 2020–21, p. 238).

ESD380	Resilience of infrastructure
ESD450	Policy, legislation and government

REPORTS

Report of the Council on the establishment of an Endowment Fund Supervisory Body

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

1. Over the past two years, the Council has discussed and developed a proposal for a new governance structure for the Cambridge University Endowment Fund (CUEF). The new structure takes into account that, over time, the Council's role in relation to the CUEF has evolved. As a result, the existing arrangement no longer allows the Council to discharge its duties in relation to the University's investments as effectively as it wishes to. The new governance structure separates the role of the University as majority investor in the CUEF from the role of the University as corporate trustee of the CUEF. The Council will focus on representing the University as majority investor in the CUEF. A new body (the Endowment Fund Supervisory Body, or EFSB) will represent the University as corporate trustee of the CUEF. This arrangement will allow the Council to articulate to the EFSB its views on the management of the University's investments more robustly than is currently possible, not least because the Council will no longer have to take into account the potential views of other investors. The Council, as majority investor, will also continue to have strong links with the EFSB through the appointment of three out of six members of the EFSB (including the Chair) and will retain the ultimate sanction of being able to withdraw its investments from the CUEF.

The proposal

2. This Report proposes amendments to Ordinances to establish the EFSB to represent the University as trustee of the CUEF. The EFSB is part of the new governance structure for the CUEF that establishes separate bodies to represent the University as the corporate trustee of the CUEF and parent entity of Cambridge Investment Management Limited (CIML), on the one hand, and as investor in the CUEF on the other. The new governance arrangements for the CUEF are proposed to ensure that the University is able to discharge the duties arising from these distinct roles properly and lawfully (and in a manner that aligns with regulatory requirements). The EFSB would act on behalf of all investors in its role as trustee representative and as parent body to CIML, whilst the Council would continue to oversee the University's investment in the CUEF.

The current position

3. The CUEF is an investment vehicle that is managed by CIML, the body authorised by the Financial Conduct Authority (FCA) to undertake regulated investment activities. The CUEF is open for investment to the University and to the Colleges and charitable trusts associated with the University.

4. The University has three distinct roles with the regard to the CUEF; it is currently:

- the majority investor in the CUEF;
- the corporate trustee of the CUEF that appoints and oversees CIML to manage the CUEF and sets and changes the CUEF's investment objectives, distribution objective and investment principles; and
- the corporate parent of CIML.

The management of the University's investments falls expressly within the scope of the Council's duties under Statute A IV 1(a) and 9(a) (*Statutes and Ordinances*, November 2020, p. 6). Responsibility for the University's functions associated with trusteeship of the CUEF and as parent of CIML is not expressly laid down under the

Statutes and Ordinances, and thus (at present) falls within the Council's general responsibilities.

5. If the same University body undertakes all three roles, internal conflicts of interest are not properly manageable when they arise. The body acting as CUEF trustee and parent of CIML has a responsibility to act in the interests of all investors, not just the University. It must avoid any actions that might be considered preferential treatment, favouring the University's interests above those of other investors. This makes it very difficult for the body acting as CUEF trustee and parent of CIML also to act effectively on behalf of the University as investor.

Proposed new arrangements

6. The Council is proposing that a new body be established to represent the University as trustee of the CUEF and parent of CIML, to be called the EFSB. The EFSB's main functions, as CUEF trustee, would be the appointment and oversight of CIML (or a successor body) and setting and changing the CUEF's investment objectives, distribution objective and investment principles. It would be separate from the Council but Council would appoint three out of its six members, one of whom would be an external member of the Council serving as Chair, reflecting the University's status as a majority investor (see paragraph 8 concerning the membership). Where a member of the Council is a member of the EFSB, that person will be under a duty to recuse themselves from voting at Council meetings on matters relating to the University's investment in the CUEF if they consider themselves to be conflicted.

7. The Council would continue to be responsible for the University's investments. In discharging those duties, it would liaise with the EFSB and CIML and, alongside other investors, receive reports in respect of the CUEF. In its role as trustee of the CUEF, the EFSB would be duty bound to take account of the Council's views as a (majority) investor. As trustee, the EFSB would set the investment objectives, the distribution objective and the investment principles, having consulted with and taken soundings from unitholders and in consultation with CIML and the EFSB's Investment Advisory Board. CIML would then be obliged to act in accordance with those set objectives. CIML would not, of course, be permitted to take any action that would amount to a breach of FCA rules, but would raise with the EFSB any concerns of that nature arising out of the proposed objectives, so as to avert any such possible breach. CIML would also alert the EFSB in the event that it considered that any instruction from the EFSB could not practically be implemented. If no workable solution could be reached between CIML and the EFSB, the EFSB might seek to make other investment management arrangements.

8. The establishment of the EFSB, together with the other changes to the governance structure, would create two parallel frameworks – one for the oversight of the University's investments and the other for the proper discharge of trustee responsibilities for the CUEF on behalf of all its investors – each with its own supporting arrangements. The Council considers that these changes are a necessary step towards ensuring a robust and legally compliant governance structure with an appropriate separation of responsibilities. The diagram in Annex B sets out the proposed governance arrangements. These arrangements will ensure that the University can:

- (a) through the EFSB, properly discharge its responsibilities as trustee of the CUEF, and in particular act fairly as between investors;
- (b) through the EFSB, appoint and oversee CIML (respecting CIML's status as a regulated entity), free of the constraints that the Council's conflict of interest imposes on the exchange of information with CIML; and
- (c) through the Council, properly discharge its duties in respect of the University's own investments, making investment decisions solely in the University's best interests.

9. The proposed Ordinance for the EFSB, providing its terms of reference and membership, is set out in Annex A. In addition to the three members appointed by the Council to the EFSB, two members would be appointed by the other investing institutions (or by the Chair in default of appointment) and one independent member would be co-opted by the EFSB. As a trustee representative overseeing an endowment fund, all members appointed to the EFSB would be expected to have adequate relevant professional experience in finance. It would report annually to the Regent House on the discharge of its duties (and on such other matters as it saw fit).

12. The Council recommends:

- I. That an Endowment Fund Supervisory Body be established in the University, to be governed by the Ordinance set out in Annex A.
- II. That, if Recommendation I is approved, the Ordinance for distribution from the Amalgamated Fund (*Statutes and Ordinances*, November 2020, p. 1080) be rescinded.

14 December 2020	STEPHEN TOOPE, <i>Vice-Chancellor</i>	ANTHONY FREELING	MARK LEWISOHN
	MADELEINE ATKINS	DAVID GREENAWAY	RICHARD PENTY
	GAENOR BAGLEY	JENNIFER HIRST	FREDDIE POSER
	R. CHARLES	NICHOLAS HOLMES	ANDREW SANCHEZ
	STEPHEN J. COWLEY	FIONA KARET	MARK WORMALD
	SHARON FLOOD	CHRISTOPHER KELLY	JOCELYN WYBURD

¹ <https://www.cambridgeinvestmentmanagement.co.uk/>

NOTE OF DISSENT

Members of the Regent House need go no further than paragraph 6(a) of the proposed new Ordinance to understand the true purpose and effect of these changes:

The Endowment Fund Supervisory Body may exercise any and all of the powers of the University as trustee of the Cambridge University Endowment Fund in the proper discharge of its duties, including (without limitation) the power to set the investment objectives, the distribution objective and the investment principles for the Cambridge University Endowment Fund.

By way of background, about two years ago the former Chief Investment Officer resigned. It was reported at the time that two people familiar with his move had said he had become increasingly frustrated about the debate around divestment of fossil fuels, believing it left staff unable to get on with their 'jobs of trying to maximise the value of their endowment'.¹ The Report of the Council cites internal conflict of interest as a ground for requiring the establishment of the EFSB. In our view this conflict of interest is an illusion because the only other investors in the CUEF are some Colleges and the Cambridge Trusts which like the Holy Trinity may be separate but are in fact indivisible from the University. Furthermore, these investors if they are dissatisfied with the CUEF have the option to place their funds elsewhere.

If these proposals are accepted, they will disempower the Council and the Regent House and create a quasi-autonomous entity populated entirely by self-anointing members who have 'relevant professional experience in finance'. The EFSB will therefore be immunised against any future 'interference' by the Council let alone the Regent House and as stated in the Ordinance have 'power (without limitation) to set the investment principles for the CUEF'.

14 December 2020	NICHOLAS GAY	PHILIP KNOX	JASON SCOTT-WARREN
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¹ <https://www.ft.com/content/04ca3992-b755-11e8-b3ef-799c8613f4a1>

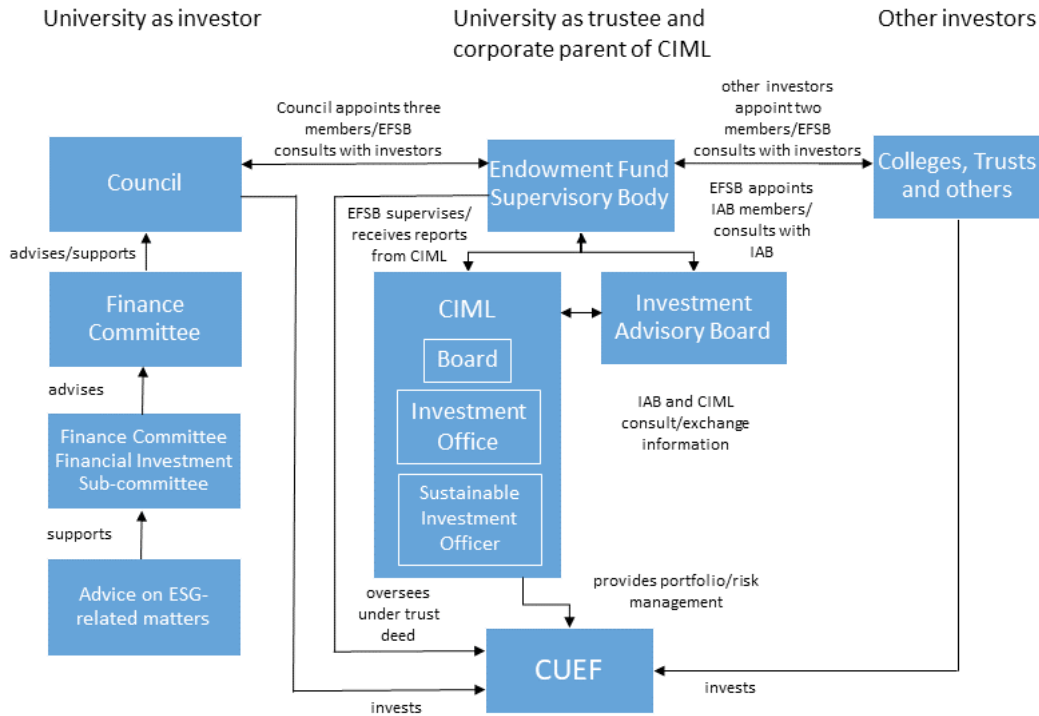
ANNEX A: Proposed new Ordinance

ENDOWMENT FUND SUPERVISORY BODY

1. There shall be an Endowment Fund Supervisory Body which shall comprise:
 - (a) three members appointed by the Council, of whom one shall be a member of the Council in class (e) appointed as Chair;
 - (b) two members appointed by the institutions (other than the University) with units in the Cambridge University Endowment Fund using an appointment process agreed by those institutions, or if no such appointment has been made within a reasonable period (as determined by the Endowment Fund Supervisory Body), two members appointed by the Chair on behalf of those institutions; and
 - (c) one person co-opted by the Endowment Fund Supervisory Body who is independent of the University and those other institutions participating in the Cambridge University Endowment Fund.
2. Regulations 1 and 2 of the general regulations for appointment, attendance and retirement of members shall not apply to the Endowment Fund Supervisory Body.
3. Members of the Endowment Fund Supervisory Body in class (a) shall be appointed to serve for four years from 1 January and shall serve no more than two full periods of office consecutively; casual periods of office shall not count towards this limit. The member in class (a) appointed as Chair shall cease to be a member of the Endowment Fund Supervisory Body on ceasing to be a member of the Council in class (e). No member of the Finance Committee or any other University committee fulfilling delegated functions in relation to, or advising on, the University's financial investments may be a member of the Endowment Fund Supervisory Body or a sub-committee of the Endowment Fund Supervisory Body.
4. No business shall be transacted at any meeting of the Endowment Fund Supervisory Body unless four members are present, including at least one from class (b), save that in circumstances where two or more members are (or would, if present, be) required to recuse themselves from discussions or decisions, no business shall be transacted unless all the other members are present.
5. The duties of the Endowment Fund Supervisory Body shall be:
 - (a) to represent the University in its role as sole trustee of the Cambridge University Endowment Fund representing the interests of unitholders as a whole;
 - (b) to represent the University in its role as sole member of Cambridge Investment Management Limited; and
 - (c) to report annually to the Regent House on its activities.
6.
 - (a) The Endowment Fund Supervisory Body may exercise any and all of the powers of the University as trustee of the Cambridge University Endowment Fund in the proper discharge of its duties, including (without limitation) the power to set the investment objectives, the distribution objective and the investment principles for the Cambridge University Endowment Fund.
 - (b) The Endowment Fund Supervisory Body may regulate the conduct and frequency of its meetings and other business as it sees fit, provided that it shall meet at least once each year.
 - (c) The Endowment Fund Supervisory Body may establish sub-committees and may delegate to such sub-committees such functions as it sees fit. Sub-committees of the Endowment Fund Supervisory Body shall adhere to such terms of reference as shall be made by the Endowment Fund Supervisory Body from time to time.

ANNEX B: Revised CUEF governance arrangements

The diagram below sets out the new arrangements, with parallel structures supporting the University respectively as investor and as trustee and parent of CIML.



As a wholly owned subsidiary of the University, CIML is currently within the oversight of the Finance Committee. Under the new arrangements, and recognising the Finance Committee's role in advising the Council as investor in the CUEF, CIML would report to the EFSB instead of the Finance Committee. The CIML Board would be supported by a company secretary and would have its own Nominations and Remuneration Committees. CIML has already appointed a Sustainable Investment Officer.

The Investment Board would become a sub-committee established by the EFSB to provide it and CIML with investment advice, with the current members transferring to this new sub-committee, to be renamed the Investment Advisory Board. A new Finance Committee sub-committee, to be called the Finance Committee Financial Investments Sub-Committee, would advise the Council, via the Finance Committee, in respect of all the University's financial investments and liabilities, including its investment in the CUEF. The Council, the Finance Committee and the new Finance Committee sub-committee would have access to independent advice on ESG-related matters.¹

¹ Socially conscious investors screen investments by applying environmental, social and governance (ESG) criteria.

ANNEX C: Consequential changes

Changes that will come into force if the recommendations of this Report are approved.

- (a) Financial Regulations (*Statutes and Ordinances*, November 2020, p. 1050)
- (i) By amending Regulation 1.1 to read as follows:
 - 1.1. These Regulations apply to
 - all University Income and Business;
 - all Staff; and
 - all Departments and University subsidiary companies but not Cambridge University Press, Cambridge Assessment and Cambridge Investment Management Limited.
 - (ii) In Schedule 2 by removing the definition of the Investment Board.
- (b) Sites and Buildings Regulations (*Statutes and Ordinances*, November 2020, p. 1060)
- (i) By amending Regulation 8 to read as follows:
 - 8. The Investment Office**
 - 8.1 The Investment Office buys and sells and arranges the technical management of land and buildings held for investment purposes within the CUEF.

- (ii) In Schedule 5 by revising the following definitions to read as follows and removing the definition of the Investment Board:

‘CUEF’	Cambridge University Endowment Fund, an investment vehicle managed by Cambridge Investment Management Limited (CIML), which is overseen by the Endowment Fund Supervisory Body ¹ on behalf of the University and its other investors.
‘Investment Office’	The employees of Cambridge Investment Management Limited (CIML) who provide technical management of the investments in the CUEF.

¹ [Cross-reference to the new Ordinance for the Endowment Fund Supervisory Body to be added.]

Annual Report of the Council for the academic year 2019–20

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

Introduction

The Council presents this Annual Report on its work for the academic year 2019–20 to the University. The Report is delivered in three sections. The first part focuses on the main strategic developments that have engaged the Council and its committees, the second includes brief reports of the work of some of the Council’s committees and working groups, and the third provides an overview of changes to the University’s *Statutes and Ordinances*, committee membership and senior positions. The Council’s Report should be read in parallel with the Annual Report of the General Board to the Council for the academic year 2019–20, which sets out the University’s academic activities.

STRATEGIC DEVELOPMENTS

Response to Covid-19

Overview

The impact of the Covid-19 pandemic has dominated the Council’s work since February 2020. Throughout the crisis, the University’s overriding concern has been the safety and physical and mental wellbeing of its students and staff.

Two situations were identified for contingency planning – Amber and Red – plus a Recovery Phase, Crimson. During the Amber Phase, the University strove to continue its core activities, while cancelling all meetings of more than fifty people. Following advice from the UK government that indicated a stepping up of the measures to minimise the impact of the Covid-19 outbreak, the Vice-Chancellor announced by email to all staff and students on 18 March 2020 that the University would enter the Red Phase and suspend normal operations with effect from 5 p.m. on 20 March 2020. Publication of the *Reporter* was temporarily suspended and communication with staff and students moved to frequent messages sent by the Vice-Chancellor and the Pro-Vice-Chancellors.

The Vice-Chancellor announced the move to the Crimson Recovery Phase on 23 April 2020. This phase included: planning for the return to onsite teaching, learning and working; planning scenarios for future incidences of lockdown (whether local, international, repeated short-term disruptions or longer-term lockdowns); and considering the impact on the future of the University.

Governance

The Council agreed on 16 March 2020 to delegate its authority to the Vice-Chancellor should significant, rapid and unexpected changes relating to the pandemic require urgent decisions concerning the University’s business. It also delegated authority to the chairs of the Council’s committees to take such decisions as they considered necessary. The General Board had previously delegated its authority to the Vice-Chancellor and the chairs of its committees on 11 March 2020. The Council received a list of decisions taken under delegated authority at each meeting for the duration of the delegation. Two lists of decisions taken in response to the Covid-19 outbreak were published in the *Reporter*.¹

The Covid-19 Gold Team, involving senior leadership from across the University, was established to make strategic decisions across the whole of the collegiate University’s business activities. The team was supported by task forces on students, staff, finances, buildings, communications, digital infrastructure and research.

A dedicated Covid Management Team, initially co-chaired by Dr Dan Tucker (Chair of the Advisory Group of Communicable Diseases until July 2020) and Professor Graham Virgo (Pro-Vice-Chancellor for Education) (both of whom sat on the Covid-19 Gold Team), was established in March 2020. The Covid Management Team advises on principles, policies and protocols particularly in relation to Colleges’ operational planning and in alignment with the University’s operational planning. The Team, whose membership includes representatives from across the collegiate University, met regularly and continues to meet on a fortnightly basis under its current chair, Dr Robert Henderson. Members of the Local Authorities Public Health team also attend meetings.

A Crimson Recovery Task Force was subsequently established to oversee the recovery planning, working closely with the other task forces. The Council retained oversight of all governance arrangements. During the Crimson Recovery Phase, the University returned to its normal governance processes, with some adjustments to comply with government advice. Committee work resumed remotely, with a focus on recovery planning and other business and time-critical matters, particularly those planned for implementation by 1 October 2020.

¹ *Reporter*, 2019–20: 6585, p. 454; 6586, p. 472.

Students

At the start of the Red Phase, the University asked all students to return home, if possible. The Colleges continued to support those who were unable to leave Cambridge. Face-to-face teaching was cancelled for the Easter Term, and no examinations were held in Cambridge. Teaching was moved online, and alternative arrangements were made for examinations. Although Congregation ceremonies were cancelled, exceptional measures were established to allow the conferring of degrees in absence.

The University Counselling Service and Disability Resource Centre continued to support students through remote channels. Students were also eligible to join Qwell, an online counselling and wellbeing platform launched by MIND in April 2020. The Careers Service operated throughout the University's lockdown and almost 900 individuals had a one-to-one appointment with a careers adviser. It also launched an online career development platform called 'Handshake Cambridge'.

The University is committed to continuing to provide the highest quality education and the richest possible student experience during the academic year 2020–21. In order to achieve this, the University and the Colleges determined in June 2020 that, subject to regulatory advice, all students would be in residence from October 2020.² Small-group teaching – supervisions and seminars – would continue in person as much as possible, as would labs and other practical classes. Large group lectures, however, would be recorded and delivered online.

From the start of Michaelmas Term the University piloted a weekly Covid-19 asymptomatic screening programme for all students living in College accommodation.

Staff

With the move to the Red Phase, all staff (except those required for onsite business-critical activity) began working from home. The University introduced a Coronavirus Homeworking Protocol and the University Information Service (UIS) brought forward the roll-out of MS Teams to enable remote teaching, learning and working. *ourcambridge* ran a survey to capture positive and negative aspects of working from home and the 'lessons learned' were presented to the University via the Covid bulletin on 13 August 2020.³

In response to the government's furlough scheme, the Council agreed that any colleagues who were furloughed would receive 100% of their salary, and retain all their benefits and employee rights. This was initially introduced for the period up to 31 July, but was extended until 31 October 2020.

To avoid uncertainty, stress and potential financial difficulties for staff during the initial phase of the pandemic, the Council extended staff contracts that would otherwise have terminated between 31 March and 31 July 2020. The University also introduced a Staff Welfare Loan (interest free) and a Staff Hardship Grant to support those facing short-term financial difficulty or exceptional hardship.

In June 2020, the University offered a swab (PCR) test to all University and College staff who were experiencing symptoms of Covid-19. It later extended this test to staff at Cambridge Assessment (CA) and Cambridge University Press (CUP).

At the end of July 2020 the University announced that all employees of the academic University should return to working onsite for at least part of the working week (where possible and practical) by the start of Michaelmas Term 2020.⁴

Buildings

All University libraries closed to users at 5 p.m. on 18 March 2020. The University Library remained open online, and provided access to over 800,000 ebooks, over 120,000 ejournals and 400 databases. From 5 p.m. on 20 March 2020, all other University buildings closed to students.

Although most of the estate also closed to staff, buildings used for Covid-19-related research, for business-critical activities which had to take place onsite, or where animal or plant care was necessary remained open. In addition, the University, in collaboration with AstraZeneca and GlaxoSmithKline, rapidly established a new state-of-the-art testing laboratory at the University's Anne McLaren building during April 2020.

Re-opening research buildings was a priority in the Crimson Phase. To support this, HR produced a protocol for staff on returning to the workplace. A typical occupancy of 25% was set to achieve appropriate social distancing measures and by 2 July 2020, more than 100 buildings had re-opened. The University Library was able to resume limited services on 30 June and by 10 August 2020 was open to readers, albeit with reduced capacity.

Recovery planning

On 20 July 2020, the Council approved the recovery plan presented by the Crimson Recovery Task Force. The plan focused on fifteen projects which arose in response to, or took on a greater significance because of, Covid-19. These projects mapped onto the University priorities framework, shown in Table 1 below, which was approved by the Council in 2019.

The Council agreed that the General Board would be responsible for the overall co-ordination and monitoring of the implementation phase, with the Pro-Vice-Chancellor (Enterprise and Business Relations) overseeing the implementation of the recovery plan as a whole. Implementation of each area of the plan will pass to the University bodies with responsibility for that area. The Planning and Resources Committee (PRC) and Resource Management Committee will oversee resource allocation and budgetary control.

² *Reporter*, 6585, 2019–20, p. 453.

³ Available to Raven users on the Covid recovery website (search for *ourcambridge* survey): <https://universityofcambridgecloud.sharepoint.com/sites/CovidRecovery>

⁴ The government changed its advice in September 2020, advising people to work from home where possible.

Table 1: University priorities

<i>Priority theme</i>	<i>Project</i>
Delivering an Outstanding Educational Experience	International student recruitment strategy
	Cambridge On-Line Education
Delivering Insightful and Impactful Research	Next big question for research
	Research culture
	Effective utilisation of research space
	Rebalance industrial portfolio
Supporting our Staff and Community	Supporting agile working arrangements
	Staff wellbeing
	Cambridge impact on society
Ensuring Financial Sustainability	Financial transparency
	Reshaping the estate: strategic masterplan
	Mitigating actions to balance the budget
Achieving Efficiency and Effectiveness	Reimagining professional services
	Enhanced procurement, purchasing and contract management
	Digital workplace

Financial sustainability

During 2019–20, the Council continued to consider how the underlying operational deficit, and developing Chest deficit, of the academic University could be mitigated in order to move to a more sustainable financial position. Pre-existing challenges included: changes to government policy impacting student fees; affordability of local housing; risks arising from prolonged Brexit uncertainties; and significant pressures around pay and pension costs. The Council recognised that careful planning would be required to ensure the financial sustainability of the University and to fulfil its overriding goal of protecting the academic mission and long-term potential of the University to contribute to society at the highest global standards of excellence.

The need to address financial sustainability challenges became more urgent as the scale of potential implications of the pandemic became more apparent. With a wide range of possible recovery paths remaining, scenario modelling projected a likely aggregate collegiate University impact to run into hundreds of millions, through lost fee and research revenues, lost revenues at CA and CUP, incremental exceptional costs, and devalued investments potentially impacting both Cambridge University Endowment Fund (CUEF) distribution levels and likely pension costs.

The pandemic has driven a significant increase in the urgency and ambition of near-term cost-saving measures and mid-term revenue opportunities, which will be taken forward through an extended 2020–21 Budget process (see below). To mitigate the immediate financial impact, the Council approved a number of temporary pay restraint measures, including: a temporary pause on recruitment from May 2020; limiting the use of reward and progression schemes for the academic year 2020–21; and introducing a voluntary pay reduction scheme for staff earning over £100k. In addition, the Vice-Chancellor has established a Financial Sustainability Advisory Group (FSAG) to pursue key opportunities to simplify processes, drive improvements to University operations and the day-to-day experience of staff, enhance effectiveness, and produce savings over the medium and long term.

Budget

Ahead of the pandemic, the 2019 Planning Round indicated that the academic University was likely to continue with net operating deficits of up to £30m p.a. for the foreseeable future, before mitigating management actions. While manageable in the short term, the Council recognised that it would be vital in the medium to long term to prioritise the University's spending and investment, constrain and reduce expenditure, and generate additional income.

Given the exceptional and evolving circumstances of the Covid-19 pandemic, and its far-reaching consequences, the Council agreed in June 2020 to postpone the publication of a final Allocations Report for 2020–21 until Michaelmas Term 2020. Provisional allocations for 2020–21 were approved by the Regent House in July 2020.⁵ This interim measure allowed time to understand key uncertainties, including international student numbers and the levels of government support for research in 2020–21, while developing and reviewing a financially acceptable Budget for 2020–21.

Over the summer, a better understanding of actual 2019–20 costs provided a foundation to frame the review of achievable savings and to inform the proposed Chest allocations for 2020–21. This enabled the identification of proportionate and meaningful commitments to short-term cost savings to address the immediate financial impacts of the pandemic, and initiatives to improve the longer-term surplus and so address the structural deficit and achieve a financially sustainable future. The Regent House approved revised allocations for 2020–21 on 4 December 2020.⁶

Carbon-neutral futures

The Council welcomed ongoing work to reduce the University's carbon impact. In June 2019, the Council adopted a Science Based Target (SBT) for carbon reduction, committing the University to reducing its scope 1 and 2 emissions (i.e. direct onsite emissions; and indirect emissions from used electricity) to absolute zero by 2048, with the ambition of reaching that point a decade earlier. The first annual report of the Environmental Sustainability

⁵ Approved by Grace 10 of 29 July 2020.

⁶ Grace 1 of 25 November 2020.

Strategy Committee (ESSC) to the Council on the University's SBT showed good progress to date in reducing scope 1 and 2 emissions. The Council welcomed and endorsed the ESSC's plans to continue work in this area, including an assessment of the University's scope 3 emissions (all other indirect emissions) across the next academic year.

Scope 3 emissions include staff travel, and the Council also received, in March 2020, its annual update on the University's Transport Strategy, which includes the target that 75% of staff members should regularly commute to work by more sustainable modes of travel. The Council encouraged greater ambition in delivering the Strategy, especially through changes to University car parking, although it recognised that Covid-19 would change how staff commute, and the frequency of their commutes, in the short term.

The Council made progress in defining the University's policy position in relation to climate change. It welcomed and approved draft guidelines from its Committee on Benefactions and External and Legal Affairs (CBELA) governing the acceptability of donations and other external funding to the University in relation to climate change, which CBELA developed in consultation with members of the Council. These were published in the *Reporter* in October 2020.⁷ In October 2019, the Council received an update on the report that it had commissioned on the advantages and disadvantages of divestment and approved the University's membership of the Responsible Investment Network (RINU) and the Institutional Investors Group on Climate Change (IIGCC).⁸ At its strategic meeting in September 2020, the Council warmly welcomed and discussed the report on the advantages and disadvantages of divestment. In its response, published in October 2020,⁹ the Council committed to including the University's investments in its target to reduce carbon emissions from all University activities to net zero by 2038, making the University one of the first of its global peer group to do so. As steps towards that target, the Cambridge University Endowment Fund (CUEF) will divest from all investments with conventional energy-focused public equity managers by December 2020; and the Council aims to have no meaningful direct or indirect exposure to fossil fuels in the Fund's portfolio by 2030.

In June 2018, the Council committed to establishing a centre focusing on carbon-neutral futures.¹⁰ Cambridge Zero, a University of Cambridge climate change initiative aimed at transitioning to a zero-carbon world, launched in November 2019. In its first year, it has been facilitating and enhancing research and education opportunities, and coordinating responses to national and international initiatives. Amongst its achievements are co-founding the UK Universities COP26 Network, which has become the principal way that UK academia is interacting with the UK government with respect to planning for the United Nation's COP26 climate conference in 2021. It has also led the University's involvement in the Global Alliance of Universities on Climate, an international partnership of thirteen leading universities which aims to advance climate change solutions and to partner with industry, non-profit and government organisations to promote rapid implementation. Cambridge Zero will continue to work to maximise the University of Cambridge's contribution towards achieving a resilient and sustainable zero-carbon world.

⁷ *Reporter*, 6590, 2020–21, p. 15.

⁸ *Reporter*, 6564, 2019–20, p. 68.

⁹ *Reporter*, 6590, 2020–21, p. 13.

¹⁰ *Reporter*, 6511, 2017–18, p. 702.

Access and participation

The Council continued to receive updates on widening access and participation in 2019–20. In July 2020, the Council approved a report for submission to the Office for Students (OfS) which summarised the University's findings across ten areas relating to access and participation. This report was a condition of the OfS's approval of the University's Access and Participation Plan in 2019. The Council welcomed the new targets which the report proposed in relation to the attainment of black students and students with a mental health disability. The report made no changes to the University's approved access targets. The OfS acknowledged that there were no changes to access targets and welcomed the additional targets in relation to participation. The University is drafting a variation to the Access and Participation Plan to include those additional targets.

Student wellbeing

The Council approved an implementation plan for student wellbeing and mental health in December 2019. The Planning and Resources Committee approved funding to appoint a project lead and second project officer and appointments were made in the Easter Term 2020. The team has since been working across the collegiate University to coordinate an enhanced approach to student mental health and wellbeing, overseen by the Student Mental Health and Wellbeing Project Board. The team ran a research conference on student mental health in December 2019, and organised a joint conference between the University of Cambridge and the University of East Anglia on student mental health. This was initially scheduled for April, but was postponed until September and held virtually due to the pandemic.

On behalf of the University, PA Consulting carried out an audit of support provision across the collegiate University in the Michaelmas Term 2019. A Senior Tutors' Committee meeting held shortly before lockdown gave support for the audit's recommendations, although follow-up was disrupted by Covid-19. The University's Wellbeing Project offered a pilot preventative programme aimed at improving student wellbeing in collaboration with MIND in the Lent and Easter Terms, with later sessions offered online.

Property-related matters

In July 2020, the Council approved proposals to enhance property development capability within the University. Work is now underway to establish a Property Group within the Estates Division, which will have responsibility for both operational and non-operational property development across the University. The Regent House approved the establishment of a Property Board to oversee non-operational property development in November 2020.¹¹

The Council received two updates on the West and North West Cambridge developments from the West and North West Cambridge Estates Board (WNWCE Board), which is responsible for the management and stewardship of the North West Cambridge development, known as Eddington, and the West Cambridge site. The Council received these in October 2019 and January 2020; after a pause in reporting owing to Covid-19, quarterly updates resumed in October 2020. Eddington now has a population of approximately 1,750 residents. Construction of a hotel

¹¹ Grace 1 of 18 November 2020.

commenced in 2019, with completion due in 2021, and the Board has identified developers and operators for further market housing and a care village.

In 2019–20, the Council considered and supported the investment of bond proceeds in several developments. Redevelopment of 7–9 Hills Road was completed during the course of the year and the property has been let on full market terms and at a favourable rent. The Council received a business case and supported a further feasibility study for the first commercial research buildings in an innovation district at West and North West Cambridge. The Covid-19 pandemic also forced the temporary shutdown of some previously approved projects, which are now in development, notably the Cavendish III Laboratory and the Shared Facilities Hub. While there were programme and cost implications arising from this month-long shutdown, careful negotiation with the contractor mitigated their impact.

The Cambridge University Endowment Fund (CUEF)

The Council remains committed to enhancing reporting about the CUEF¹² and will receive its next annual report from the CUEF in the Michaelmas Term 2020 to align with the Fund's financial year. The CUEF is managed by Cambridge Investment Management Limited¹³ (CIML), with oversight by the Investment Board, which continued to advise the Council, through its Finance Committee, and CIML, on matters relating to the CUEF.

This was a transitional year with significant market turbulence following the Covid-19 outbreak. The new Chief Investment Officer (CIO) completed the rebuild of the investment team, having recruited experienced investment professionals with expertise across all major asset classes and in sustainable investment. The CIML Board was strengthened with the recruitment of an external non-executive director and is engaged in an ongoing upgrade of CIML compliance and operating policies and procedures. This year also saw significant progress on the cyclical replenishment of the Investment Board's membership through new appointments by the Council.

At 30 June 2020, CUEF's interim net asset value (NAV) was £3.3bn (2018–19: £3.4bn), reflecting the impact of positive investment performance offset by distributions during the year. Interim investment performance for the year ended 30 June 2020 was 2.1%, which compares favourably with the benchmark during a period of volatility in global markets, and the Fund paid dividends in the value of £122.9m over the period, of which £93.6m was paid to the University.

The underlying investment strategy of the CUEF continues to be one of investing with best-in-class, third party, fund managers in order to achieve superior financial returns. Within this framework, the new CIO plans to increase exposure to alternative assets over the medium term to further improve the CUEF's risk-adjusted investment performance. Further, CIML is committed to positioning the Fund to prosper within a future 'net zero' economy, engaging with its fund managers to work towards a decarbonised real economy, and reporting with transparency and accountability to all stakeholders (see 'Carbon-neutral futures' above).

Governance of the CUEF

In Lent Term 2019, the Council agreed in principle to establish a new Endowment Fund Supervisory Body (EFSB) as part of a new governance structure for the CUEF. This would separate the role of the University as the corporate trustee of CUEF and parent entity of CIML, on the one hand, from its role as investor in the CUEF on the other. The new governance arrangements for the CUEF were proposed to ensure that the University (through the EFSB and the Council respectively) is able to discharge the duties arising from these distinct roles properly and lawfully. In July 2020, the Council received an update on the implementation of the proposed governance structure, including further details on the proposal for establishing the EFSB. The Council recommended to the Regent House the establishment of the EFSB in Michaelmas Term 2020.¹⁴

Universities Superannuation Scheme (USS)

The Council received regular written updates and oral briefings on the USS from the Chief Financial Officer during 2019–20, and discussed and approved the University's consultation responses. The Chief Financial Officer is a member of the USS Joint Negotiating Committee (JNC) and was actively involved with Universities UK and University and College Union colleagues in discussions with USS about the future valuation methodology and the proposed rule changes.

2019–20 saw significant activity in preparation for the valuation as at 31 March 2020. This included an extensive review of the valuation methodology and workings of the JNC, following the delivery of the second report of the Joint Expert Panel (JEP) in December 2019. There were also consultations on two material rule changes – the first in relation to debt monitoring and restrictions on USS employers taking on additional debt with priority ahead of USS's claims, and the second in relation to a change to require USS Trustee approval for an employer to leave the Scheme.

While some progress has been made on the valuation methodology and incorporating the recommendations of the second JEP report, a combination of caution from the USS Trustee and the financial market conditions following the Covid-19 pandemic – in particular the fall in real interest rates – will make the March 2020 valuation a difficult one.

Pay negotiations

The Pro-Vice-Chancellor for Institutional and International Relations provided updates to the Council throughout the academic year on pay negotiations. In the 2019–20 pay negotiating round, the Universities and Colleges Employers Association (UCEA) proposed a pay settlement from 1 August 2019 of a 1.8% increase (rising to 3.65% for the lowest spine points) to the stipends and salaries of non-clinical staff. This offer was rejected by the relevant trade unions, which entered into dispute with the employers. In August 2019, UCEA advised its member institutions that the formal dispute resolution procedure had been exhausted and therefore advised that implementation of the pay settlement should proceed. Increases to affected staff were paid in the September 2019 payroll (backdated to 1 August 2019). As a result of the 2019–20 pay dispute, and the ongoing dispute over pensions, Unite, Unison and UCU

¹² <https://www.cam.ac.uk/about-the-university/how-the-university-and-colleges-work/cambridge-university-endowment-fund>

¹³ <https://www.cambridgeinvestmentmanagement.co.uk/>

¹⁴ Published on 16 December 2020 (*Reporter*, 6601, 2020–21, p. 259).

held ballots for industrial action. Neither Unison nor Unite achieved the necessary 50% turnout requirement at Cambridge; UCU achieved the threshold and, with a majority of those voting in favour of industrial action, organised a series of strikes during Michaelmas Term 2019 and Lent Term 2020.

On 7 July 2020, UCEA met with all Higher Education trade unions in a one-off pay negotiation meeting for 2020–21. UCEA confirmed that, due to the financial impact of Covid-19 on their member institutions, there could be no offer of a pay uplift for 2020–21. Unite, Unison and UCU have now responded to UCEA to confirm that their respective committees reject the position on pay, but are prepared to continue negotiation meetings on the other non-pay elements of the unions' claim (gender and ethnicity pay, casual employment arrangements and workload). The University remains committed to the national negotiations on these matters.

Preparations for Brexit

The senior leadership team provided updates to the Council throughout the year on preparations for Brexit. In September and October 2019, the Council received reports on the University's preparations for a possible 'no deal' on 31 October 2019. Throughout the remainder of the year, the Council received updates on the University's work to communicate with the government on aspects of Brexit relating to the HE sector.

The public affairs team, working with the senior leadership team, continued to speak with key government ministers and officials throughout the year, both to communicate the collegiate University's perspective and to receive updates on the government's Brexit plans and associated legislation. Issues posed by Brexit are identified on the University's risk register,¹⁵ which is approved by the Council.

The public affairs team has also worked with other sector bodies such as Universities UK, the Russell Group and the 'Network of Networks' to make the case for continued mobility of talent and expertise between the EU and UK, and for the continuation of EU–UK collaborations and research funding for excellence-based research. This has included lobbying to keep EU students as home-fee students during the Brexit transition period, helping to sustain recruitment during a challenging time. Work has taken place with the Pro-Vice-Chancellors, the University's Immigration Compliance Manager, the Home Office and the Prime Minister's Office to develop the details of a new Global Talent Visa, which will reduce some of the restrictions and administrative burdens associated with recruiting talented researchers and scientists from non-UK countries.

Fundraising

The Development and Alumni Relations Office reported to Council in October 2019. During 2019–20, the 'Dear World... Yours, Cambridge' campaign for the University and Colleges raised £118m. The campaign total currently stands at £1.725bn with 82% time elapsed, with Colleges reporting through to 30 April 2020.

£73m in new funds was raised for University priorities this year, including thirteen gifts over £1m. In the past year, a £5m gift to fund the Foundation Year programme and a £1.15m gift towards Covid-19 health informatics research were among the most significant gifts in support of the University. In its first phase, the Harding Challenge was designed to encourage new donors to support students at the collegiate University and has attracted over 1,183 new donors.

The total number of individual engaged alumni increased by 124% in 2019–20 from 2018–19. This rise was achieved through an increased take-up of events and access to alumni benefits. From March 2020, the alumni engagement programme pivoted to digital delivery, with content created to inform and inspire alumni about the University's research and analysis on Covid-19. Alumni showed strong interest in digital content ranging from departmental podcasts/webinars to home-schooling resources, the latter having over 4,000 views. The new Cambridge Conversations Covid-19 webinar series and digital Global Cambridge attracted over 9,000 registrations for seven events held between April and July 2020.

REPORTS FROM COMMITTEES AND WORKING GROUPS

Audit Committee

In the first six months of 2019–20, the Audit Committee looked at key areas of operational risks including the supervision of graduate students, research recovery rates, and the UIS file storage system as well as undertaking an audit at the Institute of Continuing Education. Discussions were based on the findings of audits carried out by the University's internal auditors, Deloitte LLP, whose programme of audits is driven by the University's main risks. Broader assurance across core areas of operational activity was also received through the annual departmental assurance survey.

Internal audit activity was temporarily paused during the Red Phase of the Covid-19 crisis management. This pause was followed by a review of the 2019–20 Audit Plan to re-assess priorities and changes to the risk profile. The Audit Committee approved a revised audit plan at its meeting in May 2020, in which some audits were deferred, the terms of reference for some audits were amended to include changes as a result of the remote working model, and new work scoped in areas such as Finance. The Audit Committee also approved a six-month rolling audit plan for 2020–21, where the first half of the year would focus on the University's response to Covid-19, and the recovery plan itself.

The internal auditor, Deloitte LLP, was reappointed until 31 July 2021. The external auditor, PwC LLP, was reappointed by Grace until 31 July 2020. A local firm, Peters Elworthy & Moore Ltd, is contracted to audit the University's smaller subsidiaries.

Finance Committee

The Committee continued to focus on the University's principal financial risks and uncertainties, particularly financial sustainability and the balance of unrestricted funds available to fund operations and capital expenditure. The work has been supported by the further development of a ten-year financial model, including Covid-19 scenario modelling and stress testing, with a sharp focus on mid-term liquidity. Work continues to support the Planning and Resources Committee in determining acceptable outcomes to the 2020 Planning Round and in recalibrating an affordable Capital Fund.

The Committee received progress updates on prioritised capital projects, notably the pipeline of commercial projects expected to be eligible for 2018 bond funding, resulting in an enhanced framework for considering the bond portfolio and a recalibration of expected mid-term funding needs, allowing refinements to be made to the Special Ordinance governing bond usage.

The Committee welcomed the appointment of the new Chief Investment Officer and monitored subsequent

¹⁵ <https://www.governanceandcompliance.admin.cam.ac.uk/audit-regulatory-compliance/risk-management/university-risk-register>

progress in recruiting the Investment Office and developing enhanced CUEF governance arrangements (see the CUEF entry above). The Committee also reviewed proposals for the new Property Board and Property Group (see the entry on property-related matters above).

The Committee received the University's Financial Statements, the initial Budget, quarterly management accounts, and updates on pension schemes, with particular attention to the ongoing discussion on the future of USS and responses to consultations, supported by the Pensions Working Group. The work programme included an annual consideration of University companies and trusts, the performance of the CUEF, plus financial policies and systems.

Remuneration Committee

Early in 2020, the Committee reviewed its terms of reference and carried out a 'light touch' effectiveness review of the Committee's fulfilment of its responsibilities under its terms of reference. The Committee published the Annual Remuneration Report for the University for 2018–19 on 22 January 2020. The report included a description of the work of the Committee and the University's approach to the pay of senior post-holders, including the Vice-Chancellor, in line with the Committee for University Chairs' HE Senior Staff Remuneration Code.

In accordance with its terms of reference, the main business for the Committee during 2019–20 included reviewing and approving cases for market payments to grade 12 staff, and approving the renewal of market pay cases where the case for the continuation of market pay was still valid. The Committee received reports on the outcomes of the Contributory Increment Scheme for academic-related staff in grade 12 and the Professorial Pay Review for academic staff in grade 12; and it reviewed and contributed to the University's Gender Pay Gap Report 2019. It also co-ordinated the annual process for the review of the Vice-Chancellor's performance against his objectives.

Ad hoc business for the Committee included agreeing an initial draft of the University's reward principles and agreeing a Committee perspective on the reward implications of the University's proposals for responding to the financial challenges presented by Covid-19. These included views on limiting reward and progression schemes for the year 2020–21, increased scrutiny of market pay, and the voluntary temporary pay reduction scheme for staff earning over £100k.

Planning and Resources Committee

The work of the Planning and Resources Committee (PRC) continued to be defined by the budgetary challenges described above (see the entry on the budget above), and their implications for operational and capital expenditure. This also had implications for other areas of its work: its project to bring all of the University's academic infrastructure within scope of a recalibrated Capital Fund will recommence once there is sufficient clarity on the level at which the University can safely commit to new capital projects.

Together with the Finance Committee, the PRC oversaw the introduction of a Surplus Improvement Fund, a funding mechanism to enable the University to take academic opportunities that will also deliver a net financial gain for the benefit of the University as a whole. Early case studies include funding to enable the replacement of several existing M.Phil. Degree courses in the School of Clinical Medicine with a new course in Population Health Sciences, and to support international student recruitment following the UK's departure from the European Union.

Human Resources Committee

In 2019–20, the HR Committee oversaw developments to support the People Strategy across the areas of recruitment, talent management, reward, and a thriving and inclusive community. These included: a University-wide action plan in response to the results of the 2019 Staff Survey; a new Researcher Concordat, signed by the University at the end of 2019; making training in equality and diversity, and (for staff involved in recruitment) implicit bias, mandatory; and the approval of a revised probationary policy covering all staff types, to be launched in Michaelmas Term 2020.

In February 2020, the Committee recommended to the Council a draft Report on proposed changes to the titles of academic offices and to the academic career structure. The Council approved the Report for publication and held a ballot on its proposals during Michaelmas Term 2020.¹⁶ Also in February 2020, the Committee approved a draft Report on a dual career pathway for promotion to the office of University Senior Lecturer, with separate paths weighted towards either teaching or research.¹⁷ Both Reports build on the findings that led to the General Board's Report on arrangements for the implementation of the Academic Career Pathways (ACP) scheme, and draw on the results of a consultation in Michaelmas Term 2019.

In June 2020, in the context of the financial implications of the Covid-19 pandemic, the Committee took the difficult decision to recommend pausing all reward and pay progression schemes for 2020–21, including the ACP scheme. During the University's Red and Crimson Phases, a Staff Task Force addressed immediate and urgent operational issues arising from the pandemic. This included consideration of policy matters such as: the development of protocols concerning essential workers, the Contract Extension Scheme, the Furlough Scheme, the Cambridge Testing Facility, volunteers for the Milton Keynes Testing Programme, staff hardship, annual leave, wellbeing, LinkedIn Learning, recruitment restraint, Covid impact assessment statements for recruitment and probation, a voluntary temporary pay reduction scheme, internal redeployment, childcare provision, and the return to the workplace.

Health and Safety Executive Committee

In Lent Term 2018, the Committee made the Council aware that improvements had to be made to the management, governance, and assurance of building compliance across the estate of the University. The Directors of Health, Safety, and Regulated Facilities and of Estates are making good progress, with a programme of work to develop robust systems and address these issues. Three separate and distinct levels of assurance are operating at a local, remote, and external level. A condition and asset validation survey of the entire estate will be completed in December 2020.

In addition, the University is upgrading its information gathering and storage systems and processes, to record built assets and demonstrate compliance with health and safety legislation, as a foundation for rigorous maintenance and compliance management. The updated approach will provide additional assurance that buildings are managed, maintained, and monitored systematically and in line with the legal requirements. Operational compliance work continues across the University estate, including implementation of a robust re-opening process to certify that buildings as safe to occupy following the Covid-19 lockdown period. The Committee continues to receive regular updates on the progress of building safety compliance.

¹⁶ *Reporter*, 2019–20: 6582, p. 419; 6587, p. 532; and 2020–21: 6594, p. 109. The proposals were approved, see p. 279.

¹⁷ The recommendations of this Report were approved by Grace 6 of 29 July 2020.

Information Services Committee

Cyber security continued to be a focus for the Committee before and during the lockdown period. Threats changed dramatically with the start of the pandemic, which amplified gaps in UIS policy. Plans are already in place to mitigate these threats.

With the outbreak of Covid-19, attention moved away from some of the longer-term transformational projects to support the radical and swift shift to digital provision for education, research and off-site working. Towards the end of the academic year, work on the strategic projects resumed, in particular the Digital Presence Strategy.

The move to remote teaching, assessment and off-site working required a massively accelerated launch of MS Teams and additional VPN capacity. In February 2020, there were 378 active users of MS Teams; by April 2020 there were 21,627.

Two key issues have emerged that both the Digital Taskforce and the Information Services Committee (ISC) agreed needed to be tackled: the digital divide (both in terms of access to hardware and software, as well as user skills and confidence); and the lack of a pervasive consistent, effective and enabling digital foundation.

Press and Assessment Board

The Press and Assessment Board (PAB) met regularly throughout 2019–20 to oversee the management of the finance, property and affairs of CUP and the conduct and administration of CA. The two organisations worked well together to co-ordinate their activities, leading to the adoption of a single strategy.

Until January 2020 both organisations were on track to exceed their respective budgets. However, the financial performance of both organisations was significantly impacted by the pandemic, which provided additional urgency to the transition outlined by the single strategy for CA and CUP to become more joined-up, more digitally enabled and more efficient.¹⁸ A change to the CUP's year end to 31 July was approved to match that of CA and the wider University to facilitate coordination.

The Board approved the two businesses' accounts for their respective financial years and their three-year business plans. It also held an annual Away Day to allow Board members to explore future strategy with senior executives.

Committee on Benefactions and External and Legal Affairs

The Committee on Benefactions and External and Legal Affairs (CBELA) is primarily concerned with the scrutiny of sources of significant funding to the University from an ethical and reputational perspective. Amongst other business, it also exercises oversight of the University's legal affairs and reviews the University's policy on investment responsibility on behalf of the Council.

In 2019–20, CBELA positively reviewed 25 donations totalling £151.25m, and advised that two further potential benefactions could be cultivated, subject to the matter returning to the Committee prior to the University entering into any commitment. It advised that three benefactions should not be cultivated further. In relation to external affairs, the Committee reviewed 21 proposed external engagements, 18 of which the Committee agreed were acceptable, one of which could be cultivated, subject to the matter returning to the Committee prior to the University entering into any commitment, and two of which were

found not to be acceptable. CBELA also received reports relating to the tragic events at Fishmongers' Hall in November 2019.

This year, CBELA developed guidelines governing the acceptability of donations and other external funding to the University in relation to climate change, and recommended these to the Council. The Council approved the guidelines in July 2020 for publication in the *Reporter* in the Michaelmas Term.¹⁹ The Committee postponed its annual review of the University's policy on investment responsibility to accommodate the ongoing University review of the advantages and disadvantages of divestment from the fossil fuels industry. CBELA will review the policy in Michaelmas 2020 once the Council has considered the divestment report.

Committee on Prevent and Freedom of Speech

The Council received regular reports from the Committee on Prevent and Freedom of Speech regarding the University's implementation of the Prevent duty as well as its freedom of speech obligations. These included the Committee's annual review of its Prevent Risk Register and Action Plan, as well as various iterations of proposed changes to the University's formal documentation about freedom of speech.

As part of the latter, the Council approved a new set of University Free Speech Principles which express the fundamental importance to the University of the right to freedom of speech and the need to balance it against the full range of competing legal duties that circumscribe that right.²⁰

The Council also approved the University's 2018–19 Prevent accountability and data return to the OfS, following which the Vice-Chancellor received confirmation from the OfS that the University demonstrated due regard to the Prevent duty and was not at higher risk of non-compliance.

Governance Review Working Group

The Council received papers from its Working Group in December, January and March, including a draft report to consult on proposals concerning Regent House and Council membership and Discussions. However, following the Covid-19 outbreak, the plans for consultation were put on hold. The Council now expects to publish the report in Lent Term 2021.

Council Self-Effectiveness Review

In accordance with its Standing Orders, which state that the Council should carry out a review of its operations and effectiveness at least every three years, an externally led self-effectiveness review took place in Lent and Easter Terms 2019. The Council received the resulting report in October 2019 and agreed actions in November 2019. However, the disruption of the Council's usual business by Covid-19 prevented their immediate implementation, which will resume in 2020–21.

BALLOTS AND CHANGES TO STATUTES, MEMBERSHIP AND PERSONNEL

Ballots and topics of concern

Last year's Annual Report noted that two ballots were due to take place during Michaelmas Term 2019, on Graces concerning the governance of postgraduate student matters and on student representation on Faculty Boards and other bodies. Both Graces were approved, but with an amendment to the date of effect of the changes to postgraduate governance to 1 October 2020.²¹

¹⁸ The operational merger of the two businesses was announced on 20 October 2020.

¹⁹ See *Reporter*, 6590, 2020–21, p. 15.

²⁰ <https://www.governanceandcompliance.admin.cam.ac.uk/governance-and-strategy/university-free-speech-principles>

²¹ *Reporter*, 6570, 2019–20, p. 155.

Members of the Regent House requested the discussion of two further topics of concern, on the University response to the climate crisis beyond divestment, and enabling accessible, safe cycling and sustainable transport. The first was discussed on 8 October 2019 and a response published in February 2020.²² The second topic of concern was discussed on 3 March 2020.²³ Council published a response to the remarks in September 2020.²⁴

Council called for the discussion of a topic of concern on the decisions taken to manage the University's activities at the start of the Covid-19 pandemic. It expects to publish a response to the remarks made in Lent Term 2021.

A new site was launched in July 2020 to enable members of the Regent House to register their support for petitions relating to University governance matters (including requests for a ballot or a topic of concern) without the need to collect signatures.²⁵

Changes to the University's Statutes

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

On 12 February 2020, changes to Statute A III 11 to remove the age limit on Regent House membership and transfer provisions concerning the membership to Special Ordinance were approved, to take effect on a date agreed by the Council.²⁶ The Council agreed that the changes should take effect from the promulgation of the Roll on 6 November 2020.

Proposals approved by ballot concerning the governance of postgraduate student matters included the dissolution of the Board of Graduate Studies and the transfer of its responsibilities to the General Board, to take effect from 1 October 2020. Amendments to Statute A IX 3(b)(ii) and Statute A V 19 were approved by Her Majesty in Council on 23 June 2020, to replace references to the Board of Graduate Studies with references to the General Board from the same date.²⁷

Changes in the University's senior leadership

Professors Andy Neely, *SID*, and Graham Virgo, *DOW*, were reappointed to the office of Pro-Vice-Chancellor, continuing with their respective portfolios in Enterprise and Business Relations and in Education, with Professor Virgo to remain Senior Pro-Vice-Chancellor.²⁸ Professor Tim Harper, *M*, took up the role of Head of the School of the Humanities and Social Sciences from 1 August 2020. Dr Michael Glover joined the University as Academic Secretary in April 2020. Mr Graham Matthews was appointed as Director of Estates in July 2020, following an initial interim appointment.

16 December 2020 STEPHEN TOOPE, *Vice-Chancellor*

MADELEINE ATKINS

GAENOR BAGLEY

R. CHARLES

STEPHEN J. COWLEY

AASTHA DAHAL

SHARON FLOOD

ANTHONY FREELING

The Council thanks the following for their service: Ms Emma Stone, Director of Human Resources until 14 February 2020, and Professor Phil Allmendinger, *CL*, Head of the School of the Humanities and Social Sciences until 31 July 2020.

Council membership, 2019–20

Council members (other than *ex officio* and student members) serve for four years from 1 January in two cohorts. Student members of the Council serve for one year from 1 July.

The Chancellor and the Vice-Chancellor

Elected as Heads of Colleges

Professor Christopher Kelly, *CC*

The Reverend Dr Jeremy Morris, *TH*

Professor Dame Madeleine Atkins, *LC* (from 2 August 2019)

Dr Anthony Freeling, *HH*

Professor Michael Proctor, *K* (until 1 August 2019)

Elected as Professors or Readers

Professor Richard Penty, *SID*

Dr Jason Scott-Warren, *CAI*

Professor Nick Gay, *CHR*

Professor Fiona Karet, *DAR*

Elected as members of the Regent House

Dr Sam Ainsworth, *CHU* (until 5 November 2019)

Dr Philip Knox (from 28 February 2020)

Dr Ruth Charles, *N*

Dr Nicholas Holmes, *T*

Dr Andrew Sanchez

Dr Stephen Cowley, *EM*

Dr Jennifer Hirst, *JE*

Dr Mark Wormald, *PEM*

Ms Jocelyn Wyburd, *CL*

External members

Mr Mark Lewisohn, *CHR*

Ms Sharon Flood

Ms Gaenor Bagley, *TH* (from 1 January 2020)

Professor Sir David Greenaway

Ms Sara Weller (until 31 December 2019)

Student members

Mr Alessandro Ceccarelli, *M* (until 30 June 2020)

Ms Poppy Cockburn, *R* (until 30 June 2020)

Mr Edward Parker Humphreys, *JE* (until 30 June 2020)

Ms Aastha Dahal, *ED* (from 1 July 2020)

Mr Ben Margolis, *R* (from 1 July 2020)

Mr Freddie Poser, *CAI* (from 1 July 2020)

NICHOLAS GAY

DAVID GREENAWAY

JENNIFER HIRST

NICHOLAS HOLMES

FIONA KARET

CHRISTOPHER KELLY

PHILIP KNOX

MARK LEWISOHN

BEN MARGOLIS

RICHARD PENTY

FREDDIE POSER

ANDREW SANCHEZ

JASON SCOTT-WARREN

MARK WORMALD

JOCELYN WYBURD

²² See the response, which links to the remarks: *Reporter*, 6576, 2019–20, p. 328.

²³ *Reporter*, 6581, 2019–20, p. 409.

²⁴ *Reporter*, 6589, 2020–21, p. 5.

²⁵ *Reporter*, 6587, 2019–20, p. 544.

²⁶ *Reporter*, 6578, 2019–20, p. 348.

²⁷ *Reporter*, 6587, 2019–20, p. 531.

²⁸ *Reporter*, 2019–20: 6571, p. 168; 6586, p. 471.

Annual Report of the General Board to the Council for the academic year 2019–20

In accordance with Statute A V 1(a) (*Statutes and Ordinances*, November 2020, p. 7), the General Board makes the following Report to the Council on the discharge of its duties during the academic year 2019–20:

Introduction

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

1. Higher education landscape
2. Education and learning
3. Research
4. International strategy and external engagement
5. Human resources
5. Health, safety and regulated facilities
7. Other items of business

The Report includes major items of business considered by its reporting committees including the General Board's Education Committee (GBEC) and the Research Policy Committee (RPC).

1. Higher education landscape

During the annual planning process Schools were invited to submit their academic visions. The School visions were reviewed in the light of the Covid-19 pandemic prior to consideration by the General Board. Some of the key elements of the School visions are outlined below.¹

Delivering insightful and impactful research

Schools identified strengthening partnerships with industry as a key opportunity to broaden funding sources and to contribute to the regional and national economy. A second issue recognised was the need to align the University's research with national and global research priorities.

Schools identified the following research themes:

<i>School</i>	<i>Research theme</i>
Arts and Humanities	Global Humanities
	Humanising Digital Futures
	Cambridge Collections
Biological Sciences	Molecular and Cell Biology
	Infection and Immunity
	Neuroscience, Physiology and Behaviour
	Functional and Evolutionary Genomics
	Reproduction, Development and Life-Long Health
Physical Sciences	Integrative Animal and Plant Biology
	The Extreme Universe
	Physics, Chemistry and Mathematics of Life
	New Materials and Quantum Technologies
	Energy, Sustainability and New Materials
Clinical Sciences	Global Change and Natural Hazards
	Managing the Commons
	Cardiorespiratory
	Cancer
	Women and Children's Health
Technology	Neurosciences and Mental Health
	Infection and Immunity
	Diabetes, Endocrinology and Metabolism
	Energy Transition and Civil Infrastructure
	Sensors/Measurement/Metrology/Data
	Molecular and Synthetic Biology
	Manufacturing, Design and Materials
AI/ML, Human Interface, Language Processing, Security	
Healthcare and Wellbeing	
Organisational Response to New Technology and Systemic Global Challenges	

¹ The Council of the School of the Humanities and Social Sciences approved its vision during Michaelmas Term 2020 and this will be considered by the General Board during Lent Term 2021.

Delivering an outstanding educational experience

Schools outlined their aspirations for some student number growth across all levels of study, with a particular focus on full-time and part-time postgraduate taught courses. This growth is predicated on a new financial model which will provide appropriate links between student numbers and resource flows to academic departments.

Growth in student numbers will require additional College capacity. A size and shape group is taking forward discussions with a view to agreeing a memorandum of understanding on student numbers to cover the period to 2025.

Opportunities for online education and blended patterns of delivery will be explored, including, in particular, for non-award-bearing programmes.

Ensuring financial sustainability

Implementing a new transparent financial budget model was seen as a key enabler to incentivise more financially sustainable operations. This model should ensure that Departments and Faculties will benefit financially from activities which grow income or which reduce costs.

Specific proposals which could improve Schools' financial positions include: additional graduate students; improved cost recovery from grants; rebalancing the research funding portfolio towards industry; facilitating greater sharing of research equipment and facilities; and seeking philanthropic support for the University's core academic mission.

Response to Covid-19 (education)

Teaching in the Easter Term 2020 was moved online to allow students to continue with their studies. A framework for examinations was developed under delegated authority by the Education Task Force, and Faculties and Departments were asked to move examinations online. A number of special arrangements were put in place in recognition of the difficult circumstances under which students were studying and taking examinations. These included a decision not to formally class first- and second-year students and to assess them formatively, and the introduction of a 'safety net' meaning that final-year undergraduates passing their assessments would not receive a class lower than the class awarded in their previous-year examinations in the same or a different Tripos. A second sit period was also introduced in September 2020 for students who were unable to take examinations remotely in the Easter Term 2020 because of illness, caring responsibilities or IT issues.

To support moving teaching online, the Education Task Force established a Remote Teaching, Learning and Assessment Working Group with representatives drawn from all Schools, the University Information Services (UIS) and the Cambridge Centre for Teaching and Learning (CCTL), the Education Quality and Policy Office (EQPO), and the Cambridge University Students' Union (CUSU) and the Graduate Union (GU). The Working Group developed a number of guides and resources, as well as offering seminars and workshops.

In July, GBEC approved proposals from Faculties and Departments on how they would teach in 2020–21. Approval was also given to the Institute of Continuing Education (ICE) to teach fully online throughout Michaelmas Term 2020.

Access and Participation Plan

Higher education institutions wishing to charge above the basic rate of tuition fee for students subject to regulated course fees must have an Access and Participation Plan (APP) approved by the Office for Students (OfS). The APP for 2020–21 to 2024–25² was approved by the OfS in autumn 2019, subject to producing an additional report providing an analysis of 'gaps' in relation to the admission, attainment and progression of specific groups, notably ethnic minorities and students with disabilities. Whilst the OfS relaxed the requirement to submit the report in view of the pandemic, it was nonetheless delivered by the agreed deadline. A variation of the APP is being drafted for consideration by the collegiate University, for submission in autumn 2020.

The report drew on continuing work by the CCTL³ to meet commitments on student progression and attainment through a collaborative approach involving students and academic and professional services staff. During 2019–20, CCTL introduced and supported innovative student research projects to identify factors underlying gaps in the attainment of black British students and students with declared mental health conditions. Education Services are taking forward a series of resulting actions, and further cycles of student research projects are planned for the lifecycle of the APP.

Research

The Covid-19 lockdown has caused significant disruption to the University's research programme, with only a limited number of buildings within the Clinical School remaining open for research purposes throughout the lockdown period. Research activity has continued throughout the period of remote working, for example on data analysis or preparation of research publications. Research in disciplines such as the arts, humanities and the social sciences has been less disadvantaged in some respects than those disciplines reliant on access to laboratories or research facilities, but has experienced significant restrictions on the ability to undertake fieldwork or access libraries and research collections.

There has also been some disruption to funding as a result of research funders facing financial difficulty due to the economic impact of Covid-19. The vast majority of staff funded through research grants and contracts have continued to work, albeit at reduced capacity, during the disruption, with only a small minority furloughed through the Coronavirus Job Retention Scheme. Research administration has continued to operate throughout the disruption, although at reduced capacity and with reduced productivity.

An informal Research Issues Group was established by the Pro-Vice-Chancellor for Research in April 2020 as a forum to discuss the operational issues emerging from the crisis, and a Research Crimson Recovery Task Force was established in May 2020 to consider the challenges and opportunities for research during the recovery period. The priorities identified by the Task Force that were included in the Recovery Plan approved by Council included: future major questions for research (see 'Higher education landscape' above), research culture and effective utilisation of research space.

² <https://www.undergraduate.study.cam.ac.uk/access-and-participation-plans>

³ <https://www.cctl.cam.ac.uk/>

2. Education and learning

Matters considered by GBEC

Proposals for changes to the way in which student representation on Faculty Boards and other bodies are structured, and to the electoral process, were approved by ballot in Michaelmas Term 2019⁴. The changes responded to a review of academic representation carried out in 2018–19, conducted jointly by the Students' Unions and the EQPO on behalf of GBEC. The new arrangements should be more flexible and less bureaucratic, and facilitate improved student representation.

GBEC undertook a series of consultations with Faculties and Departments on the management of additional course costs for postgraduate research programmes arrangements. As a result, a framework for evaluating the types of costs that might be incurred has been developed. Work on identifying options to cover the additional course costs is ongoing.

Proposals for a revised learning and teaching review methodology were developed in light of changes to external regulatory requirements. Faculties and Departments have been consulted and further consultation with GBEC will take place in 2020–21. The intention is to implement a new scheme in 2021–22.

Following consultation with Faculties and Departments, a framework for collaborative provision of postgraduate education, establishing a consistent nomenclature, setting clear parameters of arrangements permitted and agreeing consultation and approval routes was proposed. Additionally the Board of Graduate Studies was to be dissolved, with its work moved to a new Postgraduate Committee under GBEC. These new arrangements for the governance of graduate and postgraduate student matters were approved by ballot in Michaelmas Term 2019.⁵ The new Postgraduate Committee came into effect from 1 October 2020.

GBEC took responsibility for the development of principles for mitigation of the effects of industrial action, and for monitoring the impact of action in Lent Term 2020. Proposals for the introduction of a final degree classification were also approved in Lent Term 2020.⁶ The first cohort under the new scheme will matriculate in October 2020.

GBEC received a number of reports on the OfS' regulatory activity. The OfS' advice on reportable events detailed many circumstances on which the University is required to report. These were temporarily amended in light of Covid-19 in order to reduce the burden on universities during the initial weeks of the pandemic, though universities were still expected to report on major issues. Further OfS publications on monitoring and intervention, industrial action, and on Covid-19, including an additional condition of registration, prompted the Committee to consider the potential impact of the regulator on institutional autonomy. GBEC also received reports on Universities UK's work on degree classifications and grade inflation, which prompted an ongoing review of institutional awarding practices.

Technology-enabled learning

The first phase of the Technology-Enabled Learning (TEL) programme, introducing a pilot suite of courses to act as a 'proof of concept', was completed in 2019–20. The pilot aimed to inform institutional learning by identifying potential challenges, barriers, and gaps in capacity, and

was successful in building a deeper understanding of constraints and drivers at the academic interface, and establishing necessary levels of investment in infrastructure and local expertise. The pilot also demonstrated the capacity of the TEL Service to deliver high-quality, challenging, pedagogically robust provision that could work alongside more traditional modes of delivery.

During the pandemic, the efforts of the TEL team were temporarily redirected to support the move to remote teaching. Several of the pilot projects will be implemented in 2020–21, and the team plan to open a call for Phase 2 projects in November 2020.

An agreement was signed with edX to use its online course platform, and work on development of course models is ongoing, informed by projects undertaken as part of the TEL pilot project. GBEC approved the delivery, during Michaelmas Term 2020, of noncredit-bearing modules run by the ICE on edX.

GBEC also oversaw the work of a Project Board established to develop a new Foundation Year (formerly Transition Year) programme aimed at widening participation in the arts, humanities and social sciences.

Student admissions

In July 2020, the General Board received an overview of the undergraduate and postgraduate admissions position for the completed 2018–19 cycle, and the position for the 2019–20 admissions cycle. During the 2018–19 undergraduate admissions cycle, the collegiate University received 19,359 applications (+5.3% on the previous year). The proportions of students admitted from state sector schools (68.7% of intake), under-represented areas using POLAR quintiles 1 and 2 (13.9%), and ethnic minorities (27.8%) were the highest on record. Applications in the 2019–20 cycle showed a significant further increase on the previous year.

In terms of postgraduate admissions, data was provided for the first time by all admitting authorities within Cambridge. This data provided greater clarity regarding the totality of postgraduate admissions. In 2018–19, some 25,941 applications were received and 5,104 students were admitted. Applications in the 2019–20 round showed an increase on the previous year, though with data now incorporating figures from other admitting authorities, it is not possible to provide a direct comparison. Diversity data for postgraduate students is now being collected and will be presented in future years.

Strategic reviews of both undergraduate and postgraduate admissions processes are underway. Professor Sir David Greenaway, an external member of the Council, is chairing the undergraduate review. It is nearing the end of its initial phase of work and recommendations will be submitted to the collegiate University for consideration during 2020–21. The postgraduate admissions review and a review of administration of postgraduate funding, which are running in parallel and are closely coordinated through a joint Steering Committee, are both consulting on recommendations. The Board expects that these reviews will lead to improved processes and systems that support the strategic objectives of the collegiate University.

Joint Working Group on Student Numbers

A half-day workshop was facilitated by the Institute for Manufacturing in December 2019, attended by University and College officers and aligned to a project scope agreed

⁴ *Reporter*, 6570, 2019–20, p. 155.

⁵ *Reporter*, 6570, 2019–20, p. 155.

⁶ By Grace 2 of 19 February 2020.

by the Joint Working Group on Student Numbers in October 2019. The workshop focused specifically on the academic reasons that would underpin a decision to change the size or shape of the student population, and the most significant barriers to change. Several shared aspirations were identified and reported to the Working Group in January 2020. These were:

- reform of the Ph.D. Degree and its relationship to Master's Degree programmes;
- development of 4th year undergraduate pathways and entry-level Master's Degree qualifications (cross-cutting options building on the existing M.A.St./Part III – a nine-month Master's Degree course for students who did not previously study for their undergraduate degree at Cambridge);
- development of new courses from interdisciplinary research;
- growth of digital education/technology-enabled learning;
- change and innovation on existing Triposes; and
- development of professional and continuing education/growth in part-time student numbers.

The work of the Joint Working Group was disrupted by the pandemic in March 2020, but the Group reconvened in September with a focus on the specific ambitions identified in the Schools' academic visions, as re-stated in response to the pandemic and received by the General Board at its meeting on 8 July 2020.

Education space

During 2019–20, the Programme Board for Education Space (PBES) developed an understanding of the education space available across the University and produced standard technical and performance criteria for education spaces. Centrally managed spaces have been audited against those criteria and a suggested improvement programme for critical spaces has been brought forward. The PBES is now represented on many capital building projects involving education space. It has also adopted a strategic implementation plan, which is critical to the Estates Strategic Plan, and would see, for example, improved utilisation of good education space, release of poor space and improved infrastructure to support the use of such space. This work has become more critical in the Covid-19 recovery and beyond.

Student mental health and wellbeing

With the support of the General Board, the Council approved an implementation plan for student wellbeing and mental health in December 2019. Funding to appoint a project lead and second project officer was approved by the Planning and Resources Committee, and appointments to these roles were made in Easter Term 2020. An audit of current support provision across the Colleges and the University was conducted in Michaelmas Term 2020. Although follow-up has been disrupted by the pandemic, an initial discussion of the report at a meeting of the Senior Tutors' Committee held in February 2020 elicited much support for its recommendations. A pilot preventative programme aimed at improving student wellbeing was offered in collaboration with MIND in the Lent and Easter Terms, with later sessions offered online.

Revised student procedures

In Easter Term 2020, the Council and the General Board published Reports proposing a revised fitness to study procedure (Procedure to Support and Assess Capability to Study) and a revised fitness to practice procedure. Both Reports' recommendations were approved on 7 August 2020 for implementation on 1 October 2020 and 1 September 2020 respectively.⁷ The changes to the fitness to study procedure included the creation of an informal stage including preliminary guidance to aid Faculties and Departments. The changes to the fitness to practice procedure included running a single procedure for all courses of study within fitness to practise requirements, and ensuring the procedure is in line with newly published external ombudsman guidance.

The Council, on the recommendation of the General Board, also approved changes to the Procedure for Student Harassment and Sexual Misconduct (now titled the Informal Complaint Procedure for Student Misconduct) to ensure that the procedure is accessible and uses definitions and language reflected in last year's revisions to the student disciplinary framework. The revisions came into effect on 1 October 2020.⁸

3. Research

Research funding and grants

The Board can report that the University's income from research grants and contracts remains high at £544m. However, in 2019–20, the University only received £425m in new grants and contracts, which represents a significant reduction from the last four years when the value of new grants and contracts has exceeded £600m annually. While an element of this reduction in performance can be attributed to the Covid-19 crisis, analysis also indicates that this has been a relatively lean year for major awards. The University has submitted and processed over 2,900 grant applications and contracts with a total value in excess of £1.3bn, with application numbers and value remaining robust throughout the lockdown period.

Major research grants awarded during the year included leadership of the national consortium on Covid-19 genomics, and major EU awards for the Cambridge Graphene Centre and nuclear magnetic resonance research in the Department of Chemistry. Major awards were received from the Medical Research Council, the National Institute for Health Research, the Wellcome Trust and Cancer Research UK for a number of research programmes in the Clinical School. Significant awards were received from the Engineering and Physical Sciences Research Council (EPSRC) and the Science and Technology Facilities Council⁹ for cloud computing infrastructure and to support Cambridge's contribution to the Square Kilometre Array project. EPSRC awarded two doctoral awards for future propulsion and power and sensors technology to the Departments of Engineering and Chemical Engineering and Biotechnology respectively.

The Board's last Annual Report highlighted the financial challenge that the University is facing due to the continuing growth in research income. This growth is placing increasing strain on the ability of the University's block grant research income from Research England to make up the shortfall in the full economic costs of externally funded research grants, in turn reducing the headroom to meet the

⁷ Approved by Graces 7 and 8 of 29 July 2020.

⁸ Approved by Grace 29 of 29 July 2020.

⁹ <https://stfc.ukri.org/>

wider institutional costs of research. The issue was discussed with the Board of Scrutiny and at both RPC and the Crimson Research Task Force meetings. A workshop to explore the potential future size and shape of the University's research portfolio planned for Easter Term was postponed as a result of the Covid-19 crisis. The issue will be revisited by RPC and the Board in the coming academic year.

REF2021

The General Board has continued to oversee the preparations of the University's submission to the Research Excellence Framework (REF) 2021. Good progress is being made in all elements of the submission despite the difficulties raised by the lockdown. The University's REF2021 Code of Practice was approved in Michaelmas Term 2019. The key activities arising from it, including providing an opportunity for all staff to declare special circumstances impacting on their research productivity, were completed on schedule. Research England has delayed the submission date for the REF2021 until 31 March 2021 although the census date for eligible staff was maintained as 31 July 2020. As a result, the full list of staff eligible for submission across Collegiate Cambridge is now complete, subject to final confirmation on the Units of Assessment to which staff will be assigned. The Covid-19 crisis has had a significant effect on specific elements of the submission, including delays to the finalisation of impact case studies. This is because Research England has extended the eligible impact period to December 2020. Robust plans are in place to ensure that the remaining elements of the submission, including selection of outputs and finalisation of impact case studies and environment statements, will be completed on schedule.

Strategic Research Reviews

Continued progress has been made on the delivery of the programme of Strategic Research Reviews, including the completion of the final two reviews of Social Anthropology and Archaeology. In 2019–20, the Board considered three reports of completed Reviews: Plant Sciences; History and Philosophy of Science; and Land Economy. In addition, the Board considered updates on the progress of the implementation of the recommendations of twelve Reviews. The Board will consider a report summarising the key themes from the full programme of 38 Reviews in the coming academic year. The report was due to be considered in Easter Term 2019–20 but was one of the activities delayed by the Covid-19 crisis.

Research strategy and integrity

The Board has continued to oversee and scrutinise compliance with the requirements of Research England and other funding agencies. This included a review of the University's sixth Annual Statement on Research Integrity, with the format updated to reflect the requirements of the recently revised Concordat to Support Research Integrity. The Board has considered further progress reports on the implementation of the review of research administration in the Michaelmas and Lent Terms, including an update on the progress of the pre-award research administration service.

4. International strategy and external engagement

International strategy

Following a University-wide consultation and appropriate scrutiny by the International Strategy Committee, the General Board, GBEC and the Council, the 'Towards an International Strategy' paper was finalised in June 2020. The document identifies the top-level goals, enablers and principles that frame the University's international engagement and sets a pathway and a proposed timeline for implementing the University's international strategy. This marks the initial step of the international strategy process, which will be followed by the development and implementation of regional priorities.

Public international partnerships

The Strategic Partnerships Office (SPO) has continued to support international partnership activity. Highlights over the past year include the following:

India: The University continued to develop its strategic engagement with partners in India, with major externally-funded research projects in various fields. Parallel events in Cambridge and New Delhi, hosted by Cambridge University Press and the Centre of South Asian Studies, marked the 150th anniversary of Gandhi's birth. The Indian High Commissioner to the UK made her first visit to Cambridge for this event.

Germany: The second call for proposals under the Cambridge LMU¹⁰ Strategic Partnership in autumn 2019 funded 39 further projects for up to two years. The partnership has generated much interest, and Cambridge was to host a delegation of 25 members of the Bavarian Parliament in May 2020, but due to Covid-19 this has been postponed to 2021. The DAAD¹¹ – University of Cambridge Research Hub for German Studies, now in its fifth and last year of the initial funding period, has been awarded a further five years of funding from the DAAD.

Africa: A Vice-Chancellor/Pro-Vice-Chancellor trip to Ghana, South Africa, and Kenya had to be postponed due to the pandemic. However, conversations relating to the trip have opened new communication channels, through which discussions around future engagement continue. Building on the work of the previous year, and in line with the 2018 recommendations of the Africa Strategy Working Group, central administrative offices have led on initiatives designed to strengthen institutions in several countries in sub-Saharan Africa. The teams are developing knowledge exchange schemes that can make use of new videoconferencing tools and skills.

Denmark: A new, low-resource model for developing institutional relationships was piloted with the University of Copenhagen in autumn 2019. With the assistance of the Language Sciences Interdisciplinary Research Centre, this delivered encouraging results, and although the next planned event (in collaboration with the Cambridge–Africa Programme) had to be postponed due to the pandemic, other opportunities through which to build on existing relationships will be explored.

¹⁰ Ludwig-Maximilians-Universität München.

¹¹ The Deutscher Akademischer Austauschdienst is the world's largest funding organisation for the international exchange of students and researchers.

China: Strategic partnerships in China have continued to be developed, building on the work of the previous year. The ground-breaking ceremony of the Cambridge University–Nanjing Centre of Technology and Innovation was attended by the Vice-Chancellor and Pro-Vice-Chancellor for Institutional and International Relations in September 2019, joined by the Nanjing partner and representatives of the University’s key institutional partners in mainland China. The Cambridge–Tsinghua Joint Research Initiative Fund issued its first call in late 2019, which was well received by academics across broad disciplines. An extraordinary call for proposals in response to the Covid-19 pandemic was issued by the Initiative in 2020, in order to address urgent challenges in relation to the global health emergency. The China Strategy Working Group, chaired by the Pro-Vice-Chancellor for Enterprise and Business Relations, has been established. The Working Group aims to provide strategic direction for medium- and long-term engagement in China and with Chinese partners.

Business partnerships

Business partnerships remain central to the University’s ambitions to achieve research impact at scale. Despite the challenges posed by the Covid-19 pandemic, research income from industry remains steady at £35.64m, similar to last year (£36.06m) and higher than 2017–18 (£33.61m). The SPO continues to support partnerships across the breadth of business sectors, including life sciences, energy, digital, advanced manufacturing and agritech. Highlights for the year include the following:

- joining forces with AstraZeneca and GSK to set up a Covid-19 testing centre from scratch in just five weeks, building vital testing capacity for the UK;
- celebrating the first year of the University’s new partnership with Aviva, delivering a portfolio of thirteen research projects, a bespoke neural networks course (attended by teams from five countries), the appointment of a Research Fellow, and developing a data science challenge for early career postdoctoral staff and students;
- launching the University of Cambridge ThinkLab Programme, connecting the University’s business partners with researchers to address real-world challenges, beginning with the design of a new internship programme for neurodiverse students.

The University’s partners have been deeply affected by the pandemic and many have declared severe operating losses resulting in redundancies and reductions in research and development spend. As a consequence, the SPO is engaging with colleagues to develop a strategy that will reshape the portfolio of industrial research partnerships, which will be submitted to the General Board in the Lent Term 2021. During 2020–21, the SPO will continue to put in place improvements to make it easier for the University’s staff and students to engage with business.

5. Human resources (in relation to academic staff and offices)

The Human Resources Committee, as a joint Committee of the Council and the General Board, reports to both bodies, and detailed information regarding the work of the Committee and the HR Division can be found in the Council’s Annual Report (see p. 269). Amongst the HR-related matters considered by the General Board during 2019–20 were: the Academic Career Pathways scheme, proposing changes to the titles of academic offices and to the tiers within the academic career structure;¹² the dual career pathway for promotion to the office of University Senior Lecturer, with separate paths weighted towards either teaching or research;¹³ and the revised Probationary Policy covering all staff types, to be launched in Michaelmas Term 2020.¹⁴

6. Health, safety and regulated facilities

The Health and Safety Executive Committee is a joint Committee of the Council and the General Board. Areas of focus during 2019–20 included:

- a programme of work to develop robust systems to address issues of management, governance, and assurance of building compliance across the estate of the University of Cambridge; and
- upgrading of University information gathering and storage systems and processes, to record built assets and demonstrate compliance with Health and Safety legislation as a foundation for robust maintenance and compliance management.

More detailed information regarding the work of the Committee and the Health and Safety Division can be found in the Council’s Annual Report (see p. 269).

7. Other items of business

Establishment of senior positions

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

- Caroline Humphrey Professorship of the Anthropology of Inner Asia;
- Professorship of Management Studies;
- Royal Academy of Engineering Research Professorship of Materials Physics;
- Professorship of Applied Mathematics.

Head of School appointments are included in the Council’s Annual Report (p. 271).

¹² Approved following a ballot on Grace 5 of 29 July 2020 (see p. 279).

¹³ Approved by Grace 6 of 29 July 2020.

¹⁴ Approved by Grace 9 of 29 July 2020.

Emergency Action Plans

The Board received its annual report describing the status of Emergency Action Plans (EAPs) in General Board Institutions. Owing to institutions focusing their resources on managing the impact of the Covid-19 pandemic at a local level, the routine follow-up to ensure plans were formally updated and tested was superseded by 'real-world' exercising of plans. Despite this, work has progressed since last year:

- every Institution now has an EAP in place, compared to 98% last year. The number of EAPs that have been updated in the last twelve months has decreased by 18%. However, a significant number of plans will still be valid, and over the last 24 months, 92% of plans have been updated;
- the number of continuity plans in place rose by 25%;
- the number of plans reported as being tested rose by 13%. However, as is evident, the emergency plans of all institutions will have been tested during the pandemic.

The Governance and Compliance Division encouraged institutions to update plans in preparation for the following:

- a potential no deal Brexit on 31 October 2019;
- potential disruption arising from the Extinction Rebellion protests in February and March 2020; and
- the impact of the Covid-19 pandemic.

The Support Officer to the University Silver Team will continue to monitor progress and follow up any gaps identified in EAPs. This work will be undertaken alongside, and be informed by, planned internal audit work next academic year on lessons learned from the crisis.

Annual reports to the Board

During 2019–20 the Board received and noted the annual reports of the following bodies:

- Development and Alumni Relations
- Fitzwilliam Museum and Hamilton Kerr Institute
- Information Services Committee
- Institute of Continuing Education
- Kettle's Yard
- Research Integrity Report
- University Research Ethics Committee
- University Libraries

Minutes of Committees reporting to the Board

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

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

16 December 2020 STEPHEN TOOPE, *Vice-Chancellor*
 KRISTINE BLACK-HAWKINS
 ANN COPESTAKE
 JOHN DENNIS
 TIM HARPER

NICHOLAS HOLMES GRAHAM VIRGO
 PATRICK MAXWELL SIYANG WEI
 NIGEL PEAKE MARK WORMALD
 ANNA PHILPOTT CHRIS YOUNG
 RICHARD REX

OBITUARIES

Obituary Notices

Professor JOHN EIRWYN FFWYCS-WILLIAMS, M.A., Sc.D., FREng, FRAeS, FLSW, Life Fellow and former Master of Emmanuel College, Rank Professor of Engineering Emeritus, died on 12 December 2020, aged 85 years.

GRAHAM ANTHONY KINGSTON HOWES, M.A., Emeritus Fellow of Trinity Hall, died on 8 December 2020, aged 82 years.

GRACES

Graces submitted to the Regent House on 30 December 2020

The Council submits the following Graces to the Regent House. These Graces are being published on 16 December for **submission on 30 December 2020** so that there is an extended period for their consideration, given that the majority of that period is outside term. 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*, November 2020, p. 105) will be deemed to have been approved at **4 p.m. on Friday, 8 January 2021**. Further information on requests for a ballot or the amendment of Graces is available to members of the Regent House on the Regent House Petitions site.[§]

1. Notwithstanding Regulation 1 of the Ordinance on the Septemviri (*Statutes and Ordinances*, November 2020, p. 209), that The Right Honourable Lady Justice (Mary) Arden DBE, *G*, be reappointed Chair of the Septemviri for one year from 1 January 2021.¹

2. That Professor David Anthony Cardwell, *F*, be reappointed a member of the Finance Committee in class (*e*) for three years from 1 January 2021.

¹ The Chair of the Septemviri is normally appointed in the Michaelmas Term to serve for four years from 1 January. On this occasion, the Council is proposing a one-year reappointment, following which a new appointment will be made.

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

ACTA

Result of ballot on Grace 5 of 29 July 2020 (titles and structure of academic offices)

9 December 2020

The Registry gives notice that, as a result of the ballot held between 27 November and 8 December 2020, Grace 5 of 29 July 2020 was **approved**:

That the recommendations in paragraph 13 of the Joint Report of the Council and the General Board, dated 18 March 2020, on the titles and structure of academic offices (*Reporter*, 6582, 2019–20, p. 419) be approved.

The results of the voting on this Grace are as follows:

Number of valid votes cast: 1,550 (no invalid votes)

In favour of the Grace (<i>placet</i>)	1,139
Against the Grace (<i>non placet</i>)	411

The fly-sheet received in relation to this ballot is reprinted on p. 281.

Result of ballot on Grace 2 of 28 September 2020 and on three amendments (University Statement on Freedom of Speech)

9 December 2020

The Registry gives notice that, as a result of the ballot held between 27 November and 8 December 2020, Grace 2 of 28 September 2020 was **approved as amended by amendments 1, 2 and 3**:

The Grace is for the approval of Recommendation I of the Council's Report on updates to the University's freedom of speech documentation (*Reporter*, 6582, 2019–20, p. 425), which reads as follows:

That approval be given to the revised University Statement on Freedom of Speech, as set out in Annex I to this Report.

The amendments that have been approved are changes to paragraphs 2, 6 and 8 of the revised University's Statement on Freedom of Speech proposed in the Report. The details of the changes are set out in the Notice dated 9 October 2020 (*Reporter*, 6591, 2020–21, p. 43). The revised Statement, incorporating the amendments, is available at: <https://www.governanceandcompliance.admin.cam.ac.uk/governance-and-strategy/university-statement-freedom-speech>

The results of the voting on this Grace, conducted under the Single Transferable Vote regulations (*Statutes and Ordinances*, November 2020, p. 114), and the amendments are as follows:

Number of valid votes cast: 1,686 (no invalid votes) (Quota: 843)

	First Count	RESULT
(a) In favour of the Grace in its original form	162	
(b) In favour of the Grace in an amended form	1,316	APPROVED
(c) Against the Grace, whether as originally proposed or in amended form	208	
TOTAL	1,686	

	For	Against	RESULT
Amendment 1 (paragraph 2)	1,378	208	APPROVED
Amendment 2 (paragraph 6)	1,243	311	APPROVED
Amendment 3 (paragraph 8)	1,202	342	APPROVED

The fly-sheets and statement in response received in relation to this ballot are reprinted at p. 281.

Approval of Graces submitted to the Regent House on 2 December 2020

The Graces submitted to the Regent House on 2 December 2020 (*Reporter*, 6598, 2020–21, p. 197) were approved at 4 p.m. on Friday, 11 December 2020.

Approval of Grace submitted to the Regent House on 3 December 2020

The Grace submitted to the Regent House on 3 December 2020 (*Reporter*, 6599, 2020–21, p. 225) was approved at 4 p.m. on Friday, 11 December 2020.

E. M. C. RAMPTON, *Registrar*

END OF THE OFFICIAL PART OF THE 'REPORTER'

FLY-SHEETS REPRINTED**Fly-sheet relating to the ballot on Grace 5 of 29 July 2020 (titles and structure of academic offices)**

In accordance with the Council's Notice on Discussions and Fly-sheets (*Statutes and Ordinances*, November 2020, p. 110), the fly-sheet from the ballot on Grace 5 of 29 July 2020 (titles and structure of academic offices) is reprinted below. For the result of the ballot, see p. 279.

Ballot on Grace 5 of 29 July 2020 (proposed titles and structure of academic offices)**Placet fly-sheet**

The Grace on which this ballot has been called concerns proposed changes to the titles of academic offices and to the tiers within the academic career structure (*Reporter*, 6582, 2019–20, p. 419). It responds to consultations on a new titles scheme which indicated growing dissatisfaction with the existing titles and concerns about comparability with the titles adopted by the University's peer group nationally and globally. Those consulted suggested that this was a disadvantage which could hinder recruitment and/or retention of academic staff and handicap our academics in competing for research funding. A majority of respondents agreed to this proposed structure in the consultations, commenting that these titles would aid national and international understanding of the University's roles.

The Council and the General Board agreed that a ballot should be called on the proposed changes.

We believe the change is a necessary one that will support the University's aim to be globally competitive. We consider that the new titles are commensurate with the seniority of existing titles and that the scheme is sufficiently tiered to give appropriate public recognition at key career progression points. We welcome the University's commitment to monitor the impact of the new titles structure to ensure that the University's recruitment and progression policies and practices are aligned with its commitments to equality, diversity and inclusion.

We urge you to vote *Placet*.

Signed by the following members of the Regent House:

K. M. AYRES	A. D. JAGOLINZER	N. ORAIOPOULOS
C. CANTACESSI	H. JIANG	S. PACHIDI
L. A. CARDOSO ALVES	R. JUGDAOHSINGH	H. RADKE
D. A. CARDWELL	R. T. KARADOTTIR	T. J. V. ROULET
T. V. DE V. CAVALCANTI	O. KARAKAS	A. SANCHEZ
P. A. CHAUFFAILLE SAFFI	P. A. KATTUMAN	D. R. SARGAN
K. J. CHU	A. KIRILENKO	K. C. R. SENGUPTA
M. A. CROWLEY	B. LAWSON	M. E. M. SIERRA TORRE
J. M. DOBSON	S. LAZAR	R. S. STASCH
N. A. ERDIL	S. LU	D. J. STILLWELL
E. V. FERRAN	P. MASTROENI	L. S. TILEY
P. M. FREEMAN	P. H. MAXWELL	P. N. TONKS
D. GENAKOS	S. K. MOHADDES ARDEBILI	C. K. VELU
C. GIANNITSAROU	K. A. MUNIR	B. M. WATKINS
F. J. GILBERT	Y. NAVARO	J. L. N. WOOD
M. A. HOLMES	A. D. NEELY	Y. E. YIN
S. IYER	B. D. NGUYEN	C. J. YOUNG

Fly-sheets and statement in response relating to the ballot on Grace 2 of 28 September 2020 and on three amendments (University Statement on Freedom of Speech)

In accordance with the Council's Notice on Discussions and Fly-sheets (*Statutes and Ordinances*, November 2020, p. 110), the fly-sheets and Council statement in response from the ballot on Grace 2 of 28 September 2020 and on three amendments (University Statement on Freedom of Speech) are reprinted below. For the result of the ballot, see p. 280.

Fly-sheet in support of proposed Amendment 1 to Grace 2 of 28 September 2020 (change to paragraph 2)

This amendment aims to make the University Statement on Freedom of Speech clearer and more liberal. Demanding 'respect' for all beliefs and identities makes the current statement restrictive, vague and inconsistent.

1. **Restrictive:** 'Respect' can be taken to imply appreciation or admiration; it rules out giving offence.¹ We should not be expected to respect patently false opinions concerning e.g. vaccination or climate change. Nor should the University demand respect for all political or religious identities, from white nationalism to Islamic fundamentalism.

But we must permit them to exist. That is exactly what 'tolerance' means: 'willingness to accept behaviour and beliefs that are different from your own, although you might not agree with or approve of them'.²

¹ <https://dictionary.cambridge.org/dictionary/english/respect>

² <https://dictionary.cambridge.org/dictionary/english/tolerance>

2. **Vague:** Many political, philosophical and scientific views are arguably ‘disrespectful’ towards the beliefs or identity of someone or other. UK universities have recently conducted lengthy and hostile investigations into, or taken disciplinary actions against, expressions of belief including support for Palestinian rights³ and for gender-critical feminism⁴. In one current case more than 500 students petitioned Oxford University to force two Professors to include trans women in their research into women’s equality, so as not to create a ‘hostile and exclusionary atmosphere’.⁵ One could easily imagine a public commitment to ‘respect’ being invoked to create similar pressure here. ‘Tolerance’ is more sharp-edged. Any research or speech that simply *accepts the existence* of a belief or identity counts as tolerant of it.
3. **Inconsistent:** the first paragraph of the original Free Speech Statement of 2016⁶ commits to ensuring that ‘staff are able to exercise freedom of thought and expression within the law without placing themselves at risk of losing their job or any University privileges and benefits they have.’ This commitment offers little reassurance if preceded – as Council is now proposing – by demands that we ‘respect’ the beliefs and identities of others. Nothing in the proposed Statement settles what happens in the event of a clash between freedom of research or belief on the one hand and ‘respect’ for people’s identities on the other. Such clashes are already occurring (see the examples in 2). By deleting ‘respect’ in favour of ‘tolerance’ this amendment signals unequivocally that the University prioritizes freedom of research and belief.

In its response to this proposal Council agrees that not all views are equally worthy of respect but says it ‘remains content with the use of the word “respectful”, reflecting an expectation that debate should be open, robust and challenging but should be mindful of diversities of both opinion and identity’. ‘Mindfulness’ is as vague as ‘respect’ and potentially as restrictive and inconsistent with freedom of speech.

Given the danger of research being stifled and of academic careers being destroyed it is vital that there be no unclarity at all around our protection for free speech. We are fast approaching the point where one of our colleagues is sacked from the University for research or beliefs that ‘disrespect’ a religion, a political position or (say) a foreign regime from which Cambridge gets funding. The proposed amendment, though modest, at least removes one of the pretexts on which that could happen.

We urge you to support Amendment 1.

A. M. AHMED
O. E. ANDERSEN
R. J. ANDERSON
M. A. R. ARBABZADAH
S. A. BACALLADO DE LARA
V. N. BATEMAN
C. H. BRAITHWAITE
E. J. BRISCOE
PIETE BROOKS
D. J. BUTTERFIELD
N. J. BUTTERFIELD
A. P. CAINES
G. C. CARR
S. CONWAY MORRIS
D. COYLE
J. A. CROWCROFT
M. R. DANISH
R. DERVAN
G. J. W. DUMBRECK
S. EDGERTON AVIN
M. P. EISNER
JOHN ELLIS
D. O. ERDOS
C. J. EVANS
D. J. FELDMAN
R. A. FOLEY
J. S. GARDNER
S. J. GATHERCOLE
A. C. GERRARD
D. J. GOODE
G. R. GRIMMETT
J. GROWER
W. J. HANDLEY
R. D. HEDLEY

S. B. HOLDEN
H. E. M. HUNT
M. D. HURLEY
A. J. HUTCHINGS
G. E. JARVIS
M. A. JOHNSON
E. J. JONES
D. JONGKIND
A. P. A. KENT
R. R. KERSWELL
S. KESHAV
K.-T. KHAW
M. A. KLEPPMANN
M. KRAFT
M. H. KRAMER
M. G. KUHN
P. J. LANE
H. N. LATTER
I. J. LEWIS
K.-C. LIN
J. R. LISTER
B. LOEWE
S. A. MCTAVISH
A. J. MARR
T. MEISSNER
T. G. MICKLEM
S. W. MOORE
J. E. MORGAN
A. MYCROFT
A. J. NICKERSON
J. T. W. ORR
L. C. PAULSON
J. PAUSCH
J. Y. A. PICHON-PHARABOD

A. M. PITTS
D. E. POUNDS
O. RATH-SPIVACK
R. A. W. REX
D. S. ROBERTSON
P. ROBINSON
A. B. ROMAN
A. F. ROUTH
T. M. SAUERWALD
S. J. SCHAFFER
L. SHMILOVITS
P. J. SLOMAN
IVAN SMITH
JACK E. SMITH
JULIE E. SMITH
M. C. SMITH
MARK STEPHEN SMITH
E. J. SOILLEUX
M. L. S. SORENSEN
D. J. SPIEGELHALTER
J. P. TALBOT
S. T. TOMASELLI
M. UBIALI
A. VLACHOS
M. J. WAITHE
J. I. WARREN
E. WICKHAM
P. J. WILLIAMS
J. WOLF
J. D. YALLOP
A. D. YATES
J. A. ZEITLER

³ <https://www.aljazeera.com/news/2017/03/28/uk-students-face-disciplinary-action-over-bds-protest/>

⁴ <https://medium.com/@kathleenstock/are-academics-freely-able-to-criticise-the-idea-of-gender-identity-in-uk-universities-67b97c6e04be>

⁵ <https://docs.google.com/document/d/1-uEcZBwCyiYqn1EF12Y2UuYGFhOkBi8kaFkDEpkVWU/edit>

⁶ <https://www.governanceandcompliance.admin.cam.ac.uk/governance-and-strategy/university-statement-freedom-speech>

Fly-sheet in support of Amendment 2 to Grace 2 of 28 September 2020 (change to paragraph 6)

University societies, having decided to invite a speaker, should not then be forced to cancel because of objections to the speaker's views.

Nothing could be more inimical to free debate than a situation where a society invited (say) a pro-Israeli or a pro-Palestinian speaker but then withdrew the invitation because of protests from those holding an opposing view.

Few things could be more threatening to the purpose of this institution. Being exposed to views that question or offend your fundamental beliefs and feelings, about yourself and society, is a large part of the point of attending University in the first place.

Dis-invitations of this sort are frequent – there were three high-profile cases last month alone¹ – but in England and Wales are contrary to the Equality and Human Rights Commission's Guidance on s. 43 of the Education (no. 2) Act 1986.² The proposed amendment – which simply follows the *Guidance* – makes clear that shutting down speaker events will not be tolerated. It reassures any societies contemplating an invitation to a controversial speaker, that the University would support the event were the invitation to be accepted.

Council does not dispute this point. It only remarks that making explicit reference to it is unnecessary because its s. 43 duties are 'already summarized elsewhere in the statement.'³

But nowhere in Council's proposed statement is there any reference to this s. 43 duty. The only reference to *any* s. 43 duty is the passing reference, in the fourth paragraph, to the duty 'to take such steps as are reasonably practicable to ensure that lawful freedom of speech and expression is secured for all staff and students and for visiting speakers', and to publish a code of practice regarding meetings.⁴

The code itself (Annex II of Council's report) makes no further reference to any other s. 43 duty. There is extensive reference to Prevent. There is a section entitled 'Other legal considerations' which covers the Public Order Act 1986. There is also a link to a document called 'Guidance for booking meetings and events'; but neither that document, nor the Proctorial notices to which it links, give any more details of what s. 43 requires.⁵ Any University Society consulting the proposed Statement and Code could be forgiven for remaining entirely ignorant of the duty not to dis-invite invited speakers.

It is worth emphasizing that the amendment does not mandate or even encourage any University society to invite a 'politically balanced' list or to use 'balanced' panels. As far as this amendment is concerned any society is free to invite anyone it likes. The point is that once a society has decided that it *would* like to hear someone, and once that person is engaged to speak, nobody else can shut them down.

We urge you to support Amendment 2.

A. M. AHMED	J. GROWER	J. Y. A. PICHON-PHARABOD
O. E. ANDERSEN	W. J. HANDLEY	A. M. PITTS
R. J. ANDERSON	R. D. HEDLEY	R. A. W. REX
M. A. R. ARBABZADAH	S. B. HOLDEN	D. S. ROBERTSON
S. A. BACALLADO DE LARA	D. R. HOWARTH	P. ROBINSON
V. N. BATEMAN	H. E. M. HUNT	A. B. ROMAN
M. N. BEG	M. D. HURLEY	A. F. ROUTH
C. H. BRAITHWAITE	M. A. JOHNSON	S. J. SCHAFER
E. J. BRISCOE	E. J. JONES	L. SHMILOVITS
D. J. BUTTERFIELD	D. JONGKIND	JACK E. SMITH
A. P. CAINES	A. P. A. KENT	JULIE E. SMITH
P. CANDY	R. R. KERSWELL	M. C. SMITH
G. C. CARR	K.-T. KHAW	MARK STEPHEN SMITH
S. CONWAY MORRIS	M. KLEPPMANN	E. J. SOILLEUX
D. COYLE	M. KRAFT	M. L. S. SORENSEN
R. DERVAN	M. H. KRAMER	D. J. SPIEGELHALTER
G. J. W. DUMBRECK	P. J. LANE	J. P. TALBOT
M. P. EISNER	I. J. LEWIS	M. UBIALI
JOHN ELLIS	K.-C. LIN	A. VLACHOS
D. O. ERDOS	J. R. LISTER	M. J. WAITHE
J. W. FAWCETT	A. J. MARR	J. I. WARREN
D. J. FELDMAN	T. MEISSNER	E. WICKHAM
R.A. FOLEY	T. G. MICKLEM	P. J. WILLIAMS
S. J. GATHERCOLE	J. E. MORGAN	J. D. YALLOP
A. C. GERRARD	A. J. NICKERSON	A. D. YATES
D. J. GOODE	J. T. W. ORR	J. A. ZEITLER
G. R. GRIMMETT	J. PAUSCH	

¹ *Chris Williamson*: <https://www.swlondoner.co.uk/news/08102020-ex-labour-mp-uninvited-royal-holloway/>; *Richard Dawkins*: <https://www.independent.ie/irish-news/trinity-college-historical-society-rescind-richard-dawkins-invitation-over-authors-stance-on-islam-and-sexual-assault-39568028.html>; *Caroline Farrow*: <https://thestateindia.com/2020/09/20/university-debating-society-disinvited-author-opposed-to-gay-marriage-only-to-then-re-invite-her/>

² <https://www.equalityhumanrights.com/sites/default/files/freedom-of-expression-guide-for-higher-education-providers-and-students-unions-england-and-wales.pdf>

³ <https://www.admin.cam.ac.uk/reporter/2020-21/weekly/6589/section1.shtml#heading2-9>

⁴ <https://www.admin.cam.ac.uk/reporter/2019-20/weekly/6582/section5.shtml#heading2-13>

⁵ *Guidance for booking meetings and events*: https://www.em.admin.cam.ac.uk/files/uoc_event_booking_guidance_0.pdf;
Proctorial notices: <https://www.proctors.cam.ac.uk/notices>

Fly-sheet in support of proposed Amendment 3 to Grace 2 of 28 September 2020 (change to paragraph 8)

Council's proposed text is open-ended and vague. It includes text from the Prevent Guidance that is restrictive, vague and now illegal.

1. **Open-ended:** Council's proposed text lets the University prohibit events as often as it likes for any reason at all, because of the phrase 'are not limited to' in the third sentence.

The first sentence offers little protection because it is entirely unspecific about what counts as a 'reasonable' refusal. Is it reasonable to threaten to shut down a perfectly legal panel discussion run by the Palestine Society? Officials of this University clearly thought so: they did just that in 2017¹, despite the fact that the University Free Speech policy included at that time a commitment only to prohibit events on 'reasonable' grounds.² Who is to say what they will consider reasonable tomorrow, or next year?

The proposed amendment replaces these completely open-ended grounds for refusal with a specific negative list. It prohibits the University from shutting down political events like the one just described.

2. **Vague:** The phrases 'risk drawing people into terrorism' in the first bullet point, and the term 'welfare' in the fourth, are both dangerously vague. Does 'risk' mean that the conditional probability, of terrorism given that the event takes place, is higher by any amount at all? If so, it shuts down discussion of everything from Palestinian rights to animal liberation. If not, where is the threshold and who settles it?

Similarly, anything that you dislike enough might reasonably be said to threaten your 'welfare'. Does this mean that the fourth bullet point can be used to justify shutting down anything controversial? If not, why is it there?

3. **Prevent:** The first bullet point is clearly taken from Paragraph 11 of the Prevent Duty Guidance for HEIs.³ That paragraph was ruled illegal by the Court of Appeal on the grounds of its unconditional formulation. It should not be included here.⁴

In its application and in the perception it creates, Prevent has been catastrophic for inter-religious relations and academic freedom. According to a recently published study 'Prevent has caused significant harm by reinforcing common stereotypes of Islam and Muslims and by curbing freedoms of speech and expression on campus... The evidence discussed in this report underlines the close relationship between belief in a narrative of suspicion about Islam, support for Prevent and patterns of Islamophobia.'⁵

In its comment Council only addressed the point about Prevent, writing that: '[a] such powers have been used very rarely. [b] The University remains subject to the Prevent Duty and is expected to make appropriate reference to it in relevant policies and procedures surrounding meetings and events, of which the Statement is one.'⁶

But [a] the point that these powers are used rarely offers little reassurance that they will not again be used in an unjust and repressive way; and it ignores concerns about self-censorship. [b] Of course the University is obliged to implement Prevent. But the first bullet point reproduces an illegal part of the *Guidance*; and it is presented not as an externally imposed obligation but as a voluntary policy. The effect is to encourage self-censorship particularly amongst those Muslims who – understandably in the current climate – are anxious to avoid further victimization.⁷

We urge you to support Amendment 3.

A. M. AHMED
O. E. ANDERSEN
R. J. ANDERSON
M. A. R. ARBABZADAH
S. A. BACALLADO DE LARA
V. N. BATEMAN
M. N. BEG
C. H. BRAITHWAITE
E. J. BRISCOE
D. J. BUTTERFIELD
A. P. CAINES
P. F. CANDY
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S. CONWAY MORRIS
J. A. CROWCROFT
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J. GROWER
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R. D. HEDLEY
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C. J. O'KANE
J. T. W. ORR
J. PAUSCH

J. Y. A. PICHON-PHARABOD
A. M. PITTS
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O. RATH-SPIVACK
R. A. W. REX
D. S. ROBERTSON
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A. B. ROMAN
A. F. ROUTH
S. J. SCHAFER
L. SHMILOVITS
JACK E. SMITH
JULIE E. SMITH
M. C. SMITH
MARK STEPHEN SMITH
E. J. SOILLEUX
M. L. S. SORENSEN
D. J. SPIEGELHALTER
J. P. TALBOT
A. VLACHOS
M. J. WAITHE
J. I. WARREN
E. WICKHAM
P. J. WILLIAMS
J. D. YALLOP
A. D. YATES
J. A. ZEITLER

¹ <https://www.standard.co.uk/news/uk/cambridge-university-slammed-by-senior-academics-over-crackdown-on-free-speech-at-student-palestine-a3685811.html>

² <https://www.governanceandcompliance.admin.cam.ac.uk/governance-and-strategy/university-statement-freedom-speech>

³ <https://www.gov.uk/government/publications/prevent-duty-guidance/prevent-duty-guidance-for-higher-education-institutions-in-england-and-wales>

⁴ Court of Appeal (Civil): R -v- Butt -v- Secretary of State for the Home Department: <https://www.judiciary.uk/judgments/court-of-appeal-civil-r-v-butt-v-secretary-of-state-for-the-home-department/>

⁵ Guest, M., Scott-Baumann, A., Cheruvallil-Contractor, S., Naguib, S., Phoenix, A., Lee, Y. and Al Baghal, T. (2020), *Islam and Muslims on UK University Campuses: Perceptions and Challenges*. Durham: Durham University, London: SOAS, Coventry: Coventry University and Lancaster: Lancaster University (p. 62): <https://www.soas.ac.uk/representingislamcampus/publications/file148310.pdf>

⁶ <https://www.admin.cam.ac.uk/reporter/2020-21/weekly/6589/section1.shtml#heading2-9>

⁷ Guest et al. *ibid.*, p. 42.

Voting on amendments to Grace 2 of 28 September 2020 (University Statement on Freedom of Speech)

Statement on behalf of the Council

Three fly-sheets have been submitted, one in support of each of the three proposed amendments. I make the following brief observations in response:

- (i) On proposed Amendment 1, I would like to draw your attention to Council's earlier response to Discussion remarks published on 28 September 2020 (*Reporter*, 6589, 2020–21, p. 6). In that response, it noted that, whilst it agreed that not all views were worthy of equal 'respect', it remained content with the use of the word 'respectful', reflecting an expectation that debate should be open, robust and challenging but should be mindful of diversities of both opinion and identity.
- (ii) On proposed Amendment 2, the Code of Practice on Meetings and Public Gatherings on University Premises is the Code that the University is required to issue under section 43 of the Education (No 2) Act 1986. The Code accompanies the University Statement on Freedom of Speech and was recently updated following the approval of Grace 3 of 28 September 2020. As such, the inclusion of a specific reference to this statutory duty within the Statement is superfluous. A link to the EHRC guidance referred to is published on the University's Prevent guidance website (<https://prevent.admin.cam.ac.uk/resources-and-guidance>) and is taken into account by the Referral Group of the Committee on Prevent and Freedom of Speech where necessary.
- (iii) On proposed Amendment 3, the phrase 'views that risk drawing people into terrorism' itself has not been rendered unlawful as a result of the March 2019 decision of the Court of Appeal concerning paragraph 11 of the government's statutory Prevent duty guidance for Higher Education Institutions in England and Wales. That court decision instead related to paragraph 11's erroneous insistence that universities should not allow external speaker events to proceed where they 'are in any doubt that the risk cannot be fully mitigated' with regard to the Prevent duty. The wording adopted in the revised University Statement on Freedom of Speech does not in any way echo the position of the unlawful statutory guidance.

The Council accordingly recommends the rejection of the three proposed amendments and instead commends the revised University Statement on Freedom of Speech as set out in Annex I to its Report of 16 March 2020 (*Reporter*, 6582, 2019–20, p. 425).

I urge you to support the Grace in its original form.

JOCELYN WYBURD

On behalf of the Council

REPORT OF DISCUSSION

Tuesday, 8 December 2020

A Discussion was held by videoconference. Deputy Vice-Chancellor Professor Richard Penty was presiding, with the Registrar's deputy, the Senior Proctor, the Junior Proctor and eight other persons present.

Unless otherwise stated, all remarks at the Discussion were made by the contributors in a personal capacity.

The following Report was discussed:

Twenty-fifth Report of the Board of Scrutiny, dated 6 October 2020

(*Reporter*, 6597, 2020–21, p. 159).

Dr K. OTTEWELL (The Language Centre and Lucy Cavendish College):

Deputy Vice-Chancellor, as the Chair of the Board of Scrutiny in 2019–20, I commend this, the Board's Twenty-fifth Report, to the University.

The Board of Scrutiny performs a key function in the governance of the University, acting as the chief internal mechanism for ensuring transparency in all aspects of the University's operations. It was established in 1995 to 'ensure the accountability of the Council (and through it of the other central bodies) to the Regent House'. Every year, by power of Statute (Statute A VII 1), the Board scrutinises, on behalf of Regent House: the Accounts of the University; the Annual Report of the Council (including the Annual Report of the General Board to the Council); and any Report of the Council proposing allocations from the Chest. Through its Reports 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 conflict with, the Council and the General Board.

Due to the circumstances of the Covid-19 pandemic, the Council was not in a position to report with clarity at the end of the Easter Term 2020 on the financial position of the Chest and so published only provisional allocations for 2020–21 in the *Reporter* (6586, 2019–20, p. 512) so that work could continue over the Long Vacation to assess the financial implications of the pandemic and to agree the parameters of the University's recovery plan. As the scrutiny of the Allocations Report of the Council is one of the key responsibilities of the Board of Scrutiny, the Board decided to submit its now customary Annual Report at the start of the academic year, and then report to the Regent House again with a Supplementary Report on the full Allocations Report, which was published on 28 October (*Reporter*, 6593, 2020–21, p. 96), in the Lent Term.

As the Regent House will be aware from my remarks to the Discussion on a Topic of Concern on 14 July (*Reporter*, 6587, 2019–20, p. 563), the Board found it necessary this year to write to Council's Business Committee expressing concerns about the suspension of the publication of the *Reporter*, which is the University's journal of official business and the primary means through which official information and governance-related matters are conveyed to members of the University, and the concomitant implications for governance. Whilst the publication of the *Reporter* was to soon restart thereafter, and with some bumper editions, it is noteworthy that the Council is yet to publish its Notice in response to the Discussion remarks on the Topic of Concern to the University: Decisions taken in response to the coronavirus (COVID-19) outbreak (*Reporter*, 6587, 2019–20, p. 563), nearly five months after the Topic of Concern took place.

The Board's forthcoming Supplementary Report will be commenting on the continued structural deficit in the Chest, amongst other financial matters. In this Report the Board reports on matters other than Allocations and makes seven recommendations. We hope that this Report will challenge and encourage members of the Regent House to reflect on the matters raised and to engage in the governance of the University. In this vein, I should like to close by encouraging members of the Regent House to consider serving on the Board as four places will be open for election in Easter Term 2021.

Dr J. CHITNAVIS (Trinity Hall):

Deputy Vice-Chancellor, as a local medical practitioner, it is clear that Coronaviral Disease has hardly affected Cambridge this Term.

As a University teacher and researcher, it is clear that Varsity restrictions, imposed without widespread discussion, have harmed education, learning and research at Cambridge this year.

As a College Tutor, it is clear that sanctions for an invisible disease have caused mental anguish to, and suppressed the freedoms of, students in our charge.

I would urge greater debate on the merits of continued distancing and facial masking. If we fail to return to work and study together, what is the rationale for the University and for so much of its current manpower and estate?

Professor G. R. EVANS (Emeritus Professor of Medieval Theology and Intellectual History):

Deputy Vice-Chancellor, in 1513 a Grace was 'passed for dispensing with the ordinary lectures, and the lectures in divinity and sophistry, till the feast of St. Leonard' (6 November), 'for fear of the plague'.¹ So there is precedent for making special arrangements in such times, but it will be noticed that it took a Grace to suspend the University's business during that particular plague. During the suspension of governance this year, things have been very different. The Regent House, now the University's governing body, had no opportunity to Grace anything except after the event in a scramble to lend some legitimacy to decisions taken without its authority.

In its Report, the Board of Scrutiny reminds us that 'the Chair of the Board wrote to the Chair of the Council's Business Committee in May to express concerns about the arrangements'. She put it into the record in her speech on the Topic of Concern on 14 July that then (23 May):

there had been no account in the form of a Notice to inform the Regent House of the pertinent decisions that have been made under delegated authority and no attempt, by the publication of Graces, to obtain any retrospective authority for those decisions.²

Without the Board's intervention when, if ever, would the Regent House have been invited to put things straight? Those rushed retrospective Graces of June created only Orders, which of course have no place in November's newly published and partly updated *Statutes and Ordinances*. Those include only changes approved from 1 October 2019 to 16 April 2020 and would not in any case (being mere Orders) be expected to appear in the full edition promised for January.³

The Chair commented in that Topic of Concern Discussion that it seemed 'nothing more than a placatory gesture towards the Regent House'. It was stated in the *Reporter* of 17 June 2020 to be intended to:

enable members of the collegiate University to share their views, so that the Council can draw lessons from the comments made, to shape the future management of an emergency on the scale of the current pandemic.

Today's Discussion prompts a follow-up question. Will the *Reporter* be publishing a Council Notice about the lessons learned? Neither its September nor its October Minutes suggest that Council has considered the matter. Indeed its Minutes for October mention the Gold Team's current thinking, so suspended governance clearly continues. Better, perhaps the forthcoming Annual Report of the Council will explain something of the Council's 'learning experience', which would give an opportunity for that to be Discussed.

In this Report, the Board sets out some key points for the learning of lessons. It:

is particularly concerned about the suspension of publication of the *Reporter*, and the way in which this suspension led to a large number of decisions taken by senior officers and the Council and General Board under delegated authority being reported to the University only some time after they had been taken and then in a rather cursory fashion.

The fact that 'senior officers' acted in this way, in the apparent confidence that what they did would not be challenged ought to be alarming. Another speaker in the Topic of Concern Discussion mentioned 'senior officers'. The Board's Chair said in the July Discussion that the Board foresaw 'the risk of challenge either to the process or individual decisions taken without the necessary authority' but it seems these 'senior leaders' did not, or did not take it seriously.

As I pointed out in Discussion on 14 July, the expression 'Senior Leadership Team' has been creeping into use, and it occurred in the Annual Report of the Council for 2018–19, yet no such entity is known to the *Statutes and Ordinances*. I see that Applied Criminology and Police Management is now offering a Senior Leader Masters' Degree Apprenticeship but I suspect none of the present Senior Leadership Team's members has attempted that qualification. Is there not a fundamental question about the admission of the concept into a University whose governing body is a direct democracy, a Regent House composed of equal voters.

One looks in vain for constitutional clarity about the ways in which even the Pro-Vice-Chancellors may form themselves into a Senior Leadership Team with the Vice-Chancellor. Statute C III fits them in after the Vice-Chancellor as Officers of the University, reporting to the Council through the Vice-Chancellor. They do not merit a Special Ordinance but the ordinary Ordinances stipulate that:

although there shall not be an office of Senior Pro-Vice-Chancellor, the Vice-Chancellor may, after consultation with all of those appointed to the office of Pro-Vice-Chancellor, confer the title of Senior Pro-Vice-Chancellor on one of those appointed to the office of Pro-Vice-Chancellor, who shall take responsibility for leading and co-ordinating the work of the Pro-Vice-Chancellors.

That seems to leave things some way from constituting the Vice- and Pro-Vice-Chancellors a Senior Leadership Team or providing the necessary clarity on such matters as what powers any of them has over any specific 'portfolio', for none of those are identified. Nor does it identify the authority they may have to make 'decisions' individually or as a team.

It is not in dispute that decisions were taken during the suspension of normal governance by some such 'team' or teams, because 'decisions' were listed in the two batches in the June *Reporters* in response to the Board of Scrutiny's request. But how? Some of the Minutes of those who formed themselves into Gold and Bronze Teams from March under the Emergency Management Plan have been disclosed in response to an FOI request and they mention a good deal of decision-making. There has also been a proliferation of Task Forces. Is this not in effect 'sofa government'?

The record of the last few months would suggest that Regent House approval should be sought before 'sofa government' becomes too much of a settled thing in Cambridge. In the present Report, the Board comments reprovingly on the slowness of progress of the working group set up by Council in May 2017 to consider three governance matters: Regent House membership, Council membership and Discussions. It tells us that 'a paper' was presented to Council in early 2020. Is there any reason why this should not be published before it is 'early 2021' so that we may all see what it says? For behind the Working Group's deliberations a huge constitutional shift has been taking place, giving the University a new-style 'leadership'.

On other matters, we read in the same 25 November issue of the *Reporter* that 'Cambridge Assessment (which provides examination services) and Cambridge University Press (which provides publishing services) are departments of the University rather than separate legal entities'. That is correct but the Board in its present Report describes them (also correctly) as 'wholly-owned trading subsidiaries' the 'operating surpluses' of which are to be 'used to make up operating deficits elsewhere in the University', especially at a time when the expected contribution from CA and CUP (both 'org' not 'ac.uk') is expected to reduce with their amalgamation. Companies House lists private companies which help to make sense of the way both descriptions can be correct and the present plans are work in progress.⁴ The relationship of the proposed new entity with the University surely merits early clarification?

At the least the Regent House will need to approve the clearing up of some confusions in the *Statutes and Ordinances*, which still mention the Local Examinations Syndicate not Cambridge Assessment (though that still has its own Syndicate). Statute J on the University Press will need remodelling and Privy Council approval. It should not be forgotten that a Syndicate is a committee of the Regent House. This is not a matter to be wrapped up by a Senior Leadership Team.

¹ Charles Henry Cooper, *Annals of Cambridge* (Cambridge: Cambridge University Press, 1852–1908), 5 vols., Vol. I, p. 295.

² <https://www.admin.cam.ac.uk/reporter/2019-20/weekly/6587/section7.shtml#heading2-35>.

³ <https://www.admin.cam.ac.uk/univ/so/>

⁴ <https://www.cambridge.org/about-us/news/single-strategy-single-organisation/>

Mr D. J. GOODE (Faculty of Divinity and Wolfson College): Deputy Vice-Chancellor, I am delighted with the Board of Scrutiny's Twenty-fifth Report, which is every bit as good as the preceding twenty-four. Circumstances this year have dictated that it is to be in two parts. I am a member of the Board of Scrutiny, a signatory to this first part of the Report, and I shall be a signatory to the second part when it is published soon. However, I am making these remarks in a personal capacity.

Paragraph 86 of the Board of Scrutiny's Report contains a couple of interesting observations on facts found in the 2019–20 Annual Remuneration Report,¹ and to which I would like to draw the attention of the University.

First, that in the last ten years, the overall bill for stipends and salaries has risen by 52 per cent. In the same period, the annual uplifts to stipends and salaries have not kept pace with inflation, meaning real-terms pay cuts every year for most staff. Also in that same period, the remuneration of the Vice-Chancellor has risen by 90 per cent.

Secondly, that in setting the remuneration for Pro-Vice-Chancellors market data has been used, and that their remuneration was increased last year 'for retention purposes'. Why? In Cambridge Pro-Vice-Chancellors are traditionally internal appointments for a fixed term, and their University posts are held open unconditionally for their guaranteed return at the end of their term or terms of office as a Pro-VC. It's all reward and no risk.

Furthermore, I understand that the 2020–21 Annual Remuneration Report due in a few weeks, in January 2021, will show that there has been a significant increase in the number of staff with a basic salary in excess of £100,000 per annum – note that this is basic salary, and therefore does not include all the market supplements, additional payments, and other perks, the sorts of things which seem only ever to be commanded by those already paid handsomely, and not by the likes of the rest of us.

I should like the Council, in its response to these remarks, to justify these things, particularly in light of its decision to run the University 'in the red' with a sizeable Chest deficit while denying a pay uplift to staff this year and removing most 'reward and recognition' initiatives, all this despite staff having worked hard – often above and beyond what would ordinarily be expected – in stressful and adverse environments and circumstances to keep the show on the road during the first two waves of the pandemic.

¹ <https://www.admin.cam.ac.uk/reporter/2019-20/weekly/6573/6573-Notes-to-Accounts-and-Appendix1.pdf>

COLLEGE NOTICES

Election

Darwin College

Elected to an Honorary Fellowship under Title B from 1 December 2020:

Ms Heather Hancock, LVO, DL, *Master of St John's College*

Vacancies

Gonville and Caius College: Research Fellow in the study of Race and Anti-Racism; tenure: four years from 1 October 2021; stipend: £21,784; closing date: 22 January 2021; further details: <https://www.cai.cam.ac.uk/vacancies>

Pembroke College: Senior Tutor; closing date: 25 January 2021 at 12 noon; further details: <https://www.pem.cam.ac.uk/college/job-vacancies>

Peterhouse: Graduate Studentships 2021; tenure: for the normal duration of the student's degree; funding: may cover University and College fees plus maintenance at the same level as the Arts and Humanities Research Council awards, subject to circumstances; closing date: 15 January 2021 at 5 p.m.; further details: <https://www.resfell.pet.cam.ac.uk/>

St Edmund's College: Non-Stipendiary Postdoctoral Research Fellowships (up to four posts) in either the Arts or the Sciences; tenure: from 1 October 2021 for two years, with the possibility of renewal for a further two years; closing date: 10 January 2021; further details: <https://www.st-edmunds.cam.ac.uk/vacancies>

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