

Reports and Financial Statements for  
the year ended 31 July 2014



# Contents

Foreword	1
Some of the happenings during academic year 2013-14	2
Charting progress	4
Annual Report of the Council for the academical year 2013–14	5
Annual Report of the General Board to the Council for the academical year 2013–14	21
Reports and Financial Statements for the year ended 31 July 2014	31

# Foreword

## Contribution to Society

A search for new understanding has underpinned the 800-year history of this University. We are driven by our mission to contribute to society through the pursuit of education, learning, and research. We believe we can only achieve this if we admit students of the highest intellectual potential, irrespective of social, racial, religious and financial considerations, and then support them through their intellectual journey. That is why the level of support available to students at the University of Cambridge is unparalleled in most other universities. However, we recognise that education starts much earlier than at university, which is why this year we sought and were awarded funding for a University of Cambridge Primary School in North West Cambridge. We are also participating in a University Technical College, which will give young people early experience of the work of local research institutes, companies and healthcare providers.

Our contribution to society is further underpinned by our research excellence. Almost nine out of ten (87%) of Cambridge's submissions for the Research Excellence Framework (REF) were rated as 'world

leading' or 'internationally excellent', confirming that we continue to be one of the UK's leading research universities. A great example of how Cambridge research makes a difference is the approval of Alemtuzumab by the National Institute for Health and Care Excellence for use in people with relapsing-remitting multiple sclerosis following clinical trials of the drug. We are also a key driver of the economic and social well-being of our region. An example is the recent signing of the City Deal, which will help improve transport links, create thousands of new jobs, and speed up the development of new homes.

Every day, our researchers, students and staff create a unique, progressive and inspiring environment here. As one of the recent research stories on our website said, every day we are interpreting the seen and discovering the unseen. Alongside the achievements outlined in this report, I urge you to visit our website to follow the latest news on how Cambridge is transforming our understanding of the world and tackling its most complex problems.



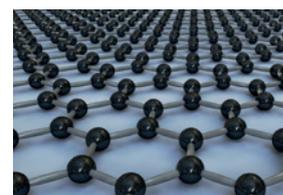
A handwritten signature in black ink that reads "L K Borysiewicz". The signature is fluid and cursive, with a large loop at the end.

**Professor Sir Leszek Borysiewicz**  
Vice-Chancellor

# Some of the happenings during academic year 2013-14

## October

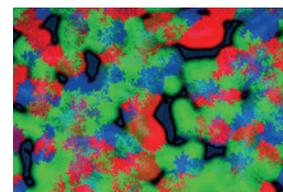
- The Graphene Flagship – one of Europe's first ten-year, 1bn Euro flagships in Future and Emerging Technologies – launches, including the Cambridge Graphene Centre
- Cambridge alumnus Michael Levitt wins the 2013 Nobel Prize in Chemistry 'for the development of multiscale models for complex chemical systems'



Model of graphene structure  
©Jonathan Settle

## November

- Work begins on the next phase of development for the Square Kilometre Array, the world's most powerful radio telescope, with the University of Cambridge leading major 'work packages'
- Four new Strategic Research Initiatives launched: Big Data, Cardiovascular Disease, Public Policy and Synthetic Biology
- First ever joint campaign by the Universities of Cambridge and Oxford raises £1.2 million to save 'Lewis-Gibson Genizah Collection' of Hebrew and Arabic manuscripts from the 9th–19th century



New strategic research initiative:  
synthetic biology  
©Feran Federici and Jim Haseloff

## December

- Researchers use inkjet printing technology to successfully print cells taken from the eye for the first time
- Cambridge unveils pioneering energy-efficient high-performance super computer
- Gaia space mission to create the largest, most-accurate, map of the Milky Way in three dimensions launches



Gaia satellite  
©Jonathan Settle/ESA/International Space Station

## January

- Professor Dame Ann Dowling nominated as the first female President of the Royal Academy of Engineering
- Scientists sequence the genome of the world's oldest continuously surviving cancer, a transmissible genital cancer that affects dogs
- Study of peanut allergy therapy shows 84 per cent success rate



Peanut allergy therapy  
©Daniella Segura (Flickr, CC BY 2.0)

## February

- Researchers identify the first biomarker for major, or clinical, depression
- Researcher growing mini-livers wins prize for reducing use of animals in research
- Polar Museum launches urgent appeal to save 113 photographic negatives taken by Captain Scott



One of the 113 photographic negatives taken by Captain Scott  
©Scott Polar Research Institute Ref: P2012/5/56

## March

- Professor Trevor Robbins is one of three European scientists to share The Brain Prize, the world's largest prize for brain research
- Mathematicians demonstrate the mechanism behind explosive energy releases in the Sun's atmosphere, confirming new theories about how solar flares are created
- Cambridge-made animation about the challenges of leaving care wins best documentary in the British Film Institute Future Film Festival for young film-makers

## April

- Professor Christopher Dobson awarded 2014 Heineken Prize for Biochemistry and Biophysics
- Study shows that unsupervised overnight home use of artificial pancreas is feasible and beneficial



Finger prick blood test  
©Alisha Vargas (Flickr, CC BY 2.0)

## May

- University signs the Concordat on Openness on Animal Research
- Department of Physics achieves Athena SWAN Gold award for boosting the role of women
- Drug developed at Cambridge is approved by NICE for use in treating multiple sclerosis
- Ten Cambridge University academics are elected to the Royal Society



A new drug for multiple sclerosis  
©Jonathan Settle

## June

- Six Cambridge academics named in the Queen's Birthday Honours List
- Government, council leaders, businesses and the University of Cambridge sign deal that could see a £1 billion investment in the Greater Cambridge area
- A daily supplement of an extract found in tomatoes improves function of blood vessels in patients with cardiovascular disease



Extract found in tomatoes improves health of patients with cardiovascular disease

©Marc Wellekötter (Flickr, CC BY 2.0)

## July

- University launches video showing interview process for potential students to demystify admissions process
- Study shows a third of cases of Alzheimer's disease worldwide may be preventable
- KGB files from the famous Mitrokhin Archive – described by the FBI as 'the most complete and extensive intelligence ever received from any source' – open to the public
- Arts Council England awards University of Cambridge Museums nearly £4.5m for 2015-18



Polar snow goggles from the Discoveries exhibition

©Sir Cam

## August

- Cambridge scientists at forefront of monitoring the activity of the Bárðarbunga volcano in Iceland
- Cambridge Innovation Capital announces first three investments from its £50 million Cambridge Cluster fund
- Cambridge commemorates start of the First World War and makes war diaries of Siegfried Sassoon available online

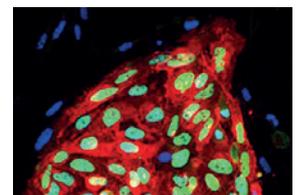


The Soul of an Officer, a sketch from one of Siegfried Sassoon's journals. 1916

©University of Cambridge Digital Library

## September

- £1.1m campaign by Cambridge University Library secures one of the most important New Testament manuscripts – the seventh-century Codex Zacynthius
- Scientists reset human stem cells to earliest developmental state
- Cambridge Enterprise invests a record £2.7 million to support the development of spin-out companies



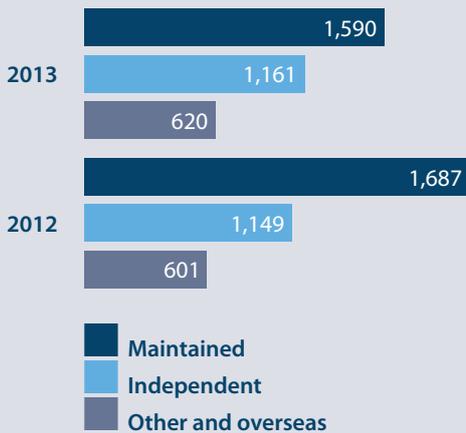
Colony of human pluripotent stem cells stained with OCT4 and Tra-160  
©Nathalie Saurat

# Charting progress

## Admission Statistics



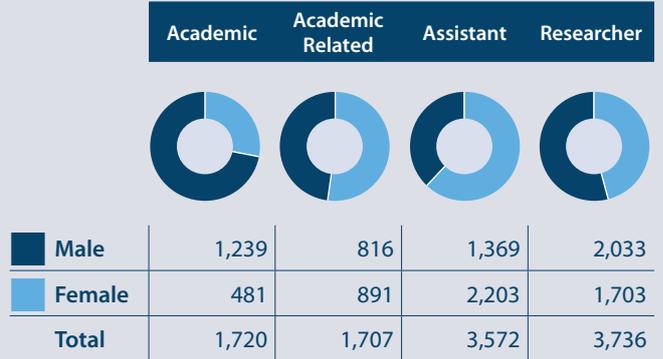
### Undergraduate acceptances by type of school/college by year of entry or deferred entry for the following year



Information provided by the Cambridge Student Statistics Office, Cambridge Admissions Office and Equality and Diversity.

## Staff Equality and Diversity

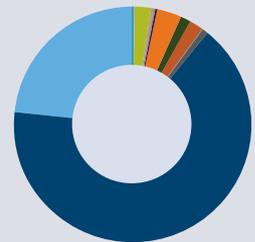
### Staff group by gender



(31 July 2014)

### Staff ethnicity overall

Staff ethnicity percentages given are for staff with a known disclosed ethnic background.



Ethnicity	Number	%*
Arab	14	0.2%
Asian or Asian British - Bangladeshi	8	0.1%
Asian or Asian British - Indian	203	2.4%
Asian or Asian British - Pakistani	20	0.2%
Black or Black British African	34	0.4%
Black or Black British Caribbean	21	0.2%
Chinese	293	3.4%
Mixed Ethnicity	117	1.4%
Other Asian Background	148	1.7%
Other Black Background	10	0.1%
Other ethnic background	75	0.9%
White - British	5,622	65.7%
White - Other	1,995	23.3%
Unknown	2,175	
<b>Total</b>	<b>10,735</b>	<b>100%</b>

\* % of total, excluding unknowns

## Outreach Activity

During 2013–14, outreach teams across the Collegiate University interacted with:



At a total cost of over £4.3m

# Annual Report of the Council

*for the academical year 2013–14*



UNIVERSITY OF  
CAMBRIDGE

# Annual Report of the Council for the academical year 2013–14

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

## The Chancellor

Lord Sainsbury of Turville has visited the University frequently over the year, including visits to Colleges and academic Departments, among them the Institute for Manufacturing, the Judge Business School and Language Sciences (English Faculty) as well as the MRC Laboratory for Molecular Biology. In addition to presiding at the Honorary Degrees Congregation and the Guild of Benefactors Ceremony, he awarded Chancellor's Medals for Outstanding Philanthropy at the Campaign Medallists' dinner. He opened the new Materials Science and Metallurgy Building and the Battcock Centre for Experimental Astrophysics. He attended the launch of the Enterprise Tuesday lecture series (organized by the Centre for Entrepreneurial Learning) and a Gates Cambridge symposium. He visited an exhibition at the Museum of Archaeology and Anthropology, and Lucy Cavendish and St John's Colleges. He attended a briefing and tour at the Centre for Research in Arts, Social Sciences and Humanities and visited the Science Festival.

## The Vice-Chancellor

The Vice-Chancellor, Professor Sir Leszek Borysiewicz FRS, addressed the University on 1 October 2013 on *Choices and Responsibility*, noting the freedom which the University enjoys over its own destiny but also the responsibility which comes with that freedom. He drew attention to the choices before the University, including: the size and shape of its growth; the development of its education and research; and how it built partnerships with benefactors. In a keynote speech at the Institute for Public Policy Research European Jobs and Skills Summit in London in April 2014, he also emphasised the importance of Europe to the University and the UK. The Vice-Chancellor has undertaken many national and overseas engagements on the University's behalf, travelling to various European countries, India, China, Singapore, and the United States.

## The Pro-Vice-Chancellors

After consultation with the General Board, and on the recommendation of the Nominating Committee for the appointment and reappointment of Pro-Vice-Chancellors, the Council appointed Professor Graham Virgo, *DOW*, as Pro-Vice-Chancellor (Education) for three years from 1 October 2014 and reappointed Professor Jeremy Sanders, *SE*, as Pro-Vice-Chancellor (Institutional Affairs) for one year from 1 October 2014.

The Council is grateful to Professor Steve Young, *EM*, Professor Lynn Gladden, *T*, Professor John Rallison, *T*, Professor Jeremy Sanders, *SE*, and Dr Jennifer Barnes, *MUR*, for their service as Pro-Vice-Chancellor through the academical year.

## The Council and its committees

### (i) *The Council: responsibilities and operation*

The Council is defined by Statute A as the principal executive and policy-making body of the University, having general responsibility for the administration of the University, for the planning of its work, and for the management of its resources. It is declared to have power to take such action as is necessary for it to discharge these responsibilities. It also performs such other executive and administrative duties as may be delegated to it by the Regent House or assigned to it by Statute, Special Ordinance or Ordinance.

The Council's Statement of Primary Responsibilities (annexed to this Report) is reviewed annually together with its Standing Orders, the Code of Practice for members of the Council, and the Statement of Corporate Governance.

The Council continues to discharge its responsibilities through ordinary regular meetings (eleven each year) and, as necessary, special meetings (of which there were none in 2013–14); scrutiny of business through the Business Committee, the Advisory Committee on Benefactions, External, and Legal Affairs (ACBELA), and other committees, notably the Finance Committee and the Audit Committee; and through receipt and

approval of routine business by circulation. Business is monitored and managed through the regular consideration of work plans. The Council has continued to hold two strategic meetings a year, one in September and one in the spring. Most material considered by the Council is available to members and staff of the University on its recently launched website at <https://www.governance.cam.ac.uk/committees/council/>.

*(ii) Council membership*

The Nominating Committee for members of the Council in class (e), chaired by Professor Dame Shirley Pearce, met on five occasions during the spring and summer of 2014 and brought forward recommendations to the Council. Mr John Shakeshaft and Mr Mark Lewisohn were reappointed by Grace<sup>1</sup> to membership in class (e) with effect from 1 January 2015 and Ms Sara Weller was appointed for two years from the same date<sup>2</sup>. Dame Mavis McDonald announced her intention to step down as Deputy Chair of the Council with effect from 31 December 2014; a recommendation concerning the appointment of a new Deputy Chair of the Council will be considered by the Council during the Michaelmas Term 2014. The Council wishes to acknowledge with gratitude Dame Mavis's distinguished service as a member of the Council.

A bye-election in class (b) also took place, resulting in the election of Professor Anne Davis with effect from 1 October 2014. The membership until 31 December 2013 and from 1 January 2014 is attached as Annex A.

*(iii) Routine reporting to the Council*

During 2013–14, the Council received a progress report on the North West Cambridge Project at every meeting. Cambridge University Press and the Local Examinations Syndicate (Cambridge Assessment) report annually to the Council; the respective Chief Executive Officers and the Chairs of the Syndicates attend to present their reports and to answer questions. The Director of External Affairs and Communications and the Executive Director of University Development and Alumni Relations also report annually or more regularly as necessary on the work of their teams.

<sup>1</sup> Graces 1 and 2 of 24 April 2014.

<sup>2</sup> Grace 1 of 24 September 2014.

*(iv) Review of governance*

The Council, at its meeting on 21 October 2013, established a working group to undertake a review of the University's governance arrangement as agreed with the HEFCE following the assurance arrangements put in place following the HEFCE's Quinquennial Assurance visit to the University in 2008. The working group's report was approved by the Council on 17 February and published in March 2014.<sup>3</sup> The HEFCE subsequently confirmed that the review provided reassurance about the accountability, transparency and robustness of the University's governance arrangements.

The working group had also, at the request of the Council, considered whether there were matters beyond the scope of the review on which further work might be undertaken; action is being taken in a number of areas to implement their recommendations, as endorsed by the Council. One such action is the approval by the Council in March 2014 of a protocol setting out how the responsibilities of ACBELA interact with those of other bodies. This protocol has been circulated to the Council, to Heads of Institutions, and to the Colleges' Committee.

*(v) Review of the governance and management arrangements for sport within the University*

In 2012–13, the Council established a review committee to consider the governance, management, and funding of sport in the University. Following consultation on the review committee's report of its proposals, a Report was published in March 2014.<sup>4</sup> A ballot has been called on the Grace putting forward the recommendations of the Report for approval and will be held in the Michaelmas Term 2014.

*(vi) Review of the statutory provisions and regulations for nominations and election to the Chancellorship*

A committee was established by the Council in 2012–13 to undertake a review of the statutory provisions and regulations for nominations and election to the Chancellorship. A Report proposing amendments to the nomination and election

<sup>3</sup> Reporter, 6342, 2013–14, p. 438.

<sup>4</sup> Reporter, 6343, 2013–14, p. 452.

arrangements was published in May 2014.<sup>5</sup> Following representation from a member of the Senate, the Graces were withdrawn in July 2014.<sup>6</sup> The Council, at its meeting on 22 September 2014, agreed to publish a Notice putting forward a Grace of the Regent House in respect of the proposed change to the Statute but noting that the proposed changes to the Ordinances should be held back until such time as a ballot of the Senate could (if required) be held economically.<sup>7</sup>

*(vii) Committee arrangements for estates strategy and buildings*

At its meeting on 20 January 2014, the Council received information on suggested revisions to the committee arrangements for estates strategy and buildings. Following further consultation, a Report proposing the establishment of an Estates Strategy Committee, the merger of the Minor Works Sub-Committee and Space Management Advisory Group, and amendments to the membership of the Buildings Committee was approved for publication by the Council on 14 April and its recommendations approved by Grace 5 of 21 May 2014.<sup>8</sup>

*(viii) Review of IT infrastructure and support and the establishment of University Information Services*

In its Report for 2012–13, the Council reported on the approval, by ballot, of the recommendations in the final Report of the review of IT infrastructure and support in the University. The UIS was established as an institution under the supervision of the Council on 31 March 2014 with Mr Martin Bellamy as its Director. The Information Services Committee was constituted from the same date. Work is ongoing on the process of integration and the evolution of a strategy. Mr Bellamy attended the Council's strategic meeting on 22 September 2014 to report on progress and consult on strategy.

<sup>5</sup> *Reporter*, 6347, 2013–14, p. 536.

<sup>6</sup> *Reporter*, 6356, 2013–14, p. 761.

<sup>7</sup> *Reporter*, 6361, 2014–15, p. 57.

<sup>8</sup> *Reporter*, 6344, 2013–14, p. 467, 6348, p. 577. Consequential amendments to the Sites and Buildings regulations were subsequently approved by the Council, General Board, and the Finance Committee and published on 30 July 2014, *Reporter*, 6356, 2013–14, p. 761.

## Governance and constitutional matters

*(i) Technical review of the Statutes and Ordinances*

The new Statutes were approved by Her Majesty in Council on 11 February 2014 and came into effect on that date, together with Special Ordinances and consequential amendments to Ordinance approved by Grace 2 of 3 July 2013 and Grace 1 of 27 November 2013.<sup>9</sup>

*(ii) Electronic voting in ballots of the Regent House*

A Report recommending the introduction of electronic voting in ballots of the Regent House using an in-house system was approved by Grace 1 of 6 March 2013. However, in February 2014, shortly before the first ballot in which votes would be cast online, it became apparent that the system was not ready for use. A further Report proposing, *inter alia*, that Electoral Reform Services be the provider of online voting services in ballots of the Regent House, instead of an in-house system, was published in July 2014.<sup>10</sup> The Report's recommendations for the implementation of online voting with effect from 1 January 2015 were approved by Grace 3 of 22 October 2014.<sup>11</sup>

*(iii) Period of office of a Pro-Vice-Chancellor and grant of title of Senior Pro-Vice-Chancellor*

The Council approved for publication on 14 April 2014 a Report, which recommended that a person be able to hold the office of Pro-Vice-Chancellor in exceptional circumstances for a total period of eight years, and that the title of Senior Pro-Vice-Chancellor be conferred upon one of the Pro-Vice-Chancellors by the Vice-Chancellor following consultation with the Pro-Vice-Chancellors then in office. The two recommendations were approved by the Regent House by Grace 1 of 4 June 2014.<sup>12</sup> The Council, at its meeting on 30 June 2014, authorized pensionable payments additional to stipend to, and agreed the formula for setting the total remuneration of, the holder of the title of Senior

<sup>9</sup> *Reporter*, 6338, 2013–14, p. 371.

<sup>10</sup> *Reporter*, 6355, 2013–14, p. 744.

<sup>11</sup> *Reporter*, 6361, 2014–15, p. 67.

<sup>12</sup> *Reporter*, 2013–14; 6344, p. 465, 6350, p. 613.

Pro-Vice-Chancellor<sup>13</sup>. The amendment to Statute concerning the period of office has been submitted to the Privy Council for approval.

*(iv) Review of student disciplinary procedures*

The Council, at its meeting on 14 April 2014, agreed to establish a review committee of the Council and the General Board to review the University's student disciplinary processes, with a particular focus on the management of cases which invoked both the disciplinary and complaints procedures. A scoping paper with recommendations was circulated for discussion by the General Board's Education Committee and other responsible bodies in the Michaelmas Term 2014.

*(v) Septemviri*

Following receipt of a letter from Professor Sir John Baker, who was Chair of the Septemviri during a recent case, the General Board and the Council agreed to initiate a limited review on the operation of the Septemviri. The recommendations of the review committee were reported to the General Board and the Council in the Michaelmas Term 2014.

## **Accountability and audit**

*(i) Audit Committee membership*

The Committee consists of nine members, the majority of whom are external. It is chaired by Mr John Shakeshaft, an external member of Council (in class (a)). There are two members of Council (in class (b)), four external members (in class (c)) and two co-opted members (in class (d)). In attendance at the meeting are the Chairs of the Cambridge University Press and Cambridge Assessment Audit Committees, Senior University Officers including the Registry, the Senior Pro-Vice Chancellor and the Director of Finance, and the University's Internal Auditors and, where relevant to agenda items, the External Auditors.

There was just one change to Audit Committee membership during 2013–14. Ms Caroline Stockmann,

Chief Financial Officer at the British Council, joined the Committee from 8 May 2014 as an external class (c) member, replacing Mr Andrew Cates who left at the end of the 2012–13 year. The Council is grateful to all current and former members who give their time and expertise in support of the Audit Committee's work.

*(ii) Assurance on the Colleges' use of HEFCE funds transferred by the University to the Colleges for educational purposes*

As part of the overall process of seeking assurance on the Colleges' use of HEFCE funds, an annual meeting is held with representatives from the Colleges. As a result of the last meeting, a workshop was held in September 2013 between senior officers of the University and representatives from the Bursars' Business Committee and General Purchasing Subcommittee. The workshop focused on finding opportunities for greater collaboration between the University and Colleges to improve overall efficiency and effectiveness.

*(iii) Policy against bribery and corruption*

The Committee received an annual review of the University's policy against bribery and corruption. The review summarized the actions that have or will be taken to implement the policy across the University, for example an annual memorandum to Heads of Institutions and Departmental Administrators to remind them of the policy, where to find it, and any updates to highlight. The review noted the internal audit report on Fraud Risk Assessment submitted to the Audit Committee in May 2014. The report highlighted the highest potential risks and future areas to focus on such as the development of HR systems.

An online training module has been launched and brought to the attention of all staff. Cambridge University Press and Cambridge Assessment have separately provided assurance that their own policies against bribery and corruption are compliant with the University's policy.

<sup>13</sup> *Reporter*, 6354, 2013–14, p. 665

*(iv) Risk, emergency, and continuity management*

Risk management is a standing item on the Audit Committee's agenda. The University's Key Risk Register is updated and reviewed by the Risk Steering Committee which meets twice a year. The Risk Steering Committee is chaired by the Senior Pro-Vice Chancellor. Its other members are the Pro-Vice Chancellor (Research), three members of Council (including the Chair of the Audit Committee), and a Head of School. The Finance Director also attends.

New emergency action plans were approved in late 2012. Work on rolling out these plans across all Faculties and Departments continued through 2013 and 14. An internal audit report on emergency and continuity management gave further impetus to this and coincided with the launch of an online repository for the plans. Work is progressing on the uploading of documents into this repository by every department and the use of test exercises. In support of this, a new course on emergency and continuity planning is planned for next year. The University Silver Team had a test exercise in June 2014.

*(v) Re-appointment of internal auditors*

In late Michaelmas Term 2013 a market testing exercise of the internal audit function commenced, in accordance with HEFCE requirements. This enabled the services of the current auditors, Deloitte, to be tested against other providers. The Audit Committee held a workshop in February 2014 to consider the internal audit function and how the Committee viewed its development. The workshop informed the consideration of tender submissions. Following interview, it was agreed to reappoint Deloitte with effect from 1 August 2014 subject to the refreshed approach to their service which they had outlined at interview.

The draft internal audit plan for 2014–15 was submitted to the Committee at its July meeting and highlighted three key features: an increased focus on priority risk areas as aligned with the University's Key Risk Register; a broader insight from specialist and senior input; and greater self-assessment by

Schools, Faculties, and Departments. Alongside the new approach a stronger engagement with Schools, Faculties, and Departments on internal audit matters is planned, for example through improved dissemination of audit findings and easily accessible supporting guidance.

## University resources

*(i) Financial position*

The Council oversees planning and resource allocation matters through its Planning and Resources Committee (PRC), a joint Committee of the Council and the General Board. A significant proportion of the PRC's work during the course of the year is the preparation of the University Budget and five-year financial forecasts, which are reported in detail in the Report on the Financial Position of the University.<sup>14</sup> Although the forecasts for the coming five years show a small surplus planned on the Chest each year, this remains well below the level needed for long-term sustainability; accordingly the University's finances remain, as reported last year, finely balanced.

There are a number of financial risks on the planning horizon, including the triennial valuation of the Universities Superannuation Scheme, the impact of the reform of state pensions, the outcome of the Research Excellence Framework, and possible levels of inflation on items such as pay, energy, and construction costs. The PRC has issued guidance for the next Planning Round which again allows for a prudent 1% increase in allocations to institutions.

An issue of concern in the broader financial context is the extent to which reserves of unspent general income, particularly in the Schools, continue to rise. The Planning Round in 2013–14 focused on this issue, and good progress has been made in understanding the reasons for holding reserves, where reserves are appropriate, and where it is right to begin to use reserves to make strategic investments in academic activity. The Council expects that the accounts for 2013–14 will show that the accumulation of reserves derived from Chest allocations has ceased; and that

<sup>14</sup>Reporter, 6347, 2013–14, p. 539

this trend will continue in 2014–15. The 2014–15 Planning Round will include an investigation of sources of departmental income other than for teaching and research, and the extent to which proceeds from ‘other’ activities are being used to support the core purposes of the University.

*(ii) The Capital Plan*

The PRC is also responsible for managing the University’s capital planning, and for making allocations from the Capital Fund. The need for investment in buildings remains, with major academic developments planned at the Cambridge Biomedical Campus, the New Museums site, the Old Addenbrooke’s site, and at West Cambridge – the last now including both the re-provision of the Cavendish Laboratory and the phased relocation of the Department of Engineering.

The ten-year (to 2020–21) cumulative cost of projects currently in the Green Zone (that is, projects which have the highest level of approval that the PRC is able to give before authorization is given to proceed) is £626m of which £245m is projected to be met from the Capital Fund. A further £150m has been allocated from Chest reserves to meet the costs of renewing the University’s biofacilities. Substantial projects in the Amber Zone, to which no allocation has yet been approved, include Engineering and the Cavendish Laboratory. The Capital Fund must also be managed in such a way that the University is able to respond to opportunities which arise, e.g. through philanthropy or government initiatives. Accordingly, the PRC will scrutinize closely the academic and business case for new buildings, and will continue to review all projects currently in the Green Zone to ensure that opportunities for securing external funding have been fully explored. Since the Council’s last Annual Report, a further £25m has been secured from the UK Research Partnership Investment Fund for a Cambridge Institute for Therapeutic Immunology and Infectious Disease.

*(iii) The cost of an undergraduate education at Cambridge*

Through the PRC, the cost of providing an undergraduate education at Cambridge, using a model for understanding the University’s costs, is reviewed

annually by a working group which includes student representation. Work to improve the understanding of College costs in the model has made good progress during the year.

*(iv) Agreement of the Combined Graduate Fee*

In May 2014, the Council approved for its part an agreement for a scheme, subsequently approved by the PRC and the Colleges after further refinement, under which from 2014–15 the University and College fees will be consolidated within the University Composition Fee, the income from which will be shared, the Colleges collectively receiving a proportion of each fee up to a defined maximum level.<sup>15</sup> The agreement will provide greater clarity on the cost of graduate study for prospective students, foster closer co-operation between the Colleges and the University, and provide a better foundation from which to fundraise for graduate student provision.

*(v) Sustainability metrics*

To assist in longer term strategic planning, a set of sustainability metrics has been developed covering the full range of the University’s operations. These will allow the Council to track performance over time and make comparisons with peer institutions where comparable data are available. The metrics are consistent with the proposals for a new annual sustainability assurance report (ASSUR) to HEFCE and are being further developed in that context.

*(vi) Cambridge University Endowment Fund (CUEF)*

Long-term investments are held in the Cambridge University Endowment Fund (CUEF) managed by the Investment Office with oversight by the Council’s Investment Board. Certain entities linked with the University (notably the Gates Cambridge Trust and the Cambridge Commonwealth, European and International Trust) as well as a number of Colleges are invested in the CUEF alongside the University.

The investments held in the CUEF are intended to support the University’s current and future expenditure for the very long term out of the monthly distributions. The asset allocation and investment selection in the

<sup>15</sup> The terms of the agreement are available online at <https://www.governance.cam.ac.uk/committees/council/Documents/GraduateFeeAgreement.pdf>.

Fund is aimed at optimizing the expected future long run total return bearing in mind the expected future volatility of the return.

The Council receives an annual report about the performance of the CUEF through the Finance Committee. The investment return of the CUEF in the year to 30 June 2014 was 10.4% and the Fund had returned an annualized 13.1% return over a rolling 5 year period.

These figures were favourable both to national and international benchmarks and to the Fund's own investment objective (a long-term total return of RPI + 5.25%). The distribution rate over the year as a percentage of the opening fund unit value was 3.9%. The Council is pleased to note that these returns are being achieved within the parameters of acceptable risk.

### **Government policy and the local, regional and national environment**

#### *(i) Political engagement*

There has been an increased engagement over the past year with political parties on all sides. The University is fortunate to be in a leadership position in discussions about the future of Higher Education and more widely. It is important, however, that such discussions are carefully managed and that they balance the best interests of the University with those of the sector as a whole. This engagement is likely further to intensify during the run-up to the General Election in 2015.

#### *(ii) National funding and financial considerations*

The Department of Business, Innovation and Skills released its annual grant letter to the HEFCE in February 2014. It set out cuts for Higher Education which will put significant pressure on the sector as a whole. There remains considerable uncertainty around mechanisms for the distribution of funding, including for research and capital infrastructure. The Council, through the Vice-Chancellor, will continue to engage fully with these various debates and to monitor the implications of the new funding regime.

The Council is aware that the future of the Universities Superannuation Scheme and of the funding of tuition fees for UK/EU undergraduate students are likely to be the subject of significant debate during the forthcoming year.

#### *(iii) City Deal*

The University, represented by the Pro-Vice-Chancellor (Institutional Affairs), was involved during the course of the year in negotiations with local and national government in a bid for support under the City Deal Scheme. City Deals are agreements between government and a city which give the city powers in respect of: decisions which affect their local area; the growth of local businesses; the creation of economic growth; and the expenditure of public monies. The success of Cambridge's bid was announced by the Chancellor in his Budget speech on 19 March 2014. For five years from 2015, £20m p.a. will be available to the city region to be invested in transport infrastructure with the provision for borrowing ahead. Up to a further £400m will be made available over 10–15 years if this initial investment generates significant additional growth and housing, including affordable housing. From the University's perspective, the infrastructure improvements are necessary to the University in order to facilitate the development of West Cambridge and to provide housing for staff.

#### *(iv) The Committee of University Chairs' (CUC) Governance Code of Practice*

The CUC conducted a review of its Governance Code of Practice in the course of the year. This included a consultation with the sector to which the Council submitted a brief, high-level response. It is likely that the revised Code of Practice will be issued during the forthcoming academical year.

### **Teaching and research**

Teaching and research are the responsibilities of the General Board and of the Schools, Faculties, and Departments. The General Board reports annually to the Council. Their report for 2013–14, annexed to this Report, comments in greater detail.

(i) *Education*

Amongst the developments described more fully in the Board's Report, attention is drawn to measures to enhance the quality of the University's Master's Degree provision. The Board have been pleased to secure the support of the Schools in monitoring provision in this area across their constituent institutions. The Board have approved, with effect from October 2014, an amended Code of Practice for postgraduate research students which clearly sets out what is expected of such students and what, in turn, those students may expect from their Supervisors, their Degree Committees, and their Faculties and Departments.

(ii) *External consultations*

Attention is drawn to two external consultations. Firstly a draft Good Practice Framework for the Handling of Student Complaints and Appeals was issued by the Office of the Independent Adjudicator, which could have very significant implications for the way the University handles student complaints and examination appeals. Secondly, the Board responded to consultations by the (former) Office of Fair Trading (OFT) concerning the issue of academic sanctions applied for 'non-academic' offences undertaken in the context of the OFT's call for evidence in relation to the student as 'consumer'. The OFT's successor body, the Competition and Markets Authority, is undertaking a compliance review to consider, *inter alia*, how consumer protection legislation operates within the sector.

(iii) *Research*

The Council is pleased to note further strong growth in sponsored research income despite the funding constraints on a number of the University's key funding agencies. Research income in 2013–14 was approximately £370m, an increase of c.12% on 2012–13, with performance particularly strong in the Schools of Technology, Humanities and Social Sciences and Clinical Medicine. It is important to note, however, that the research income from two MRC Units (Cancer and Epidemiology) which came into the University during the reporting period is included for the first

time. It was also the first full year during which the Cancer Research Institute was a part of the University, further increasing the total. Together, these units account for approximately half of the increase.

The University's return to the 2014 Research Excellence Framework was successfully completed with submissions under 32 Units of Assessment including a total of 2,200 staff. The Council acknowledges the substantial contribution of staff from across the University in the preparation of the REF exercise and in particular the contributions of the Unit of Assessment Chairs and the REF Project Board.

(iv) *International engagement*

The University's international engagement delivered significant achievements building on the co-ordinated system between the Schools, the International Strategy Office, and other central offices.

The University took a leading role, through the Vice-Chancellor, in influencing the political negotiations surrounding the Horizon 2020 agreement, arguing strongly for 'excellence' as the primary criterion for determining the distribution of EU research funds. Researchers in the School of the Biological Sciences, working with colleagues at the University of Warsaw, will be at the core of one of the first applications to be assessed for the new EU 'Teaming' instrument (eligible for funding of €15–20m at Stage 2). Further afield, the University's institutional collaborations with India were further strengthened by an agreement for post-doctoral early career fellowships, co-funded by the University and the Government of India Department of Biotechnology (DBT). Plans are also well advanced to register a corporate entity in India to manage the University's growing interests in the country.

## University employment

(i) *Pay and Reward arrangements*

Following the review of aspects of Senior Pay and Reward and in accordance with the Joint Report of the Council and the General Board on amendments

to the pay and grading scheme for non-clinical staff<sup>16</sup>, the following proposals were implemented with effect from 1 January 2014:

- (a) The scale of stipends for the University Senior Lectureship was extended by two contribution points;
- (b) Point 68 of the Single Salary Spine was included in Band 1 of Grade 12 and the scale of stipends within each band of Grade 12 was extended to create an overlap between bands and to increase the number of points in the top band up to 100;
- (c) The Advanced Contribution Supplement (ACS) was introduced for academic staff;
- (d) Market Pay was introduced for all staff; and
- (e) A review of existing Market Supplements to absorb them within the extended Single Salary Spine.

(ii) *2014–15 Pay Award*

The Universities and Colleges Employers Association (UCEA) agreed with the trade unions the terms of the pay settlement effective from 1 August 2014. The settlement provided for a 2% increase in the salaries of non-clinical academic, academic-related staff, and assistant staff, together with an additional £60 on point 1 on the national single spine. The offer was made and accepted on the basis that it settled the 2014–15 pay negotiations and drew a line under the 2013–14 pay dispute.

(iii) *Living Wage*

During Lent Term 2014 the HR Committee considered a paper setting out options available to the University should it wish to adopt rates of pay in line with the ‘Living Wage’<sup>17</sup> as the minimum rate of pay for its employees. The General Board and Council subsequently agreed that employees of the University appointed to Grade 1 on the Single Salary Spine would not be paid below spine point 16 with effect from 1 August 2014. Spine point 16 is the first spine point that is equivalent to the current Living Wage rate.

(iv) *CAMbens Employee Benefits*

Following a procurement exercise for the CAMbens car scheme and the CAMbens discount scheme, suppliers have been appointed to continue these schemes providing valuable benefits to employees.

(v) *Equality initiatives*

This year saw substantial activity to progress gender equality. The University published a book and website examining the experiences of women in HE, entitled ‘The Meaning of Success: Insights from Women at Cambridge’. The book was launched at the University’s annual International Women’s Day Lecture. A partnership with Southbank, London, has enabled the University to develop WOW Women of the World Cambridge programmes for the Festival of Ideas in October 2014 and International Women’s Day, March 2015. These programmes will enable the work of ‘The Meaning of Success’ to continue at a national level; this is reflected by the recent invitation to the University to join the 30% Club and publicly puts its name to the call for increased representation of women at senior levels and in decision-making across many different sectors.

The Senior Gender Equality Group appointed Professor Anne Davis and Professor Judith Lieu to represent Schools and Non-School Institutions formally as members of the University’s Gender Equality Group from October 2014.

Professor Roel Sterckx became the University’s Race Equality Champion, leading the new initiative InterConnect, aimed at ensuring fully inclusive practice for staff and students, as appropriate for a global institution with a diverse and multi-national community.

Dr Nick Bampos is the Disability Equality Champion and also has responsibility for the Disabled and LGB&T networks.

The University received funding from Elsevier to progress initiatives focused on improving the retention of women in STEM subjects. It was announced,

<sup>16</sup> *Reporter*, 6302, 2012–13, p. 423

<sup>17</sup> The Living Wage is an hourly rate calculated according to the basic cost of living in the UK, which is set independently and updated annually.

on 25 September 2014, that the University had achieved an institutional Athena SWAN Silver Award. The Department of Physics was awarded Cambridge's first Athena SWAN Gold Award and the first Gold Award for any Physics Department. The Departments of Biochemistry, Chemical Engineering and Biotechnology, Pharmacology, Psychology, Zoology, and Physiology, Development and Neuroscience, the Faculty of Mathematics, the Wellcome Trust Centre for Stem Cell Research, and the Wellcome Trust/Cancer Research UK Gurdon Institute gained Bronze Awards. The Faculty of Philosophy took part in the national pilot of a new scheme equivalent to Athena SWAN, the Gender Equality Charter Mark (GEM) for the arts, humanities, and social sciences.

*(vi) Personal and Professional Development (PPD)*

The PPD leadership development programme was extended in 2013–14 through the introduction of the Aspiring Leaders Programme, Management Essentials, and the Emerging Research Leaders' Development Programme. The Aspiring Leaders Programme complements the existing development opportunities for leaders in the University.

The Secondment Development Initiative has continued to have a positive impact in supporting career development across the University. A number of secondments have taken place this year, giving opportunities for staff to develop their skills in different roles.

New online courses have been launched during 2013–14 including Staff Review and Development, Communications Essentials, and Speed Reading.

### **Cambridge Assessment and Cambridge University Press**

*(i) Cambridge Assessment (CA)*

The Council annually receives a report from Cambridge Assessment. The Chair of the Local Examinations Syndicate and the Chief Executive of Cambridge Assessment attended the Council's meeting on

16 June 2014. They reported that the educational and technological landscape continued to change rapidly. The market environment remained competitive. OCR had experienced particularly turbulent conditions, dealing with both changes to the curriculum and the increasing demands of regulatory compliance.

Developments in the reporting period included the appointment of a new Chief Executive for Cambridge English; the acquisition of Occupational English Test (OET), a new medical English test; and the establishment of a presence in the USA for Cambridge International Examinations (CIE), where CIE could capitalize on its curriculum expertise in response to the introduction in the United States of the national Common Core Standards. New offices had opened in Indonesia, Brazil, India and South America. CA continued to collaborate with Cambridge University Press (CUP) on the joint Cambridge Exams Publishing initiative; this was showing positive results. There had been continued investment in technology which had supported ongoing volume growth. There had been a great number of digital developments in the classroom.

There had been significant capital expenditure in the course of the past year. This is likely to increase further during 2014–15 with investment in a new warehouse at Papworth; the development of the Triangle site adjacent to CUP; and CA's contribution to the Data Centre on the West Cambridge site.

The Council was pleased to note that CA's performance had been on a steady upward trajectory and that the future growth forecast remained strong. 30% of the annual operating surplus is transferred to the University and applied for capital purposes.

*(ii) Cambridge University Press (CUP)*

The Council annually receives a report from Cambridge University Press. The Chair of the Press Syndicate and the Chief Executive of CUP attended the Council's meeting on 16 June 2014. They reported that there had been pleasing progress across a whole range of the Press's activities. The new Board and the revised audit arrangements under the oversight of

the Audit Committee were working well. There had been significant improvements in CUP's financial management processes. The publishing groups were taking a significantly more strategic view in determining the focus of their operations. The Graduate Training Programme had been particularly successful, with this year's recruitment concentrating on the digital revolution. There had been productive ongoing collaboration with Cambridge Assessment and new joint developments such as the MOOC for GCSE Computing. Internationally, work was ongoing to integrate local operations with global products and marketing in Asia and to shift resources to countries which provided more opportunity for growth and lower costs for the same level of quality.

However, there continued to be rapid and radical changes in the publishing market and a highly competitive environment. Building on its achievements and investments of the past year, CUP's priorities are now: accelerating the introduction of new digital products and services; building on the deepening relationships across the University to mutual advantage; streamlining further its business processes to become more efficient and more responsive to evolving customer needs; and completing the next phases of its back office transformation.

Despite a challenging environment and significant strengthening of the pound, the Council notes that in the financial year to 30 April 2014, CUP's sales increased to £263.4m, its operating surplus was on budget at £8.0m, and its underlying growth in constant currency was 5%, reflecting major expansion in ELT and Education offset by slower growth in Academic. As with CA, 30% of CUP's annual operating surplus is transferred to the University.

### **West and North West Cambridge Estates Syndicate**

#### *(i) North West Cambridge Development*

There has been considerable progress on design, planning and infrastructure development on the North West Cambridge Development in the last year. Planning permission has now been obtained for the majority of the buildings in Phase 1 and tenders for the

construction work are now being issued with contracts expected to be agreed from August 2014 onwards. Planning approval for the rest of the Lot designs will be sought over the coming months.

Key construction contracts have been negotiated and exchanged, including the site-wide infrastructure contract worth £50m with Skanska UK, and the agreement for lease with Sainsbury's to operate the supermarket has been secured. Contracts with private residential developers to build the market housing on the development are close to finalization and work has been initiated to seek developers and operators for a hotel and a senior care facility.

Subsidiary companies have been created to operate the estate management company, key worker housing, and the new primary school. The Secretary of State for Education has agreed to enter into a funding agreement with the UTS Cambridge Trust in relation to the University of Cambridge Primary School. The University and Cambridge City Council have formed a joint venture to operate the new community centre.

In July 2014 the Council accepted a recommendation made by the Finance Committee to extend Phase 1 by including a further 164 key worker units and an increase to the borrowing limit to facilitate the market housing development. The University approved these proposals by Grace 1 of 27 October 2014.<sup>18</sup>

#### *(ii) West Cambridge*

Following approval by Planning and Resources Committee, a team has been established to undertake a masterplan review, leading to a new planning application, for the West Cambridge development. The review will focus on improving the quality of environment at West Cambridge through the provision of additional social amenity spaces and shared facilities, increasing the density of development to create more activity and liveliness on site, and the promotion of knowledge transfer through commercial development. The outcomes of the masterplan review are regularly reported to the West Cambridge Project Board and the West and North West Cambridge Estates Syndicate, and will be put forward for approval in 2015 prior to the submission of a new planning application.

<sup>18</sup> *Reporter*, 6362, 2014–15, p. 105.

## Development

In August 2013 the new structure of University Development and Alumni Relations (CUDAR) came into effect. Overall staff numbers have grown from 59 to a current total of over 100 as at 31 July 2014.

### (i) Performance

#### (a) Fundraising

New funds raised for the University during 2013–14 totalled £50m as at 31 July 2014. This figure includes only new cash and pledges secured in this financial year. The number of gifts over £1m was 11, against 14 in 2012–13. These included two gifts in this period of over £5m. There were ten front-line fundraisers in post by 31 July 2014 with dedicated support largely in place for each of the six Schools and, increasingly, Non-School Institutions. Fundraising support roles have been recruited and a training programme for major gifts officers put in place.

#### (b) Alumni engagement

A five-year plan of events aimed at reaching the global alumni community was put in place, working collaboratively with the Colleges. Global Cambridge events took place in Toronto (December 2013) and New Delhi (19 September). The UK flagship Alumni Festival in September attracted more than 1000 alumni back to Cambridge.

Following a review in spring 2014 an updated structure for the Alumni Advisory Board was implemented, with a Steering Committee established to provide alumni views and strategic guidance between main Alumni Advisory Board meetings.

#### (c) Communications

A joint CUDAR, Cambridge Colleges Development Group (CCDG), and Cambridge in America intranet was launched in March 2014 to facilitate sharing of key information and transparency across the Collegiate University advancement community.

### (ii) Preparation for the next campaign

Planning for the next campaign has continued, with agreement on a case for support framework and work on the identification of needs with the Heads of Schools and representatives from the Non-School Institutions. The Academic Fundraising Priorities Working Group met throughout Lent and Easter Terms 2014 to agree campaign needs. A Campaign Advisory Group was established with University and College representation, to review key components of the campaign plan and case for support.

The Campaign Chairs have been enlisted and recruitment of the Campaign Board is underway.

An internal announcement of the campaign to the Collegiate University took place on 1 October 2014, looking towards a public launch in autumn 2015. The working target for the campaign has been set at £2bn.

### (iii) Organizational capability

Key appointments continue to be made across all functional teams within CUDAR, with the Director of Principal Gifts in post in September 2014.

A Programme Manager has been recruited to oversee the discovery and implementation phase for the planned upgrade of the University's current fundraising database. This project is overseen by a formal Project Board chaired by the Senior Pro-Vice-Chancellor, with members drawn from the Schools, Colleges, University Information Services, Cambridge in America and CUDAR.

### (iv) College collaboration

Work to increase collaboration across CUDAR and the Colleges on a basis that is consistent with the agreed Code of Practice has seen the completion of a first round of top prospect management meetings between CUDAR, Cambridge in America, and each College. This activity is supported by the launch in August of PRISM, a new mechanism to allow the sharing of information about prospects between CUDAR and individual Colleges securely on the intranet.

The CCDG and CUDAR held two joint induction sessions in 2013–14 for all new alumni and development officers in Colleges and the University. Regular information-sharing meetings have been implemented between the CCDG Executive and the CUDAR senior management team, between the Directors of Development of the Colleges and the Executive Director and Chief Operating Officer of CUDAR, and between functional teams within University and College development and alumni relations offices.

24 November 2014

L. K. Borysiewicz, *Vice-Chancellor*  
 N. Bampos  
 Jeremy Caddick  
 Stephen J. Cowley  
 Anne Davis  
 David Good  
 Helen Hoogewerf-McComb  
 Andy Hopper  
 Richard Jones  
 Fiona Karet  
 F. P. Kelly  
 Mark Lewisohn  
 Rebecca Lingwood  
 Mavis McDonald  
 Susan Oosthuizen  
 Rachael Padman  
 Shirley Pearce  
 John Shakeshaft  
 Jean Thomas  
 Evianne van Gijn  
 I. H. White  
 A. D. Yates

## ANNEX A

### Council membership 2013-14

The Chancellor and the Vice-Chancellor

	To 31 December 2014	To 31 December 2016
<i>Elected as Heads of Colleges</i>	Professor Francis Kelly, <i>CHR</i> Professor Dame Jean Thomas, <i>CTH</i> (from 8 November 2013)	Professor Ian White, <i>JE</i> Professor David Yates, <i>R</i>
<i>Elected as Professors or Readers</i>	Professor Nicholas Gay, <i>CHR</i> Professor Andrew Hopper, <i>TH</i>	Professor Dame Athene Donald, <i>R</i> Professor Fiona Karet, <i>DAR</i>
<i>Elected as members of the Regent House</i>	Dr Nicholas Bampos, <i>TH</i> Dr Stephen Cowley, <i>SE</i> Mr Ian Du Quesnay, <i>N</i> Dr Susan Oosthuizen, <i>W</i>	The Reverend Jeremy Caddick, <i>EM</i> Dr David Good, <i>K</i> Dr Rebecca Lingwood, <i>HO</i> Dr Rachael Padman, <i>N</i>
<i>External members</i>	Mr Mark Lewisohn, <i>CHR</i> Mr John Shakeshaft, <i>T</i>	Dame Mavis McDonald Professor Dame Shirley Pearce
<i>Student members</i> (To 30 June 2014)	Mr Richard Jones, <i>JN</i> Ms Rosalyn Old, <i>R</i> Ms Felicity Osborn, <i>JN</i>	
<i>Student members</i> (From 1 July 2014)	Ms Evianne van Gijn, <i>CLH</i> Ms Helen Hoogewerf-McComb, <i>N</i> Mr Richard Jones, <i>JN</i>	

Secretary: The Registry

## ANNEX B

### STATEMENT OF PRIMARY RESPONSIBILITIES

The Council has adopted this Statement of Primary Responsibilities.

The principal responsibilities of the Council are defined by University Statute A IV 1 which reads:

- (a) *The Council shall be the principal executive and policy-making body of the University. The Council shall have general responsibility for the administration of the University, for the planning of its work, and for the management of its resources; it shall have power to take such action as is necessary for it to discharge these responsibilities. It shall also perform such other executive and administrative duties as may be delegated to it by the Regent House or assigned to it by Statute or Ordinance.*
- (b) *The Council shall have the right of reporting to the University. It shall advise the Regent House on matters of general concern to the University.*
- (c) *The Council shall perform such duties in connection with financial matters as are assigned to it by Statute F I.*
- (d) *The Council shall make an Annual Report to the University, and shall initiate and submit a Grace for the approval of the Report by the Regent House.*
- (e) *The Council shall have the power of submitting Graces to the Regent House and to the Senate. The procedure for the submission of Graces shall be prescribed by Ordinance.*
- (f) *The Council shall oversee the work of all those institutions in the University which are placed under its supervision, and shall ensure that the University officers assigned to those institutions are satisfactorily performing the duties and fulfilling the conditions of tenure of their offices.*

Pursuant to these responsibilities the Council:

- through its Finance Committee, its Audit Committee and the Planning and Resources Committee ensures the University's accountability for the proper use of public funds;
- supervises the financial position of the University through its statutory Finance Committee;
- arranges audit through its statutory Audit Committee;
- conducts legal business and ethical scrutiny, especially in respect of the acceptance of benefactions and investment responsibility, through its Executive Committee;
- discharges its responsibilities in relation to the University as an employer through the Human Resources Committee (HRC), a joint Committee with the General Board;
- develops University policy on the advice of the General Board and that of specialist advisory bodies;
- conducts planning and resource allocation through the Planning and Resources Committee (PRC) and the Resource Management Committee (RMC), both joint Committees with the General Board;
- deals with business about buildings and the University estate with the advice of the Buildings Committee (a joint Committee which reports through the PRC), and on the advice of the Finance Committee;
- informs and advises the Regent House through Reports, Notices and Graces, and through considering remarks made at Discussions;
- conducts the University's relations with Government, HEFCE, other national bodies, and local and regional bodies;
- supports and advises the Vice-Chancellor and, either through him or her or directly, the Pro-Vice-Chancellors;
- supervises University institutions placed under its supervision, particularly through receiving reports, and also through the PRC and the HRC;

- through the Finance Committee exercises financial and some other supervision of Cambridge University Press, the Local Examinations Syndicate (Cambridge Assessment), University-owned companies and some free-standing bodies such as the Cambridge scholarship trusts;
- pursuant to Act of Parliament, discharges responsibilities for the University Student Unions through its Council Committee for the Supervision of the Student Unions;
- makes (or recommends) senior appointments (including the Vice-Chancellor, Pro-Vice-Chancellors, the Registry, and, through its Standing Appointments Committee established by Ordinance, Directors and other senior staff in the Unified Administrative Service;
- monitors risk management, emergency management and value for money surveillance;
- monitors the implementation of major projects, through special groups and the Syndicate for the West and North West Cambridge Estates;
- through the work of the Information Services Committee, monitors the provision of IT infrastructure and support
- keeps University governance and similar matters under review;
- makes a statutory annual report to the University;
- monitors its own performance and effectiveness.

The Council has published the following statement (*Ordinances*, 2014, p. 118):

#### **NOTICE BY THE COUNCIL**

##### *Statement of intention*

In carrying out their functions as the principal executive and policy-making body of the University the Council will consult the Regent House on questions of policy which in the Council's judgement are likely to prove controversial. They will do this by submitting a Grace to the Regent House for the approval of a provisional decision or statement of intention; where appropriate, such a Grace will allow for the expression of a preference between alternative options. The Council will give consideration to remarks made at any Discussion of such matters and to the outcome of any vote on them.

# Annual Report of the General Board to the Council

*for the academical year 2013–14*



UNIVERSITY OF  
CAMBRIDGE

# Annual Report of the General Board to the Council for the academical year 2013–14

## 1. Introduction

- 1.1 The General Board present this Annual Report on their work for the academical year 2013–14.
- 1.2 The Board draw particular attention to the following major activities which have engaged the Board, Schools and institutions during the year:
  - The University's REF Submission (paragraph 5.2);
  - The Combined Graduate Fee (paragraph 7.6);
  - Affiliation of Faculty and Departmental Libraries to the University Library (paragraph 2.10);
  - Master's Degree provision (paragraph 2.1)
- 1.3 The Board have increasingly involved the Councils of the Schools and their Heads in a wide range of matters including: the affiliation of Faculty and Departmental libraries to the University Library; career opportunities for postdoctoral researchers; proposals for the establishment of University offices of Lecturer (teaching) and Senior Lecturer (teaching); the development of international strategies; the enhancement of Master's Degree provision; and the University's submission for the 2014 REF. A School-based fundraising model for the next development campaign has been established and the Heads of the Schools have been instrumental in defining the themes of that campaign. Each Head of School now routinely makes a presentation to the Board about that School's strategic plans. Those plans, which were considered in the Easter Term, brought to the fore some common challenges in particular the urgent need for capital investment and more responsive reward structures. The Board expect to give further consideration during 2014–15 to the formal relationship between the Schools and their constituent institutions.

## 2. Teaching and learning, and quality assurance

- 2.1 Both the Postgraduate Taught Experience Survey (PTES) and Postgraduate Research Experience Survey (PRES) were conducted in 2013. 84% of postgraduate taught students and 82% of postgraduate research students declared that their expectations were met. However, issues were identified to justify the remedial steps described below. Results from a Cambridge Research Experience Survey were also reported in 2013 and provided more localised evidence of the experience of research students. In response to the Postgraduate Taught Students Experience Survey (PTES) results, and in the light of discussions by the Board of Graduate Studies, the Board promoted two initiatives aimed at improving the quality of provision in courses leading to a Master's Degree. To ensure that the expectations of prospective students are accurate, the quality and consistency of information available in the Graduate Prospectus have been improved using a template of standard information. At the request of the Board, the Schools are undertaking a more detailed review of provision. The Board have also reviewed arrangements for the examination of Master's Degree courses, and are consulting Degree Committees on proposals designed to put in place more coherent assessment frameworks for the M.Phil. Degree, primarily based on distinguishing between research courses (examined by means of a thesis and oral) and others with a range of formally assessed components.
- 2.2 In response to concerns about results of the Postgraduate Research Student Experience Survey (PRES), in particular in respect of supervision, the Board's Education Committee, after consultation with Degree Committees about their compliance with key expectations of the Board's Code of Practice for Research Students, approved a revised Code for students commencing their studies in 2014–15. The revisions make clearer what is expected of Faculties and Departments, and of students,

including: introduction of a requirement for each University institution to have a nominated individual to fulfil the role of Director of Graduate Education; introduction of a requirement for the appointment of a supervisory team, and clarification of the role of the Adviser; to require regular formal progress meetings and clarification of the purpose of such meetings; and to require approval by the Board of Graduate Studies of alternative forms of the progress examination (the examination to determine if a student should be formally registered for the Ph.D. Degree). The amended Code can be found at [http://www.admin.cam.ac.uk/students/studentregistry/current/graduate/policy/pdf/code\\_of\\_practice14\\_15.pdf](http://www.admin.cam.ac.uk/students/studentregistry/current/graduate/policy/pdf/code_of_practice14_15.pdf). The Board will monitor compliance with the amended Code.

- 2.3 In response to judgements by the Office of the Independent Adjudicator (OIA) in respect of disclosure and anticipation of the needs of individual students, amendments were made to the Code of Practice for reasonable adjustments for disabled students. Expectations of reasonable adjustments to teaching practices were reviewed and amended for students with Special Learning Difficulties. The Board's Education Committee received, and approved, nine requests in 2013–14 for alternative modes of assessment under the Code. The Department for Business, Innovation & Skills has recently announced its intention to change the arrangements for Disabled Students' Allowances for 2016–17 (which provide funding for academic support needs of disabled students). An action plan will be developed during the course of 2014–15, once further information is available. To mitigate the effects of the changes, actions are likely to include increasing access for all students to assistive technology and software, and promotion of inclusive teaching practices.
- 2.4 The University was granted the Erasmus Charter for Higher Education for 2014–2020. The Board's Standing Committee on Student Mobility reviewed Erasmus partnerships to ensure a strategic approach to exchange agreements under the new Erasmus+ programme. A broader

audit of the University's current student mobility activities was also undertaken and is being used to inform the development of guidelines for future arrangements, to be issued in 2014–15. In response to a recommendation in the Quality Assurance Agency's (QAA) Institutional Review, a research project was undertaken into the support needs of international students with a particular focus on induction. The project's report included a number of recommendations to enhance integrated arrangements for support of international students, and a plan for future action was endorsed by the Board.

- 2.5 The Education Committee's Teaching and Learning Sub-Committee has overseen the launch of a new website to support teaching staff (<http://www.teachingsupport.cam.ac.uk/>) and has introduced a series of events for Directors of Teaching to facilitate networking and the exchange of good practice. The work of the Education Committee's Teaching and Learning Services Steering Group has continued, with six grants of a total value of £92k being made in the year to support innovation in teaching. The Group continues to oversee a project for the University-wide installation of Moodle to replace CamTools as the Virtual Learning Environment (VLE).
- 2.6 The Board have previously set up a Board of Executive and Professional Education (BEPE) to monitor and, where appropriate, endorse non-award-bearing provision in this area. A range of University providers is involved. That Board also considers applications for endorsement from Colleges. Cambridge provision in these areas has been more coherently presented through a central website ([www.epe.admin.cam.ac.uk](http://www.epe.admin.cam.ac.uk)). BEPE has recently established a Strategic Working Group to advise it and the central bodies on how Cambridge might best position itself in executive and professional education activities over the foreseeable future. The Group will report to the General Board during 2014-15.

2.7 The Board have continued to monitor national and international developments in Massive Open Online Courses (MOOCs) through a Working Group on Open Access Online Provision. Whilst the Board have (thus far) agreed that the University should decline invitations to participate with other MOOC providers, there has been considerable activity in the development of Small Online Closed Courses and Virtual Learning Environments across a number of University institutions. In addition, parts of the University produce web material to raise public awareness about scholarship, their subjects, and the University more generally. Cambridge has also been involved in the production of MOOC material for schools through Cambridge Assessment and initiatives in the Departments of Engineering, Pure Mathematics and Mathematical Statistics, and Physics. Such developments, which are externally financed, are consistent with the University's widening participation activities. The Board will maintain a watching brief in this area but they are clear that: protection of the Cambridge brand remains of paramount importance; the production of online material is resource-intensive; quality control of such material should not be handed over to third parties; and developments should not be based on short-term commercial gain.

2.8 As part of the Board's rolling programme of Learning and Teaching Reviews, the following institutions were reviewed in 2013-14: the Faculties of Architecture and History of Art, Classics, and Economics; the Departments of Geography, and Physiology, Development and Neuroscience; and Judge Business School. During the year the Education Committee considered responses to reviews of the following institutions: the Faculties of Divinity, and Education; the Departments of Anglo-Saxon, Norse, and Celtic, Biochemistry, Chemical Engineering and Biotechnology, Veterinary Medicine, and Zoology; and Judge Business School. In addition to such reviews, the Board also considered annual presentations from the Directors of the

Institute of Continuing Education, the Fitzwilliam Museum, and Kettle's Yard, on the work of these institutions, in particular the contributions to the University's teaching and research.

2.9 The new Committee on Student Health and Wellbeing (*Reporter*, 6302, 2012-13, p. 431) met for the first time in Michaelmas Term 2013, and has developed a University strategy for student wellbeing and an associated action plan. This includes piloting of mindfulness techniques to build student resilience, for which funding has been secured for a project with the Department of Psychiatry to evaluate the effectiveness of this provision.

2.10 During the year the Board have monitored progress in implementing their agreed policy that all Faculty and Departmental libraries should be affiliated to the University Library. The Board remain convinced that a coordinated University-wide library service will enhance the quality of the service, lead to staffing and space efficiencies, and better position Cambridge to meet future challenges. All the institutional libraries in the School of the Humanities and Social Sciences are now affiliated, and good progress is being made across the other Schools. The Board are grateful to the University Librarian and her colleagues for their ongoing efforts in this regard.

### **3. External scrutiny and stakeholder engagement**

3.1 The Board responded in detail to a draft Good Practice Framework for handling student complaints and academic appeals, circulated by the OIA. The Board expressed concern about: the status of the final Framework (particularly the extent to which OIA judgements in individual cases might be unduly influenced by the extent to which an HEI adheres to the Framework); the unrealistically short timetables proposed for the determination of cases; and the implication that appeals and complaints procedures might, in the final stages, not necessarily have to rely

on adjudications by senior academic staff. The Colleges collectively responded in similar terms. The final Framework, expected in the Michaelmas Term 2014, could have significant implications for the University's student appeals and complaints procedures.

- 3.2 The Board have also, through their Education Committee, responded to a consultation from the (former) Office of Fair Trading about the use of academic sanctions against students for 'non-academic offences' (for example, failure to pay debts other than University Composition Fees). This consultation was part of a more general 'call for evidence' by the OFT in relation to the undergraduate student as 'consumer', sharing information across the sector, and the extent to which competition across the sector enhances student choice. The OFT's successor body, the Competition and Markets Authority (CMA), has expressed an interest in the HE sector through, in the first instance, undertaking a 'compliance review' of how consumer protection legislation operates within the sector with particular reference to undergraduate students. The possibility that CMA's interest in this area may result in more onerous requirements for publicly available information is a real one.
- 3.3 The University maintained its overall satisfaction rating of 92% in the 2013 National Student Survey (covering undergraduate provision), compared with a sector average of 86% and a Russell Group average of 88%. Of particular concern to the Education Committee were the results in respect of workload and ensuring the availability of support to students in managing the load and pace of the Tripos.

#### **4. Degrees, courses, and examinations**

- 4.1 During the course of the year, the Board have approved new M.Phil. Degree programmes in: Geography; Machine Learning, Speech and Language Technologies; Mathematics; World History; American History; Modern and British

History; and new strands in the M.Phil. Degree programmes in Sociology, and in Asian and Middle Eastern Studies. As a consequence of the University securing a number of EPSRC Centres for Doctoral Training, the Board have also approved the introduction of new M.Res. programmes in: Physical Sciences; Graphene Technology; Future Infrastructure and Built Environment; Gas Turbine Aerodynamics; and Sensor Technologies and Applications. A new M.St. programme in Housing was also approved. In addition, the Board have approved a number of new 'non-member' awards.

- 4.2 The Education Committee approved amendments to the Board's guidance on external examining arrangements. The revised guidance clarifies the role and responsibilities of External Examiners, specifically expectations relating to marking and moderating, and integrates guidance on external examining for undergraduate and postgraduate taught programmes. The amendments ensure that the University's procedures are consistent with the Quality Assurance Agency's UK Quality Code for Higher Education.

#### **5. Research**

- 5.1 The Board are pleased to note a healthy growth in research income notwithstanding the constraints on public funding to the Research Councils. Research income in 2013-14 was in excess of £370 million, a significant increase on that in 2012-13. Income growth was achieved by every School, with performance particularly strong in the Schools of Technology, the Humanities and Social Sciences, and Clinical Medicine. Growth in income from the EU was again a major contributor, although significant growth income from charities and the Research Councils was also important. The value of new awards won remained in excess of £400m and significantly above that achieved historically.

- 5.2 The University's return to the 2014 Research Excellence Framework (REF) was successfully completed with submissions under 32 Units of Assessment including a total of 2,200 staff and 242 impact case studies. The results of REF 2014 will be published in December 2014 and will be used by HECFE as the basis for calculating the QR element of the University's grant from 2015–16. The Board acknowledges the substantial contribution of staff from across the University in the preparation of the REF exercise and in particular the contributions of the Pro-Vice-Chancellor (Research), Unit of Assessment Chairs and the REF Project Board. The Board commissioned a review led by the Pro-Vice-Chancellor (Education), which focused on lessons learned from the administration of the REF submission. Following the approval of an Action Plan by the Research Policy Committee in July 2014, key recommendations of that review, including continuing oversight of REF matters by the REF Project Board and Policy Committee, a more formal role for the Heads of the Schools, and further activities to develop IT support to support data collection for future REF exercises and capture material for future impact case studies, are being implemented.
- 5.3 The University's Strategic Research Initiatives and Networks, which aim to build on areas of existing research strength by bringing together a critical mass of expertise from across the Schools, have been expanded with four new Initiatives launched (in Big Data, Public Policy, Cardiovascular Disease, and Synthetic Biology). Further activities have been pursued to develop the University's strategic relationship with major funding agencies. In 2013–14 there were visits from senior staff of a number of agencies including the European Commission, the Wellcome Trust, EPSRC, ESRC, and MRC: further meetings of this nature are planned for 2014–15. Agencies such as the Research Councils are increasingly providing an element of their funding through central awards to key University partners, for example Impact Acceleration Accounts, hence the need to provide a central focal point for dialogue.
- 5.4 The Board have continued the process of implementation of revised policies and procedures required to comply fully with the requirements of HEFCE and other funding agencies. A key element of this has been further work, led by the University Library and the Research Strategy Office, to support academic staff to meet the requirements of HEFCE's new Open Access Policy regarding eligibility of journal and conference presentations for future REF exercises. HEFCE's new guidelines require the provision of an Open Access version of a publication within three months of the acceptance of a journal article for publication, and the University Library is leading activities to support staff to comply with this requirement. The Open Access Project Board is considering the wider implications of the requirements of RCUK, the Wellcome Trust, and other sponsors concerning Open Access publication, including new provisions regarding the application of Open Access principles to the publication of research data. There has also been a series of coordinated activities to meet the expectations of the Concordats on Openness in Animal Research and Research Integrity, including an expansion of the remit of the University Research Ethics Committee to include research integrity matters.
- 5.5 Building upon the implementation of the X5 costing tool in 2013–14, the Research Office and University Information Services have continued the development of IT systems support for the research grant lifecycle. This has included the launch of a new application to provide Principal Investigators with accessible and up-to-date information on their research grant expenditure, and a business process review of the research contracts process as an initial step to explore options for upgrade or replacement of the existing IT systems support for contracting. As part of the review, the Research Office and UIS are pursuing an application to provide Principal

Investigators and Departmental Administrators with regular updates on the progress of contracts.

## 6. International engagement

6.1 2013–14 was significant for the University's international engagement, as the benefits of better coordination between the Schools, the International Strategy Office, and other central offices became evident. The Schools now describe international engagement priorities in their Planning Round submissions; and the Advisory Committee on Benefactions, External and Legal Affairs, considers proposals with an international dimension which require additional monitoring and evaluation. The International Strategy Committee proposed new ways for the University to demonstrate its international engagement, both in Cambridge and around the world; while the International Engagement Group meets regularly during the year to discuss the implementation of specific policies and initiatives.

6.2 The University was the most active UK university during the negotiations surrounding the Horizon 2020 agreement, which concerned the future distribution of EU research funds. The Russell Group acknowledged Cambridge's role in securing a strong settlement for the UK. Following the launch of Horizon 2020 in January 2014, there has been a significant increase in the number of Cambridge researchers applying for EU funding. Researchers in the School of Biological Sciences, working with colleagues at the University of Warsaw, will be at the core of one of the first applications to be assessed for the new EU 'Teaming' instrument. Concerted engagement should advance the interests of Cambridge and other research-intensive universities during the transition to a new European Commission and Parliament.

6.3 A pilot scheme of postdoctoral fellowships to enhance international research collaborations, initially with partners in India, has been launched; the initial programme involves five 5-year,

fixed-term early career fellowships, co-funded by the University and the Government of India Department of Biotechnology (DBT). Postholders will be based in Cambridge, but there will be a requirement that up to three years should be spent at the partner institution in India.

6.4 To support the University's engagement with Africa, formal governance structures have been established for a multi-disciplinary Cambridge-Africa programme, bringing together a number of existing initiatives together with the Africa-related activities of the Wellcome Trust-Cambridge Centre for Global Health, launched in November 2013.

6.5 The University is developing a more strategic approach to strengthening its relationships with partners in the USA, especially in the fields of energy and international development.

## 7. Planning and resources

7.1 The Board oversee planning and resource allocation matters through the Planning and Resources Committee (PRC), a joint Committee of the Council and the General Board. A significant proportion of the PRC's work year is concerned with the preparation of the University Budget and five-year financial forecasts, which are reported in detail in the Report on the Financial Position of the University (*Reporter* 2013–14, p.539) which also recommends annual allocations from the Chest. The Budget position for the coming five years shows a small surplus planned on the Chest in each year. However, the scale of the surplus continues to fall well below the University's long-term financial target for sustainability, and the central bodies accordingly judge that the University's finances remain finely balanced.

7.2 As last year, there are a number of significant financial risks on the planning horizon including, for example, the triennial valuation of the Universities Superannuation Scheme, the impact of the reform of state pensions, the outcome

of the Research Excellence Framework, and possible levels of inflation on items such as pay, energy, and construction costs. The PRC has issued guidance for the next Planning Round which again allows for a prudent 1% increase in allocations to institutions.

- 7.3 An issue that concerned the Board is the extent to which Chest-derived reserves, particularly in the Schools, continue to rise despite the challenging economic circumstances. The Planning Round in 2013–14 focussed on this issue, and good progress has been made in understanding the reasons for holding reserves, where reserves are appropriate, and where it is right to begin to use reserves to make strategic investments in academic activity. The Board expect School reserves to have fallen in 2013–14 as Schools have begun to make use of them. For the 2014–15 Planning Round, an equivalent piece of work will be undertaken to improve the shared understanding of sources of departmental income other than teaching and research, and the extent to which proceeds from ‘other’ activities are being used to support the core purposes of the University.
- 7.4 The Board continue to use a Resource Allocation Model to support decisions concerning the allocation of recurrent budgets to Schools. Work has begun to develop the next generation of that Model, which should be more responsive to changes in University income resulting from changes in activity in Faculties and Departments, whilst still providing stability where income changes as a result of external factors beyond the University’s control.
- 7.5 The Board noted that the appetite for capital investment in buildings remains high, with major academic developments planned at the Cambridge Biomedical Campus, the New Museums site, the Old Addenbrooke’s site, and West Cambridge – the last now including both the re-provision of the Cavendish Laboratory and the move of the Department of Engineering.

7.6 The PRC played a key role in securing the Colleges’ agreement to a Composite Graduate Fee model, whereby for each Graduate course the University Composition Fee and the College Graduate Fee are consolidated into a single Fee, with the aggregated Fee income being shared in agreed proportions between the University and the Colleges. Such a model has been a common aspiration for the University and the Colleges for some time, and the Board were pleased that agreement on the details has been reached, in view of the positive implications for graduate recruitment and fundraising opportunities. The single Fee is anticipated to have advantages for student recruitment and fundraising. The model will take effect from 2015–16.

7.7 The Board continue to monitor, through the PRC, the cost of providing an undergraduate education at Cambridge. A robust model for understanding the University’s costs has been agreed, and the calculation is monitored by a small working group which includes student representation. Work to improve the understanding of College costs has made good progress during the year.

## 8. Establishment of new senior positions

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

- Professorship of History of Art in Department of History of Art;
- Readership in Corporate Law in the Faculty of Law;
- Professorship of Climate Change Economics and Policy in the Department of Land Economy;
- Genzyme Professorship of Neuroimmunology in the Department of Clinical Neurosciences;
- Readership in Transfusion Medicine in the Department of Haematology;
- Readership in Statistics in Biomedicine in the Department of Medical Genetics;
- Professorship of Respiratory Biology in the Department of Medicine;
- Professorship of Immunology and Infectious Diseases in the Department of Medicine;
- Royal Society Research Professorship of Molecular Cancer Biology in the Department of Oncology;
- Stephen W. Hawking Professorship of Cosmology in the Department of Applied Mathematics and Theoretical Physics; and
- Readership in Probability in the Department of Pure Mathematics and Mathematical Statistics.

## 9. Human Resources

9.1 During the Lent Term 2014 the Board consulted Schools and University institutions about a proposal to establish two new categories of University office for those whose primary responsibilities are the organization and delivery of teaching. Whilst it is anticipated that the majority of offices will continue to be established Lectureships where the requirement to undertake teaching and research remains, the proposed new offices if approved would provide a career structure for, and recognize the valuable contribution to teaching made by,

a small number of staff with primarily teaching responsibilities. The Board subsequently published a Report to the University (*Reporter*, 2013–14, p. 745).

The Board have also proposed the introduction of the titles of Associate Clinical Sub-Dean and Regional Clinical Sub-Dean in the School of Clinical Medicine, so as better to recognize the participation of NHS Consultants who, in addition to contributing to the teaching of students, take on educational leadership responsibilities (*Reporter*, 2013–14, p. 748).

9.2 The changes to aspects of senior pay published in the Joint Report of the Council and the General Board on amendments to the pay and grading scheme for non-clinical staff implemented following the Second Joint Report of 25 July 2005 (*Reporter*, 2012–13, p. 423) were implemented with effect from 1 January 2014. The introduction of Advanced Contribution Supplements for academic staff and Market Pay primarily for other staff categories has proved a valuable mechanism to assist with recruitment and retention of senior staff in an increasingly competitive international employment market.

During the Lent Term 2014 the HR Committee considered the options available should the University wish to adopt the 'Living Wage'. The General Board and the Council subsequently agreed that University employees should not be appointed below spine point 16 of the single salary spine with effect from 1 August 2014. Spine point 16 is the first point that meets the current rate of the Living Wage. Employees paid below that point at 1 August 2014 were therefore uplifted to spine point 16.

9.3 The Board have issued revised guidance to Schools and University institutions about (i) the appointments procedures for Chairs of Faculty Boards and Heads of Departments, covering their duties, eligibility and the selection process, and (ii) the conduct of business by Appointments Committees.

- 9.4 The Personal and Professional leadership development programme was developed further through the introduction of the Aspiring Leaders programme, Leadership Essentials and the Emerging Research Leaders' Development Programme. Complementary online modules are in development for these and other PPD programmes.
- 9.5 The Office of Postdoctoral Affairs (OPdA) was set up in August 2013. Established to provide a focus for the needs of postdoctoral research staff, the OPdA has developed a programme of work to support and enhance the experience of such staff. During its first year the OPdA has secured dedicated space to provide a Postdoc Centre and meeting point, and set up a network of volunteers to provide support and advice to newly appointed staff and a programme of development activities to support post-doctoral staff in their careers.

## 10. Health and safety

- 10.1 The Occupational Health and Safety Service (OHSS), consisting of the merged departments of the Safety Office and Occupational Health Service, continues to prioritise the provision of risk-focussed support, including advice, training, and monitoring, to University institutions and to the Colleges. Oversight of governance remains the responsibility of the Health and Safety Executive Committee (HSEC).
- 10.2 Although there have been no significant changes in relevant health and safety legislation in 2013–14, the Health and Safety Executive (HSE) continues to review its policies and codes of practice to reflect the recommendations of the Löfstedt Report with a goal of simplification rather than deregulation. The OHSS continues to ensure its policies and procedures remain effective and proportionate. New electronic systems for accident/incident reporting and safety data collection are being developed and implemented to streamline and speed up

reporting routes and simplify Departmental administration. A new OHSS website is under development which will simplify access to all the support functions of the service.

- 10.3 Key contracts held by OHSS for specialised services in hazardous waste disposal were reviewed, re-tendered, and subsequently awarded on the basis of improved service provision to Departments, continued compliance with all statutory requirements, and best value, resulting in significant savings in overall costs to the University.
- 10.4 Estate Management and OHSS continue to strengthen working relationships to develop enhanced audit/inspection programmes for building projects, contractor oversight and Duty of Care visits, and comprehensive health and safety training programmes for EM staff.
- 10.5 The Board commissioned a report on the governance and operational frameworks and processes of animal facilities at the University. The Review Group made their Report to the Board in the Michaelmas Term 2014.

*5 November 2014*

L. K. Borysiewicz, *Vice-Chancellor*  
Philip Allmendinger  
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# Reports and Financial Statements

*for the year ended 31 July 2014*



UNIVERSITY OF  
CAMBRIDGE

## Reports and financial statements for the year ended 31 July 2014

Financial review	33
Corporate governance	44
Members of the Council	46
Statement of public benefit	47
Statement of internal control	49
Statement of responsibilities of the Council	50
Independent auditors' report to the Council	51
Statement of principal accounting policies	53
Consolidated income and expenditure account	58
Note of consolidated historical cost result	59
Consolidated statement of total recognised gains and losses	60
Balance sheets	61
Consolidated cash flow statement	62
Notes to the accounts	63

# Financial review

## Preliminary

The commentary that follows is intended to give the readers of the financial statements an overview of the finances and operations of the University group including Cambridge Assessment and Cambridge University Press. It should be read in conjunction with the Annual Report of the Council and the Annual Report of the General Board to the Council for the academic year 2013–14, which are published alongside these financial statements. The financial position of the teaching and research activities of the University may be seen more clearly in the Financial Management Information published in the Reporter. Further detailed information about the finances and operations of Cambridge Assessment and Cambridge University Press is given in the annual reports of those entities which are also published.

## Scope of the Financial Statements

*The consolidated financial statements cover the teaching and research activities of the University, its subsidiary companies which undertake activities which for legal or commercial reasons are more appropriately carried out by limited companies, Cambridge Assessment and Cambridge University Press and their subsidiary companies and joint ventures, and the Gates Cambridge Trust and the Cambridge Commonwealth, European and International Trust (the 'Associated Trusts').*

*Cambridge Assessment and Cambridge University Press are constituent parts of the corporation known as the Chancellor, Masters and Scholars of the University of Cambridge. Cambridge Assessment's primary work is the conduct and administration of examinations in schools and for persons who are not members of the University. Cambridge University Press is the publishing house of the University dedicated to publishing for the advancement of knowledge, education, and learning worldwide.*

*The Associated Trusts are separately constituted charities. They are deemed to be subsidiary undertakings of the University since it appoints the majority of the trustees of each Trust. The purposes of these Trusts are to support the University by enabling persons from outside the United Kingdom to benefit from education in the University by the provision of scholarships and grants and otherwise.*

## Mission

The mission of the University of Cambridge is to contribute to society through the pursuit of education, learning, and research at the highest international levels of excellence.

Its principal activities are teaching and learning, research, stewardship of collections and ancient buildings, and the examinations and publishing activities of Cambridge Assessment and Cambridge University Press respectively.

## Funding

The sources of income of the University are:

- The government, which through the Higher Education Funding Council for England (HEFCE) provides a block grant for teaching and a grant determined by the quality and volume of research through the Research Assessment Exercise (Research Excellence Framework for 2014).
- Students through fees charged for instruction and facilities.
- Research income from publicly funded Research Councils, charitable foundations, European Union funding, and through collaborations with the private sector.
- Benefactions and donations for current use.
- Investment income from our accumulated endowment and other assets.
- Income from services provided to external customers, including the customers of Cambridge Assessment and Cambridge University Press.
- A small but increasing income from commercialisation of intellectual property.

## Accounting for endowment and investment income

The main investment pool generating endowment and investment income is the Cambridge University Endowment Fund (CUEF). The CUEF is managed on a total return basis, such that the amount distributed annually for budgetary expenditure is determined by a formula which has regard to the total return reasonably to be expected over the long term. The CUEF's portfolio is largely invested indirectly through fund managers with the approach intended to maximise total investment return within acceptable risk. A substantial proportion of the CUEF's investments yield little or no income in the form of dividends, interest or rents. In the year ended 31 July 2014, distributions by the CUEF exceeded the income received from its underlying investments by £66m (2013: £61m), the balance of the distributions being funded by drawing on long-term capital growth.

In these financial statements total endowment and investment income includes the income from CUEF's underlying investments rather than the distributions made by the CUEF. The impact is that endowment and investment income is £66m less than it would have been had it been based on distributions, with a corresponding increase in capital gains (reflected in the statement of recognised gains and losses). For the individual trust funds and other endowment funds which have invested capital in the CUEF, the full distribution remains available as income.

## Financial performance for the year

The consolidated results for the year ended 31 July 2014 are summarized in Table 1.

<i>Table 1</i>	<b>2013-14</b>	2012-13	<b>Change</b>
	<b>£m</b>	£m	<b>%</b>
Income	<b>1,504</b>	1,438	<b>+4.6%</b>
Expenditure	<b>(1,510)</b>	(1,415)	<b>+6.8%</b>
(Deficit) / surplus on continuing operations	<b>(6)</b>	23	
Transfer from restricted endowments	<b>50</b>	50	
Surplus for the year retained within general reserves	<b>44</b>	73	
Net assets	<b>3,177</b>	3,074	<b>+3.4%</b>

Corresponding figures including the element of CUEF distributions funded out of long-term capital growth, as explained above, are:

	<b>2013-14</b>	2012-13
	<b>£m</b>	£m
Income	<b>1,570</b>	1,499
Surplus for the year retained within general reserves	<b>74</b>	99

This consolidated position is built up from the University's three main segments: its core academic activities and the examination and publishing activities carried out by Cambridge Assessment and Cambridge University Press respectively. Within the group there are a number of intra-group transactions, principally the financial and other support for the University's academic activities made by both Cambridge Assessment and the Press. Table 2 gives segmental information.

Table 2

**Surplus / (deficit) on continuing operations**

		<b>Income</b>	<b>Expenditure</b>	<b>Surplus / (deficit)</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Results by segment</b>	Education and research	909	964	(55)
	Cambridge Assessment	351	313	38
	Cambridge University Press	265	261	4
	Financial support of the University by Cambridge Assessment	(16)	(16)	–
	Financial support of the University by Cambridge University Press	(2)	(2)	–
	Pension scheme and other adjustments	(3)	(10)	7
		<b>1,504</b>	<b>1,510</b>	<b>(6)</b>

The University Group's revenues exceeded £1.5 billion for the first time. Although Cambridge Assessment and the Cambridge University Press remained in surplus, Cambridge Assessment strongly so, the Education and research activities result was a deficit of £55m after accounting for investment income as described above. Including the element of CUEF distributions funded out of long-term capital growth, the segment's surplus on continuing operations was £11m.

Research grants and contracts income increased by £39m (+12%) to £371m, with particular growth in European Commission-funded research and reflecting the full year effect of research institutes transferred to the University from Cancer Research UK and the Medical Research Council. Academic fees increased by £25m (+14%) with a further year of undergraduate fees at the higher rate and increased fees for post-graduate courses. This increase was offset somewhat by a reduction in recurrent funding from HEFCE as the new funding regime for Home/EU undergraduates was phased in.

The University's international exams group Cambridge Assessment designs and delivers assessments to over 8 million learners in over 170 countries. Cambridge Assessment offers these qualifications through three exam boards: Cambridge English Language Assessment, Cambridge International Examinations, and Oxford Cambridge and RSA Examinations (OCR). Income from its examination and assessment services increased to £341m (2013: £317m) in the year. The international businesses of English language testing and of international examinations continued to be particularly strong, offsetting a difficult environment for OCR which saw a significant reduction in revenue as a result of changes in national policy on qualifications in the UK. Cambridge Assessment transferred £16m (2013: £16m) during the year in support of the University's education and research activities.

The Cambridge University Press is the University's publishing arm and furthers through publication the University's objective of advancing learning, knowledge and research worldwide. It collaborates with Cambridge Assessment where appropriate, notably in English language materials and testing. The Press is organized into three main streams: Academic books and journals, English language teaching materials and Education publishing. Revenue from the University's publishing

activity was overall broadly level. A substantial proportion of the Press's sales are denominated in foreign currencies, and the general strengthening of sterling had an adverse impact on the level of reported sales, despite underlying growth of close to 5%. This reflected steady growth in the English Language and Education streams but the Academic books and journals publishing business remained challenging.

The University receives and generates significant Other Income, including contributions from Health and hospital authorities, income from intellectual property managed primarily through Cambridge Enterprise Limited, unrestricted donations of £13m (2013: £14m), rents from its non-operational properties, and in some years significant donations of, and for the purchase of, heritage assets.

## Change in financial position

Table 3 below gives the movement in net assets showing the capital flows into the group, analysed into its three main segments, and the impact of changes in the values of investment assets.

Table 3

### Movement in net assets

	Education and research £m	Cambridge Assessment £m	Cambridge University Press £m	University Assistants Pension scheme £m	Total £m
Net assets at 1 August 2013	2,965	356	44	(291)	3,074
Surplus / (deficit) on continuing operations	(55)	38	4	7	(6)
New endowment capital	30	–	–	–	30
External funding for capital expenditure	12	–	–	–	12
Actuarial loss on retirement benefits	–	–	(8)	(54)	(62)
Increase in investment values	133	6	–	–	139
Currency and other adjustments	–	–	(9)	(1)	(10)
Net assets at 31 July 2014	3,085	400	31	(339)	3,177

Net assets for the University Group increased by £103m (+3.4%). New capital receipts for endowment and for capital expenditure in aggregate £52m were received and the investment portfolio made gains, partially offset by actuarial loss arising from accounting for the Group's pension schemes on an FRS17 basis.

## Capital expenditure

The University continues its investment in refreshing, renewing and expanding its operational estate and equipment and in the physical facilities and IT infrastructure for Cambridge Assessment and Cambridge University Press. This continual investment in infrastructure is essential if the University is to remain globally competitive. The level of capital expenditure is projected to increase substantially over the next few years.

Major capital expenditure projects, mainly new buildings, are funded from a combination of sources including operating cash flows, government funding through HEFCE and external donations. Equipment is funded mainly by research grant sponsors, supplemented by operating cash flows. The University's capital planning framework schedules buildings and large equipment purchases over a planning period of up to 25 years to match academic priorities and to take account of inter-dependencies between projects. Cambridge Assessment and the Press similarly have major programmes of capital expenditure on office and logistics buildings and on enhanced business systems.

Over the year the University's total capital expenditure on property, plant and equipment was £188m, of which £118m was in respect of the University's academic activities.

During the year there was capital expenditure of £25m for preparatory works on the North West Cambridge development. On other sites major items of expenditure incurred in the year included the new building for Chemical Engineering and Biotechnology, the Data Centre, extension to the CAPE building (all on the West Cambridge site), the Cambridge Conservation Centre and various projects on the Cambridge Biomedical Campus.

Other investment was made over a number of projects across the University's main sites, and in capital expenditure, primarily on business systems, by Cambridge Assessment and Cambridge University Press.

## North West Cambridge Development

The University is developing its site at North West Cambridge, currently comprising primarily agricultural land. The proposals include site infrastructure and landscaping, University housing for letting to staff, market housing for sale and let, supermarket and retail units and further sites for research. This will contribute to the strategic need to provide affordable and high quality housing for post-doctoral research staff and others at the beginning of their careers with the University. The development will add to the long-term strategy of the University in allowing further expansion of academic activities. The market housing, which will number 1,500 units, and retail and commercial developments contribute significantly to the viability of the development.

Planning permission has now been obtained for the majority of the buildings in Phase 1 and key construction contracts have been let, including the site-wide infrastructure contract. Contracts with private residential developers to build the market housing on the development are close to finalization and work has been initiated to seek developers and operators for a hotel and a senior care facility.

## Endowment and other investments

The University's endowment and other investments support posts and activities and gives important financial assistance to students. The investment assets are managed in three principal pools:

### (i) Cambridge University Endowment Fund (CUEF)

The majority of fixed asset investments and endowment assets are held in the CUEF, which is managed by the University's Investment Office with the advice and oversight of the Investment Board. Colleges and other charities linked with the University are permitted to invest in the CUEF, to gain from its scale, diversification and professional management. The Associated Trusts are substantially invested in the CUEF, and a number of Colleges have made investments.

The CUEF's long run investment objective is to achieve or exceed an average annual rate of total return (i.e. income and net capital gains), net of all costs and before distributions are taken into account, equal to RPI plus 5.25%, such that after the distributions for expenditure in the operating budget are taken into account the capital is maintained in real terms. A further objective is to manage judiciously the risk taken in order to meet the total return objective by utilising diversification of investment strategies, of investment asset classes and of investment managers.

The amount distributed for expenditure in the operating budget is determined by a formula based on underlying capital values combined with factors which smooth the rate of spending changes from year to year, allowing a degree of certainty for planning purposes.

During the year ended 30 June 2014 the CUEF had an investment return of 10.4% (2013: 20.0%). After payment of distributions to investors the unit value increased by 6.4% (2013: 15.2%). The Fund has returned an annualized 13.1% return over a rolling 5 year period.

The value of the CUEF at 30 June 2014 was £2,291m (2013: £2,072m). The asset allocation and investment selection in the Fund is aimed at optimizing the expected future long run total return bearing in mind expected future volatility. The CUEF's asset allocation at that date was:

Public equity	63%
Private investment	10%
Absolute return	12%
Credit	3%
Real assets	11%
Fixed interest/cash	1%

### **(ii) Money market investments**

The majority of the University and Group current asset investments are invested in the deposit pool. This pool is managed by the Finance Division according to guidelines on diversification, exposure, and credit quality agreed by the Finance Committee. The investments are principally short-term deposits with banks and similar institutions.

### **(iii) Other investment assets**

Some long-term investments are held outside the CUEF including certain investment properties in Cambridge, other securities, and equity investments in spin-out companies overseen by the University's technology transfer company Cambridge Enterprise.

## **Public Bond**

On 17 October 2012 the University issued £350m of 3.75% unsecured bonds due October 2052. The bonds are listed on the London Stock Exchange. The net proceeds of the issue of £342m are for general corporate purposes, including investment in research facilities, accommodation and other assets. Pending application to the capital programme and in the North West Cambridge development the funds raised are invested conservatively in the CUEF and other investment vehicles.

The University is rated Aaa (stable) by Moody's Investor Services.

## **Staff costs and pensions**

Staff costs make up 46% of the University group's total operating expenditure and 56% in respect of the University's education and research activities (which comprise three-quarters of the total group staff costs). Total staff costs increased by 7.5% over the prior year to £650m through the increase in Research Grants and contracts volumes and business growth of Cambridge Assessment, against continuing pay restraint in the uncertain economic conditions.

The costs and risks of the pension schemes to which the University is exposed remain of concern; in particular the Universities Superannuation Scheme (USS). The deficit of the USS is not yet reflected in the University's balance sheet but is a major exposure for the University. Changes introduced recently by the USS for benefits in respect of future service were insufficient and proposals are currently under discussion for more radical changes to benefits in order to make the scheme affordable and sustainable. The University's contribution to the USS continues at 16% of pensionable pay; this is expected to increase following the USS's triennial valuation as at 31 March 2014.

The University group has three other major schemes: the Cambridge University Assistants' Contributory Pension Scheme (CPS) for assistant staff, and two schemes for staff of the Cambridge University Press. The CPS is a hybrid defined benefit scheme with a DC component and remains open to new joiners and to future accrual. The University is making deficit-recovery contributions

to the scheme of £14.6m per annum for fourteen years commencing August 2011. Certain changes to future service benefits were introduced from 1 January 2013 in order to reduce risk and cost to the University in the interests of making the CPS affordable and sustainable. The Cambridge University Press defined benefit schemes are closed to new joiners and are subject to a recovery plan projecting an aggregate deficit contribution of £47.6m over the nine years to 2022.

The CPS and the Press's schemes, being single-employer schemes, are included in the financial statements following Financial Reporting Standard 17 (FRS 17). The total net pension liability under FRS 17 is £417m (2013: £364m), of which £79m relates to the Press's schemes.

## Development and alumni relations

The benefits of philanthropy are long-term, strengthening Cambridge's financial security for posterity at a time of intensifying global competition and uncertainty. The University and the Cambridge Colleges are committed to continued investment in fundraising and in building close relationships with alumni and supporters internationally. During 2013-14 the University received £30m (2013: £41m) in new endowment capital and £13m (2013: £14m) in unrestricted donations.

Planning for the next campaign has continued, with academic needs being identified in order to focus fund-raising priorities. An internal announcement of the campaign to the Collegiate University took place on 1 October 2014, looking towards a public launch in autumn 2015.

## The financial outlook

The financial landscape is continuing to evolve as policy changes in student funding are implemented and government policy for Higher Education funding develops. The recurrent research and capital grants from HEFCE are likely to remain a core part of the University's income. Although the teaching grant has been severely reduced, this is offset by an increase in home/EU student tuition fees, albeit reducing annually in real terms whilst the fee remains fixed at £9,000. Collegiate Cambridge makes a material loss on undergraduate education and to contain this, and maintain the quality of education, the University's undergraduate numbers will remain broadly constant. Graduate numbers are expected to continue to follow the historic trend of around 2% growth per annum and with a continuing revision of our post-graduate fees should provide a steady net increase in funding.

Research grant and contract income has increased substantially, both organically and by transfers-in of research institutes in Cambridge. This volume growth is compounding the problem of inadequate recovery of the indirect costs of research from sponsors. A TRAC based analysis indicates that the University recovers only 89p for every £1 it spends on research and it is evaluating the options available to it for mitigating this loss.

The University faces significant challenges in funding its ambitious but essential strategic capital expenditure programme, including replacing the significant reduction in HEFCE's capital funding stream.

Cambridge Assessment's overseas activities are expected to continue to thrive while the OCR business stream is subject to policy and regulatory changes in the UK. OCR is investing for the future and projects a return to surplus. Cambridge Assessment has an ambitious programme of investment in systems, warehouse facilities, and a major new office building in Cambridge to accommodate growth and achieve operational efficiencies. Cambridge University Press continues to find its markets demanding, particularly in the US, and is addressing the acceleration of digital publishing and changing profile of its customers. The Press is expected to increase steadily its turnover and its surplus.

Performance of investment assets has been strong, with favourable impact on the University's endowment and the assets of its pension schemes. However, global economic uncertainties have emerged more strongly in recent months and returns at the target levels look challenging over the near future.

### Principal risks and uncertainties affecting the long-term financial position

The principal risks the University must address do not change: its long-term ability to maintain and develop its research funding, to attract the best staff and students, and to maintain and renew its physical facilities. The activities of Cambridge Assessment and Cambridge University Press are subject to the pressures of international competition, and they must balance the need to generate sufficient net income to ensure that they thrive with the need to support the University's core academic activities whenever possible.

The key financial uncertainties and risks are:

- the possibility of further cuts to government support for teaching and research, and the erosion in real terms of the Home/EU undergraduate fee;
- the outcome of the Research Excellence Framework exercise in 2014, which will have a major impact on the University's research funding;
- funding of sponsored research by charities and foundations, and their unwillingness to cover the full costs, and an increase in EC-sponsored research also at a level below full economic costs;
- movements in investment markets reducing the value of the endowment and other investment assets;
- increasing and uncertain costs of pension provision;
- pay inflation, against a background of pay restraint in recent years;
- the ability to continue to invest in buildings, infrastructure and equipment for both teaching and research, against a background of reduced government and research council capital funding;
- the support by benefactors for endowment, capital expenditure and for current use; and
- the economic success of Cambridge Assessment and the Press, which operate in challenging international markets. Cambridge Assessment provides an increasingly important source of unrestricted funding for the teaching and research activities of the University.

The University is proposing significant capital expenditure in the coming years on academic buildings, office buildings for Cambridge Assessment, and the North West Cambridge development. The University has strong cash flows from its operations, holds liquid assets

following the recent issuance of a public bond, and substantial long-term investment assets. However, it will continue to be dependent on support by benefactors to achieve its objectives.

The costs and risks of the pension schemes to which the University is exposed remain of particular concern, and in this respect changes to the USS benefit structure are necessary.

## In conclusion

The University group's financial operating performance has allowed a surplus to be retained in general reserves for future investment. Academic activities remained finely balanced, but Cambridge Assessment's operations were again at a significant surplus. Operating cash flows remain strong and there was another good performance by the University's investments in the year, building a steady long-term growth.

The future comprehensive spending review is likely to be challenging for the UK higher education sector, and the outcome of the 2014 Research Excellence Framework will be critical for the University. The new undergraduate fee regime has been absorbed satisfactorily. The University continues to diversify its funding sources and is now focusing in particular on building its philanthropic income. The principal financial challenge over the coming decade will be the funding of the strategic capital programme.

The University is one of the world's leading academic institutions and has a reputation for outstanding academic achievement. This reputation has been built up over a long time and is an important factor in attracting the best academic staff and the best students. Maintaining the financial ability to continue to attract and retain the best staff and to provide research and teaching facilities commensurate with our standing as one of the world's leading universities remains an ongoing challenge.

Professor Steve Young

*Senior Pro-Vice-Chancellor*

## Corporate governance

1. The following statement is provided by the Council to enable readers of the financial statements to obtain a better understanding of the arrangements in the University for the management of its resources and for audit.
2. The University endeavours to conduct its business in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, and leadership) and within the general principles of the Guidance to Universities which has been provided by the Committee of University Chairmen and its 'Guide for Members of Governing Bodies of Universities and Colleges in England, Wales and Northern Ireland'. Further information is given at paragraph 9 below.

Under the Statutes, the Governing Body of the University is the Regent House, which comprises the resident senior members of the University and the Colleges, together with the Chancellor, the High Steward, the Deputy High Steward, and the Commissary. Subject to the Regent House, the Council of the University is the principal executive and policy-making body of the University, with general responsibility for the administration of the University, for the planning of its work, and for the management of its resources. The membership of the Council includes four external members, one of whom chairs the Audit Committee (see paragraph 7 below). The Statutes provide for the appointment of a Deputy Chairman of the Council, normally one of the external members, to take the chair as necessary or when it would be inappropriate for the Vice-Chancellor to do so, in particular in relation to the Vice-Chancellor's own accountability. The General Board of the Faculties is responsible, subject to the Regent House and to the responsibilities of the Council, for the academic and educational policy of the University.

3. The University is an exempt charity and is subject to regulation by the Higher Education Funding Council for England. The members of the University Council are the charity trustees and are responsible for ensuring compliance with charity law.
4. The Council is advised in carrying out its duties by a number of Committees, including the Planning and Resources Committee, the Finance Committee, the Audit Committee, the Remuneration Committee, the Investment Board, and the Risk Steering Committee. The Planning and Resources Committee is a joint committee of the Council and the General Board. Its responsibilities include the development and oversight of the University's Strategic Plan, and the preparation of the University's budget. The Finance Committee is chaired by the Vice-Chancellor and advises the Council on the management of the University's assets, including real property, monies, and securities, and on the care and maintenance of all University sites and buildings. The Audit Committee, which has a majority of external members, governs the work of the Internal and External Auditors, reporting on these matters directly to the Council. The Remuneration Committee is chaired by an external member of the Council and advises the Council on the remuneration of senior staff in the University. The Investment Board, which has a majority of external members, advises the Council on the management of the University's investment assets. The Risk Steering Committee is responsible to the Council for the identification of the major corporate risks and their management.

5. Under the terms of the Financial Memorandum between the University and the Higher Education Funding Council for England, the Vice-Chancellor is the Accountable Officer of the University.
6. Under the Statutes, it is the duty of the Council to exercise general supervision over the finances of all institutions in the University other than the University Press (which is governed by the Council and the Press Syndicate through separate statutory arrangements); to keep under review the University's financial position and to make a report thereon to the University at least once in each year; to recommend bankers for appointment by the Regent House; and to prepare and publish the annual accounts of the University in accordance with UK-applicable accounting standards such that the accounts give a true and fair view of the state of affairs of the University.
7. It is the duty of the Audit Committee to keep under review the effectiveness of the University's internal systems of financial and other controls; to advise the Council on the appointment of external and internal auditors; to consider reports submitted by the auditors, both external and internal; to monitor the implementation of recommendations made by the internal auditors; to satisfy themselves that satisfactory arrangements are adopted throughout the University for promoting economy, efficiency, and effectiveness; to establish appropriate performance measures and to monitor the effectiveness of external and internal audit; to make an annual report to the Council, the Vice-Chancellor, and the Higher Education Funding Council for England; to receive reports from the National Audit Office and the Higher Education Funding Council for England. Membership of the Audit Committee includes as a majority five external members (including the chair of the Committee), appointed by the Council with regard to their professional expertise and experience in comparable roles in corporate life.
8. There are Registers of Interests of Members of the Council, the General Board, the Finance Committee and the Audit Committee, and of the senior administrative officers. Declarations of interest are made systematically at meetings.
9. The University is a self-governing community whose members act in accordance with the seven principles of public life (see paragraph 2 above) and in pursuit of the objectives and purposes of the University as set out in its Statutes. The University complies with most but not all of the voluntary Governance Code of Practice published in March 2009 by the Committee of University Chairmen. In particular the Vice-Chancellor is chair of the Council, which does not have a majority of external members, and the Council is subject to the statutory authority of the Regent House. The University has no immediate plans to change these arrangements, which have proved reliable over many years in enabling the University to achieve its academic objectives.

# Members of the Council and the charity trustees during the year ended 31 July 2014

## *The Chancellor*

Lord Sainsbury of Turville

## *The Vice-Chancellor*

Professor Sir Leszek Borysiewicz

## *Heads of Colleges*

Professor Ian White

Professor David Yates

Professor Francis Kelly

Professor Dame Jean Thomas (from 8 November 2013)

Professor Robert Lethbridge (to 30 September 2013)

## *Student Members*

Mr Richard Jones

Ms Rosalyn Old (to 30 June 2014)

Ms Flick Osborn (to 30 June 2014)

Ms Evianne van Gijn (from 1 July 2014)

Ms Helen Hoogewerf McComb (from 1 July 2014)

## *Professors or Readers*

Professor Fiona Karet

Professor Dame Athene Donald

Professor Nicholas Gay

Professor Andrew Hopper

## *External Members*

Mr Mark Lewisohn

Dame Mavis McDonald (Deputy Chair)

Professor Dame Shirley Pearce

Mr John Shakeshaft

## *Members of the Regent House*

The Reverend Jeremy Caddick

Dr Rebecca Lingwood

Dr David Good

Dr Rachael Padman

Dr Nick Bampos

Dr Stephen Cowley

Mr Ian Du Quesnay

Dr Susan Oosthuizen

The Chancellor, external members, student members, Professor Lethbridge, Professor Yates, The Reverend Caddick and Mr Du Quesnay are not employees of the University. Professor Thomas was an employee of the University until 31 December 2014. Professor Lethbridge was an employee of the Gates Cambridge Trust, a subsidiary undertaking. The other members of the Council are employees of the University. No member of the Council receives payment for serving as a member of the Council.

## Statement of Public Benefit

The University is an exempt charity subject to regulation by the HEFCE under the Charities Act 2006. The University reports annually on the ways in which it has delivered charitable purposes for the public benefit.

The Council, in reviewing the University's activities in this regard, has taken into account the Charity Commission's guidance on public benefit. The Council is satisfied that the activities of the University as described in these Reports and Financial Statements, and in the Annual Report of the Council, fully meet the public benefit requirements.

### The Mission of the University

The Mission of the University is 'to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence'. The University makes a significant contribution, through these activities, directly and most obviously to the advancement of education, research and dissemination of knowledge.

### Research

The University is widely recognised as one of the leading research universities in the world both in terms of quality and in terms of scope and breadth. Research is undertaken at the highest level across a wide range of areas. The University takes seriously its obligations to disseminate and make publicly accessible the outcomes of its academic research activities through publication, teaching, conferences, consultancy and other knowledge transfer and outreach activities. It therefore offers public benefit through the continued advancement of knowledge across the sciences, medicine, arts, humanities, culture and heritage.

A substantial proportion of the research undertaken in the University across the fields of clinical medicine, biomedicine, physics of medicine and engineering leads directly to the advancement of health and the saving of lives. Research is also carried out in the area of sustainability, environmental protection and improvement.

Research work in the University is focussed at local, national and international levels. The products of this research have a wide-ranging influence through the advancement of understanding and its application in scientific and technological advances, and through informing public debate on policy. The impact of the University's research extends to governments, public sector bodies and charities.

### Education

The University's research activities feed directly into its teaching at every level. Around 19,000 students, of whom 12,000 are undergraduates, pursue courses across a wide range of disciplines. The quality of the education (and, as importantly, the educational experience) which the University provides is consistently recognised by the University's status at or near the top of national and international rankings.

## Statement of Public Benefit

The University is committed to admitting students of the highest intellectual potential, irrespective of social, racial, religious, financial or other considerations. The University ensures that individuals from all backgrounds can benefit from the opportunities afforded by a first-rate education and are not unreasonably excluded from those opportunities by the charging of fees. The University ensures that bursaries are available where necessary and outreach activities are undertaken to improve participation by under-represented groups. Financial support is provided to students from overseas through University funds and by trusts associated with the University. Further information is available at: <http://www.admin.cam.ac.uk/univ/cambridgebursary/> and <http://www.admin.cam.ac.uk/offices/gradstud/fees/funding/new.html>

The University is aware that there are significant variations in the educational opportunities, information and support available to individuals. It therefore invests significant resource and effort into its access and widening participation activities. The University encourages applications from people with disabilities and from mature students.

For the wider community a broad range of lectures, seminars and courses provide the opportunity for members of the wider public to share in the University's educational provision. The University's Institute of Continuing Education offers short non-credit courses, residential and summer schools.

The University is committed to equipping those who participate in its educational programmes with the highest quality of teaching and pastoral, infrastructural and academic support. It is fundamental to the University's mission that its students are personally, academically and professionally equipped to contribute positively to society. In this regard, the quality and depth of their student experience benefits them directly but also benefits the societies to which they will contribute, through their participation in the workforce and as informed and questioning citizens.

## **The wider applications of the University's commitment to disseminating knowledge**

The University's publishing house the Cambridge University Press contributes to the University's commitment to make publicly accessible the outcomes of academic research activities in Cambridge and from across the world by publishing peer-reviewed academic material and other educational publications. Through Cambridge Assessment the University develops and delivers a range of widely used and respected examinations, benefiting the UK and world-wide community by offering internationally recognized qualifications, raising aspirations and transforming lives.

## Statement of internal control

1. The Council is responsible for maintaining a sound system of internal control which supports the achievement of policies, aims, and objectives, while safeguarding the public and other funds and assets for which the Council is responsible, in accordance with the *Statutes and Ordinances* and the Financial Memorandum with the HEFCE.
2. The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims, and objectives; it therefore provides reasonable but not absolute assurance of effectiveness.
3. The system of internal control is designed to identify the principal risks to the achievement of policies, aims, and objectives; to evaluate the nature and extent of those risks; and to manage them efficiently, effectively, and economically. This process was in place for the year ended 31 July 2014 and up to the date of approval of the financial statements, and accords with HEFCE guidance.
4. The Council is responsible for reviewing the effectiveness of the system of internal control. The following processes have been established:
  - (a) The Council meets eleven times throughout the year to consider the plans and strategic direction of the University.
  - (b) The Council receives periodic reports from the Chairman of the Audit Committee concerning internal control and the minutes of all meetings of the Audit Committee.
  - (c) The Council's Risk Steering Committee oversees risk management. The Council receives periodic reports from the Chairman of the Risk Steering Committee and the minutes of all meetings of the Risk Steering Committee.
  - (d) The Audit Committee receives regular reports from the internal auditors, which include the internal auditors' independent opinion on the adequacy and effectiveness of the University's system of internal control and risk management, together with recommendations for improvement. Risk management is a standing item on the Audit Committee agenda.
  - (e) The University provides information (primarily through web-based resources) to those who own or manage central or School risks.
  - (f) A system of indicators has been developed for the University's key strategic risks.
  - (g) A robust risk prioritization methodology based on risk ranking and cost-benefit analysis has been established.

The Council's review of the effectiveness of the system of internal control is informed by the work of the internal auditors, Deloitte LLP.

5. The Council's review of the effectiveness of the system of internal control is also informed by the work of the senior officers and the risk owners within the University, who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their management letter and other reports.

## Statement of the responsibilities of the Council

Under the University's Statutes and Ordinances it is the duty of the Council to prepare and to publish the annual accounts of the University in accordance with UK applicable accounting standards such that the accounts give a true and fair view of the state of affairs of the University.

The Council is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the University.

In preparing the financial statements the Council is required to:

- (a) select suitable accounting policies and then apply them consistently;
- (b) make judgements and estimates that are reasonable and prudent;
- (c) state whether applicable accounting standards have been followed;
- (d) prepare the financial statements on a going concern basis unless it is inappropriate to presume that the University will continue to operate;
- (e) ensure that income has been applied in accordance with the University's Statutes and Ordinances, and its Financial Memorandum with the HEFCE and the funding agreement with the National College for Teaching and Leadership; and
- (f) safeguard the assets of the University and take reasonable steps to prevent and detect fraud and other irregularities.

# Independent auditors' report to the Council of the University of Cambridge (the "University")

## Report on the financial statements

### Our opinion

In our opinion, the financial statements, defined below:

- give a true and fair view of the state of the group's and of the University's affairs as at 31 July 2014 and of the group's income and expenditure, recognised gains and losses and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the Statement of Recommended Practice – Accounting for Further and Higher Education.

This opinion is to be read in the context of what we say in the remainder of this report.

### What we have audited

The group financial statements and University financial statements (the "financial statements"), which are prepared by the University of Cambridge, comprise:

- the group and University Balance Sheets as at 31 July 2014;
- the consolidated income and expenditure account for the year then ended;
- the note of consolidated historical cost result for the year then ended;
- the consolidated statement of total recognised gains and losses for the year then ended;
- the consolidated cash flow statement for the year then ended;
- the statement of principal accounting policies; and
- the notes to the financial statements, which include other explanatory information.

The financial reporting framework that has been applied in their preparation is the Statement of Recommended Practice for Further and Higher Education, incorporating United Kingdom Generally Accepted Accounting Practice.

In applying the financial reporting framework, the Council has made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, it has made assumptions and considered future events.

### What an audit of financial statements involves

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the group and University's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the Council; and
- the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Annual Report of the Council, the Annual Report of the General Board to the Council and the Reports on pages 33 to 50 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinions on other matters prescribed in the HEFCE Audit Code of Practices issued under the Further and Higher Education Act 1992

In our opinion, in all material respects:

- funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation;
- income has been applied in accordance with the Statutes and Ordinances of the University; and
- funds provided by HEFCE have been applied in accordance with the Financial Memorandum and any other terms and conditions attached to them.

## Other matters on which we are required to report by exception

Under the HEFCE Audit Code of Practice issued under the Further and Higher Education Act 1992 we are required to report to you if, in our opinion the statement of internal control is inconsistent with our knowledge of the University and group. We have no exceptions to report from this responsibility.

## Responsibilities for the financial statements and the audit

### Respective responsibilities of the Council and auditors

As explained more fully in the Statement of Responsibilities of the Council set out on page 50 the Council is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and ISAs (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the Council as a body in accordance with the Statutes and Ordinances of the University and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Cambridge  
24 November 2014

- (a) The maintenance and integrity of the University of Cambridge's website is the responsibility of the Council; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- (b) Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

# Statement of Principal Accounting Policies

## **Basis of preparation**

The financial statements have been prepared in accordance with applicable United Kingdom accounting standards and the Statement of Recommended Practice: Accounting for Further and Higher Education 2007 (the SORP).

The income and expenditure account includes captions additional to those specified by the SORP in order to present an appropriate overview for the specific circumstances of the University.

## **Basis of accounting**

The financial statements have been prepared under the historical cost convention, modified in respect of the treatment of investments and certain operational properties which are included at valuation.

## **Basis of consolidation**

The consolidated financial statements include the University and its subsidiary undertakings including the Gates Cambridge Trust and other Associated Trusts. Details of the subsidiary undertakings included are given in note 31. Intra-group transactions and balances are eliminated on consolidation.

The consolidated financial statements do not include the accounts of the 31 Colleges in the University ('the Colleges'), each of which is an independent corporation. Transactions with the Colleges are disclosed in note 33.

The consolidated financial statements do not include the accounts of Cambridge University Students' Union or of the Cambridge University Graduate Union, as these are separate bodies in which the University has no financial interest and over whose policy decisions it has no control.

## **Recognition of income**

### *Recurrent grant*

Recurrent grant received from the Higher Education Funding Council for England (HEFCE) is recognised as income in the period to which it relates.

### *Restricted grant income*

Grants received for restricted purposes, principally from HEFCE and research sponsors, are recognised as income to the extent that relevant expenditure has been incurred.

### *Charitable donations*

Charitable donations are recognised on receipt or where there is certainty of future receipt and the value can be measured reliably. The accounting treatment of a donation depends on the nature and extent of restrictions specified by the donor. Donations with no substantial restrictions are recognised as income in the income and expenditure account. Donations which are to be retained

## Statement of Principal Accounting Policies

for the future benefit of the University, and other donations with substantially restricted purposes, other than for the acquisition or construction of tangible fixed assets, are recognised in the statement of total recognised gains and losses as new endowments.

### *Capital grants and donations*

Grants and donations are received for the purposes of funding the acquisition and construction of tangible fixed assets. In the case of depreciable assets these are credited to deferred capital grants and released to income over the expected useful life of the respective assets in line with the depreciation policy. Grants and donations of, or for the acquisition of, freehold land or heritage assets, which are non-depreciable assets, are credited to income in the year of acquisition.

### *Academic fees*

Tuition fees for degree courses are charged to students by academic term. Income is recognised for academic terms falling within the period. For short courses, income is recognised to the extent that the course duration falls within the period.

### *Examination and assessment services*

Income from examination-based assessments is recognised when services are rendered and substantially complete. Income from qualifications not based on examination sessions is recognised in proportion to the number of modules achieved by candidates.

### *Publishing and printing*

In the case of books and other print publications, income is recognised on delivery of the goods to the customer. Income generated from electronic publishing, including the provision of perpetual access, is recognised when the material is initially made available. Subscriptions income is recognised evenly over subscription periods. Journals income is recognised when the journals are published and shipped.

### *Other income*

Income is received from a range of activities including residences, catering, conferences, and other services rendered. Income is recognised on the exchange of the relevant goods or services.

### *Endowment and investment income*

All investment income is credited to the income and expenditure account in the period in which it is earned. Income from restricted endowments not expended in the period is transferred from the income and expenditure account to restricted endowments.

## **Foreign currency translation**

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the date of the transactions. Where foreign branches and subsidiaries of Cambridge University Press accounting in foreign currencies operate as separate businesses, all their assets and liabilities are translated into sterling at year-end rates and the net effect of currency adjustments is taken directly to reserves. Otherwise, monetary assets and liabilities denominated in foreign currencies are translated into sterling at year-end rates and translation differences are taken to the income and expenditure account.

## **Tangible fixed assets**

### *Land and buildings*

Operational land and buildings are included in the financial statements at their 1994 valuation with subsequent additions at cost. On the adoption of Financial Reporting Standard (FRS) 15 (Tangible fixed assets), the University followed the transitional provision to retain the book value of land and buildings, which had last been revalued on 1 August 1994 on the basis of market value for existing use, but not to adopt a policy of revaluations of these properties in the future.

No depreciation is provided on freehold land or on assets in construction. Freehold buildings are written off on a straight line basis over their estimated useful lives, which are between 15 and 50 years, and leasehold properties are written off over the length of the lease.

### *Equipment*

Equipment costing less than £30,000 per individual item is written off in the year of purchase. All other equipment is capitalised and depreciated so that it is written off on a straight line basis over its estimated useful life of between four and ten years.

### *Heritage assets*

The University holds and conserves a number of collections, exhibits, artefacts, and other assets of historical, artistic or scientific importance. In accordance with FRS 15 and FRS 30 (Heritage assets), heritage assets acquired before 1 August 1999 have not been capitalised, since reliable estimates of cost or value are not available on a cost-benefit basis. Acquisitions since 1 August 1999 have been capitalised at cost or, in the case of donated assets, at expert valuation on receipt. In line with the accounting policy in respect of equipment, the threshold for capitalising assets is £30,000. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

## **Intangible fixed assets: goodwill**

Goodwill arises on consolidation and is based on the fair value of the consideration given for the subsidiary and the fair value of its assets at the date of acquisition. Goodwill is amortised over its estimated economic life of between five and ten years on a straight line basis. Where there is impairment in the carrying value of goodwill, the loss is included in the results of the period.

## **Investments**

Fixed asset investments and endowment assets are included in the balance sheet at market value, except for investments in subsidiary undertakings which are stated in the University's balance sheet at cost and eliminated on consolidation. Properties held for investment purposes are valued annually on the basis of estimated open market values on an existing use basis by Knight Frank or, in the case of local non-operational properties, by chartered surveyors employed by the University. Marketable securities are valued at midmarket valuation on 31 July. Investments in spin-out companies are valued in accordance with the International Private Equity and Venture Capital Guidelines, and other non-marketable securities are included at valuation by the Council. Current asset investments are included in the balance sheet at the lower of cost and net realisable value.

### **Stocks and work in progress**

Stocks are stated at the lower of cost and net realisable value after making provision for slow moving and obsolete items. In respect of publishing and printing services, (a) direct costs incurred prior to publication are included in stocks and work in progress and are written off over a period of up to three years from the publication date; and (b) the University makes full provision against the cost of stock in excess of one and a half times the most recent year's sales on all publications dated more than two years before the reporting date.

### **Bond liabilities**

The Bond liabilities are the unsecured Bonds issued by the University in October 2012 and listed on the London Stock Exchange. The Bonds were initially measured at the proceeds of issue less all transaction costs directly attributable to the issue. After initial recognition, the Bonds are measured at amortised cost using the effective interest rate method.

### **Endowment funds**

Endowment funds are classified under three headings:

- Where the donor has specified that the fund is to be permanently invested to generate an income stream for the general purposes of the University, the fund is classified as an unrestricted permanent endowment.
- Where the donor has specified that the fund is to be permanently invested to generate an income stream to be applied for a restricted purpose, the fund is classified as a restricted permanent endowment.
- Where the donor has specified a particular objective other than the acquisition or construction of tangible fixed assets, and that the University must or may convert the donated sum into income, the fund is classified as a restricted expendable endowment.

### **Pension costs**

The University contributes to a number of defined benefit pension schemes and accounts for the costs in relation to these schemes in accordance with FRS 17 (Retirement benefits).

Where the University is unable to identify its share of the underlying assets and liabilities in a scheme on a reasonable and consistent basis, it accounts as if the scheme were a defined contribution scheme, so that the cost is equal to the total of contributions payable in the year.

For other defined benefit schemes, the assets of each scheme are measured at fair value, and the liabilities are measured on an actuarial basis using the projected unit method and discounted at an appropriate rate of return. The University's share of the surplus or deficit of the scheme is recognised as an asset or liability on the balance sheet. The current service cost, being the actuarially determined present value of the pension benefits earned by employees in the current period, and the past service cost are included within staff costs. Endowment and investment income includes the net of the expected return on assets, being the actuarial forecast of total

return on the assets of the scheme, and the interest cost being the notional interest cost arising from unwinding the discount on the scheme liabilities. All changes in the pension surplus or deficit due to changes in actuarial assumptions or differences between actuarial forecasts and the actual out-turn are reported in the statement of total recognised gains and losses.

### **Segmental reporting**

The University operates in a number of different classes of business. For the purpose of segmental reporting as required by Statement of Standard Accounting Practice 25 (Segmental reporting), classes of business have been identified by reference to the nature of activity, the nature of funding and the management organisation.

## Consolidated income and expenditure account for the year ended 31 July 2014

		<b>Year ended 31 July 2014</b>	Year ended 31 July 2013
	<i>Note</i>	<b>£m</b>	£m
<b>Income</b>			
Funding body grants	1	<b>179</b>	184
Academic fees and support grants	2	<b>207</b>	182
Research grants and contracts	3	<b>371</b>	332
Examination and assessment services	4	<b>341</b>	317
Publishing services		<b>258</b>	263
Other income	5	<b>123</b>	140
Endowment and investment income	6	<b>25</b>	20
<b>Total income</b>		<b>1,504</b>	1,438
<b>Expenditure</b>			
Staff costs	7	<b>650</b>	605
Other operating expenses	8	<b>756</b>	714
Depreciation	8	<b>88</b>	77
Interest and other finance costs	8	<b>16</b>	19
<b>Total expenditure</b>	8	<b>1,510</b>	1,415
<b>(Deficit) / surplus on continuing operations</b>		<b>(6)</b>	23
<b>Transfer from restricted endowments</b>	23	<b>50</b>	50
<b>Surplus for the year retained in general reserves</b>	24	<b>44</b>	73

The income and expenditure account is in respect of continuing activities.

## Note of consolidated historical cost result for the year ended 31 July 2014

	<b>Year ended 31 July 2014</b>	Year ended 31 July 2013
<i>Note</i>	<b>£m</b>	£m
(Deficit) / surplus on continuing operations	<b>(6)</b>	23
Realisation of gains on disposal of fixed asset investments	24 <b>72</b>	37
Depreciation on revaluation element of tangible fixed assets	24 <b>6</b>	6
	<hr/> <b>72</b>	<hr/> 66
Historical cost surplus for the year		

### Additional information:

Total income and surplus on continuing operations as stated above do not include the element of Cambridge University Endowment Fund distributions funded out of long-term capital growth, as described in note 6, amounting to £66m (2013: £61m). The surplus retained in general reserves does not include the proportion of this element relating to reserves, amounting to £30m (2013: £26m). The corresponding figures including these elements are:

	<b>Year ended 31 July 2014</b>	Year ended 31 July 2013
	<b>£m</b>	£m
Total income on a distribution basis	<hr/> <b>1,570</b>	<hr/> 1,499
Surplus for the year retained in general reserves on a distribution basis	<hr/> <b>74</b>	<hr/> 99

## Consolidated statement of total recognised gains and losses for the year ended 31 July 2014

		<b>Year ended 31 July 2014</b>	Year ended 31 July 2013
	<i>Note</i>	<b>£m</b>	£m
(Deficit) / surplus on continuing operations		<b>(6)</b>	23
Valuation gains on investments			
Endowment assets	23	<b>71</b>	204
Fixed asset investments	13, 24	<b>68</b>	166
New endowment capital	23	<b>30</b>	41
Loss arising on foreign currency translation	24	<b>(9)</b>	(3)
Actuarial loss	24	<b>(62)</b>	(8)
Total recognized gains relating to the year		<b>92</b>	423
Total gains since the last annual report		<b>92</b>	
<b>Reconciliation</b>			
Opening reserves and endowments		<b>2,561</b>	
Total gains since the last annual report		<b>92</b>	
Closing reserves and endowments		<b>2,653</b>	

## Balance sheets as at 31 July 2014

	Note	Group 31 July 2014 £m	Group 31 July 2013 £m	University 31 July 2014 £m	University 31 July 2013 £m
<b>Fixed assets</b>					
Intangible assets	11	4	6	2	3
Tangible assets	12	1,272	1,194	1,272	1,193
Investments	13	1,200	1,100	1,017	892
		<b>2,476</b>	2,300	<b>2,291</b>	2,088
<b>Endowment assets</b>	14	<b>1,303</b>	1,252	<b>1,082</b>	1,039
<b>Current assets</b>					
Stocks and work in progress	15	54	60	47	50
Debtors	16	296	273	310	302
Investments					
University	17	308	374	270	305
Held on behalf of others	17	105	78	547	566
Cash at bank and in hand		50	61	27	37
		<b>813</b>	846	<b>1,201</b>	1,260
<b>Creditors: amounts falling due within one year</b>	18	<b>(631)</b>	(588)	<b>(1,041)</b>	(1,002)
<b>Net current assets</b>		<b>182</b>	258	<b>160</b>	258
<b>Total assets less current liabilities</b>		<b>3,961</b>	3,810	<b>3,533</b>	3,385
<b>Creditors: amounts falling due after more than one year</b>	19	<b>(346)</b>	(348)	<b>(345)</b>	(346)
<b>Pension liabilities</b>	20	<b>(417)</b>	(364)	<b>(79)</b>	(72)
<b>Other retirement benefits liability</b>	21	<b>(21)</b>	(24)	<b>(21)</b>	(24)
<b>Total net assets</b>		<b>3,177</b>	3,074	<b>3,088</b>	2,943
<b>Represented by:</b>					
<b>Deferred capital grants</b>	22	<b>523</b>	511	<b>523</b>	511
<b>Endowments</b>					
Expendable endowments	23	442	430	225	218
Permanent endowments	23	861	822	857	821
	23	<b>1,303</b>	1,252	<b>1,082</b>	1,039
<b>Reserves</b>					
General reserves	24	974	922	1,156	1,066
Operational property revaluation reserve	24	115	121	115	121
Fixed asset investment revaluation reserve	24	261	266	212	206
	24	<b>1,350</b>	1,309	<b>1,483</b>	1,393
<b>Reserves and endowments</b>		<b>2,653</b>	2,561	<b>2,565</b>	2,432
<b>Minority interest in subsidiary undertakings</b>		<b>1</b>	2	-	-
<b>Total</b>		<b>3,177</b>	3,074	<b>3,088</b>	2,943

The financial statements on pages 53-102 were approved by the Council on 24 November 2014 and signed on its behalf by:

**Professor Sir Leszek Borysiewicz**  
Vice-Chancellor

**Dame Mavis McDonald**  
Member of Council

**Andrew Reid**  
Director of Finance

## Consolidated cash flow statement for the year ended 31 July 2014

	<i>Note</i>	<b>Year ended 31 July 2014 £m</b>	Year ended 31 July 2013 £m
Net cash inflow from operating activities	26	<b>4</b>	69
Returns on investments and servicing of finance	27	<b>11</b>	13
Capital expenditure and financial investment	27	<b>(64)</b>	(317)
Cash (outflow) before use of liquid resources and financing		<b>(49)</b>	(235)
Management of liquid resources			
Decrease / (increase) in money market investments	28	<b>39</b>	(102)
Financing	27	<b>(1)</b>	341
(Decrease) / increase in cash in the year		<b>(11)</b>	4
<b>Reconciliation of net cash flow to movement in net funds</b>			
(Decrease) / increase in cash		<b>(11)</b>	4
Cash (inflow) / outflow from liquid resources		<b>(39)</b>	102
Cash outflow / (inflow) from reduction / (increase) in debt		<b>1</b>	(341)
Movement in net funds in the year		<b>(49)</b>	(235)
Net funds at 1 August		<b>60</b>	295
Net funds at 31 July	28	<b>11</b>	60

## Notes to the accounts

<b>1 Funding body grants</b>	<b>2014</b>	2013
	<b>£m</b>	£m
<b>Higher Education Funding Council for England (HEFCE)</b>		
Recurrent grant	<b>158.8</b>	167.4
Specific grants	<b>3.9</b>	1.8
Deferred capital grant released in year (see note 22)		
Equipment	<b>13.8</b>	12.2
Buildings	<b>2.1</b>	2.3
<b>HEFCE total</b>	<b>178.6</b>	183.7
National College for Teaching and Leadership: recurrent grant	–	0.1
	<b>178.6</b>	183.8
<b>2 Academic fees and support grants</b>		
Full-time home / EU students	<b>88.2</b>	72.6
Full-time overseas (non-EU) students	<b>70.2</b>	62.9
Other course fees	<b>22.4</b>	20.8
Research Training Support Grants	<b>26.7</b>	26.4
	<b>207.5</b>	182.7
<b>3 Income: research grants and contracts</b>		
Research councils	<b>119.4</b>	105.7
UK-based charities	<b>112.8</b>	104.5
Other bodies	<b>139.0</b>	121.6
	<b>371.2</b>	331.8
<p>Total research grants and contracts income excludes grants of £18.1m (2013: £12.8m) for the purchase of equipment but includes £13.8m (2013: £11.1m) released from deferred capital grants to match depreciation of which £10.2m (2013: £7.6m) related to equipment. See note 22.</p>		
<b>4 Examination and assessment services</b>		
Examination fees	<b>306.8</b>	290.3
Other examination and assessment services	<b>34.4</b>	26.5
	<b>341.2</b>	316.8

<b>5 Other income</b>	<b>2014</b>	2013
	<b>£m</b>	£m
Other services rendered	<b>37.4</b>	36.5
Health and hospital authorities	<b>18.4</b>	17.4
Residences, catering and conferences	<b>9.1</b>	8.4
Income from intellectual property	<b>10.1</b>	9.4
Released from deferred capital grants (see note 22)	<b>8.4</b>	11.5
Unrestricted donations	<b>12.8</b>	13.9
Rental income	<b>7.5</b>	8.2
Donations of, and for the purchase of, heritage assets	<b>0.5</b>	15.6
Gain on disposal of tangible fixed assets	<b>4.6</b>	5.5
Sundry income	<b>14.8</b>	13.6
	<b>123.6</b>	140.0

<b>6 Endowment and investment income</b>	<b>Credited to funds as income</b>	<b>Excess over income</b>	<b>Underlying income</b>	2013
	<b>£m</b>	<b>£m</b>	<b>2014</b>	£m
			<b>£m</b>	
Income from expendable endowment asset investments	<b>13.7</b>	<b>(10.9)</b>	<b>2.8</b>	2.7
Income from permanent endowment asset investments	<b>31.8</b>	<b>(24.6)</b>	<b>7.2</b>	5.3
Income from fixed asset investments	<b>41.7</b>	<b>(30.1)</b>	<b>11.6</b>	8.4
Other investment income	<b>3.0</b>	<b>–</b>	<b>3.0</b>	3.6
	<b>90.2</b>	<b>(65.6)</b>	<b>24.6</b>	20.0

The University operates a unitised fund, the Cambridge University Endowment Fund (CUEF), for long-term investment in respect of individual restricted endowments and other balances, and by other group undertakings. The CUEF is managed on a total return basis and invests in asset classes some of which generate little or no income. Distributions are made to unit-holding funds according to a formula which has regard to the total return reasonably to be expected in the long term, in proportion to the number of units held. Investing funds receive distributions as income. In the year ended 31 July 2014, distributions by the CUEF exceeded income received in the year by the CUEF from its underlying investments by £65.6m (2013: £60.8m), the balance of the distributions being funded by drawing on long-term capital growth.

See note 25 for further information on the investments held by the CUEF.

<b>7 Staff costs</b>	<b>2014</b>	2013
	<b>£m</b>	£m
Wages and salaries	<b>506.2</b>	469.4
Social security costs	<b>45.8</b>	42.4
Pension costs (see note 30)	<b>98.2</b>	93.1
	<hr/> <b>650.2</b> <hr/>	<hr/> 604.9 <hr/>
<b>Remuneration of the Vice-Chancellor</b>	<b>2014</b>	2013
	<b>£000</b>	£000
Salary	<b>288</b>	282
Benefits in kind	<b>10</b>	7
	<hr/> <b>298</b> <hr/>	<hr/> 289 <hr/>
Total excluding employer pension contributions	<b>46</b>	45
Employer pension contributions	<b>344</b>	334
	<hr/> <b>344</b> <hr/>	<hr/> 334 <hr/>

**7 Staff costs (continued)****Remuneration of other higher paid staff**

Remuneration for this purpose excludes employer's pension contributions except to the extent that these result from the sacrifice of an element of pay. The numbers in each band have been analysed by segment (see note 10).

	Education and research		Assessment	2014	2013
	Clinical	Non-Clinical	and Press	Total	Total
£100,001 – £110,000	21	56	16	93	77
£110,001 – £120,000	8	20	10	38	41
£120,001 – £130,000	7	20	7	34	32
£130,001 – £140,000	6	19	7	32	32
£140,001 – £150,000	17	7	2	26	25
£150,001 – £160,000	10	6	1	17	19
£160,001 – £170,000	12	4	3	19	11
£170,001 – £180,000	7	3	2	12	13
£180,001 – £190,000	6	3	–	9	8
£190,001 – £200,000	5	3	–	8	8
£200,001 – £210,000	4	3	1	8	4
£210,001 – £220,000	–	–	–	–	3
£220,001 – £230,000	1	–	1	2	3
£230,001 – £240,000	–	1	1	2	1
£240,001 – £250,000	–	1	1	2	1
£250,001 – £260,000	–	1	1	2	4
£260,001 – £270,000	–	–	–	–	1
£270,001 – £280,000	–	–	–	–	–
£280,001 – £290,000	–	–	–	–	2
£290,001 – £300,000	–	1	–	1	1
£300,001 – £310,000	–	1	–	1	–
£310,001 – £320,000	–	2	–	2	–
£320,001 – £330,000	–	–	1	1	1
£400,001 – £410,000	–	1	1	2	–
£410,001 – £420,000	–	–	–	–	1

The above statistics include additional payments to employees of the University on behalf of NHS bodies.

**Compensation for loss of office**

Aggregate payments for compensation for loss of office paid to senior members of staff earning in excess of £100,000 per annum (seven in 2013-14, five in 2012-13):

	<b>2014</b>	2013
	<b>£000</b>	£000
Payments in respect of loss of office	<b>796</b>	777

**8 Analysis of expenditure by activity**

	<b>Staff costs</b>	<b>Other operating expenses</b>	<b>Depreciation</b>	<b>Interest payable</b>	<b>2014 Total</b>	2013
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Academic departments	<b>214.1</b>	<b>59.6</b>	<b>7.8</b>	–	<b>281.5</b>	263.6
Academic services	<b>26.2</b>	<b>16.1</b>	<b>0.8</b>	–	<b>43.1</b>	41.4
Payments to Colleges (see note 33)	–	<b>44.9</b>	–	–	<b>44.9</b>	43.3
Research grants and contracts	<b>164.5</b>	<b>139.4</b>	<b>13.8</b>	–	<b>317.7</b>	282.6
Other activities						
Examination and assessment services	<b>91.5</b>	<b>187.2</b>	<b>16.7</b>	–	<b>295.4</b>	271.5
Publishing and printing services	<b>82.7</b>	<b>168.0</b>	<b>6.8</b>	<b>1.4</b>	<b>258.9</b>	258.9
Other services rendered	<b>8.6</b>	<b>24.6</b>	–	–	<b>33.2</b>	31.4
Intellectual property	<b>2.6</b>	<b>4.6</b>	–	–	<b>7.2</b>	5.7
Residences, catering and conferences	<b>2.3</b>	<b>8.8</b>	–	–	<b>11.1</b>	10.1
Other activities total	<b>187.7</b>	<b>393.2</b>	<b>23.5</b>	<b>1.4</b>	<b>605.8</b>	577.6
Administration and central services						
Administration	<b>40.3</b>	<b>2.9</b>	<b>2.9</b>	–	<b>46.1</b>	41.1
General educational	<b>2.4</b>	<b>49.5</b>	<b>0.1</b>	–	<b>52.0</b>	52.5
Staff and student facilities	<b>3.3</b>	<b>1.1</b>	–	–	<b>4.4</b>	5.0
Development office	<b>3.8</b>	<b>4.1</b>	–	–	<b>7.9</b>	7.3
Other	<b>2.9</b>	<b>2.6</b>	–	–	<b>5.5</b>	11.0
Administration and central services total	<b>52.7</b>	<b>60.2</b>	<b>3.0</b>	–	<b>115.9</b>	116.9
Premises	<b>12.9</b>	<b>43.0</b>	<b>39.5</b>	–	<b>95.4</b>	88.9
Interest payable on Bond liabilities	–	–	–	<b>13.1</b>	<b>13.1</b>	10.5
Pension cost adjustments for CPS (see note 30)	<b>(7.9)</b>	–	–	<b>1.2</b>	<b>(6.7)</b>	(9.8)
<b>Total per income and expenditure account</b>	<b>650.2</b>	<b>756.4</b>	<b>88.4</b>	<b>15.7</b>	<b>1,510.7</b>	1,415.0

The depreciation charge has been funded by:

Deferred capital grants (see note 22)	<b>38.1</b>
Revaluation reserve (see note 24)	<b>6.0</b>
General income	<b>44.3</b>
	<b>88.4</b>

**8 Analysis of expenditure by activity (continued)**

<b>Other operating expenses include:</b>	<b>2014</b>	2013
	<b>£000</b>	£000
<b>Auditors' remuneration</b>		
Audit fees payable to the University's external auditors	<b>688</b>	729
Other fees payable to the University's external auditors	<b>152</b>	312
Audit fees payable to other firms	<b>80</b>	79
	<hr/>	<hr/>
<b>Payments to trustees</b>		
Reimbursement of expenses to three (2013: three) external members of Council	<b>5</b>	4
	<hr/>	<hr/>

These amounts include related irrecoverable VAT.

**9 Surplus on reserves**

	<b>2014</b>	2013
	<b>£m</b>	£m
The surplus for the year retained in general reserves is made up as follows:		
University's surplus for the year	<b>41.7</b>	76.3
Surplus generated by subsidiary undertakings and transferred to the University	<b>8.4</b>	8.9
	<hr/>	<hr/>
Surplus dealt with in the accounts of the University	<b>50.1</b>	85.2
Group level adjustments: Contributory Pension Scheme	<b>6.7</b>	9.8
Deficit retained in subsidiary undertakings	<b>(13.1)</b>	(21.9)
	<hr/>	<hr/>
	<b>43.7</b>	73.1
	<hr/>	<hr/>

**10 Segmental reporting**

The Group consisting of the University and its subsidiary undertakings has three principal classes of activity:

**Education and research****Assessment**

Examination and assessment services, carried out by the University of Cambridge Local Examinations Syndicate and subsidiary undertakings, collectively known as Cambridge Assessment

**Press**

Publishing and printing services, carried out by the Cambridge University Press Syndicate and subsidiary undertakings

Income, result for the year and net assets at the year end are attributable to the three segments as follows:

	<b>Segment total income £m</b>	<b>Inter- segment income £m</b>	<b>Income from third parties £m</b>	<b>(Deficit) / surplus £m</b>	<b>Net assets £m</b>
<b>Year ended 31 July 2014</b>					
Education and research	908.9	20.6	888.3	(55.3)	3,084.8
Assessment	351.0	–	351.0	38.2	400.2
Press	265.1	–	265.1	4.1	30.6
	<b>1,525.0</b>	<b>20.6</b>	<b>1,504.4</b>	<b>(13.0)</b>	<b>3,515.6</b>
Unallocated re Contributory Pension Scheme	–	–	–	6.7	(338.5)
Group	<b>1,525.0</b>	<b>20.6</b>	<b>1,504.4</b>	<b>(6.3)</b>	<b>3,177.1</b>
<b>Year ended 31 July 2013</b>					
Education and research	856.3	17.5	838.8	(38.2)	2,963.8
Assessment	324.2	–	324.2	36.7	356.6
Press	275.2	–	275.2	14.8	44.1
	1,455.7	17.5	1,438.2	13.3	3,364.5
Unallocated re Contributory Pension Scheme	–	–	–	9.8	(291.1)
Group	1,455.7	17.5	1,438.2	23.1	3,073.4

**11 Intangible fixed assets: goodwill and others**

	<b>Group</b> <b>2014</b> <b>£m</b>	Group 2013 £m	<b>University</b> <b>2014</b> <b>£m</b>	University 2013 £m
Opening balance	5.5	4.8	3.2	2.2
Additions in the year	0.6	3.3	(0.2)	1.9
Amortization charge for the year	(1.6)	(2.6)	(1.0)	(0.9)
Currency adjustments	(0.2)	–	–	–
Closing balance	<b>4.3</b>	5.5	<b>2.0</b>	3.2

**12 Tangible fixed assets**

<b>Group</b>	<b>Land and buildings</b> <b>£m</b>	<b>Assets in construction</b> <b>£m</b>	<b>Equipment</b> <b>£m</b>	<b>Heritage assets</b> <b>£m</b>	<b>2014 Total</b> <b>£m</b>	2013 Total £m
<b>Cost or valuation</b>						
At 1 August	1,389.8	42.0	313.3	58.3	1,803.4	1,708.0
Additions at cost	18.0	95.1	53.5	1.0	167.6	125.2
Transfers	12.8	(18.5)	5.7	–	–	–
Transfers from fixed asset investments	1.9	–	–	–	1.9	15.4
Transfers to fixed asset investments	–	–	–	–	–	(14.8)
Disposals	(0.7)	(0.4)	(9.8)	–	(10.9)	(31.5)
Currency adjustments	(1.2)	–	(1.3)	–	(2.5)	1.1
At 31 July	<b>1,420.6</b>	<b>118.2</b>	<b>361.4</b>	<b>59.3</b>	<b>1,959.5</b>	1,803.4
<b>Accumulated depreciation</b>						
At 1 August	375.1	–	234.3	–	609.4	552.1
Charge for the year	47.6	–	40.8	–	88.4	77.1
Elimination on transfers to fixed asset investments	–	–	–	–	–	(0.1)
Elimination on disposals	(0.5)	–	(8.7)	–	(9.2)	(20.0)
Currency adjustments	(0.4)	–	(1.1)	–	(1.5)	0.3
At 31 July	<b>421.8</b>	–	<b>265.3</b>	–	<b>687.1</b>	609.4
<b>Net book value</b>						
At 31 July	<b>998.8</b>	<b>118.2</b>	<b>96.1</b>	<b>59.3</b>	<b>1,272.4</b>	1,194.0
At 1 August	1,014.7	42.0	79.0	58.3	1,194.0	1,155.9

**12 Tangible fixed assets (continued)**

<b>University</b>	<b>Land and buildings £m</b>	<b>Assets in construction £m</b>	<b>Equipment £m</b>	<b>Heritage assets £m</b>	<b>2014 Total £m</b>	2013 Total £m
<b>Cost or valuation</b>						
At 1 August	1,393.7	42.0	301.2	58.3	1,795.2	1,691.9
Additions at cost	18.0	95.6	52.7	1.0	167.3	124.4
Transfers	13.4	(19.1)	5.7	–	–	–
Transfers from fixed asset investments	1.9	–	–	–	1.9	15.4
Transfers to fixed asset investments	–	–	–	–	–	(14.8)
Disposals	(0.6)	(0.4)	(8.3)	–	(9.3)	(22.9)
Currency adjustments	(1.0)	–	(0.3)	–	(1.3)	1.2
At 31 July	<b>1,425.4</b>	<b>118.1</b>	<b>351.0</b>	<b>59.3</b>	<b>1,953.8</b>	1,795.2
<b>Accumulated depreciation</b>						
At 1 August	377.5	–	224.6	–	602.1	538.3
Charge for the year	48.0	–	39.7	–	87.7	75.4
Elimination on transfers to fixed asset investments	–	–	–	–	–	(0.1)
Elimination on disposals	(0.4)	–	(7.4)	–	(7.8)	(11.8)
Currency adjustments	(0.3)	–	(0.2)	–	(0.5)	0.3
At 31 July	<b>424.8</b>	–	<b>256.7</b>	–	<b>681.5</b>	602.1
<b>Net book value</b>						
At 31 July	<b>1,000.6</b>	<b>118.1</b>	<b>94.3</b>	<b>59.3</b>	<b>1,272.3</b>	1,193.1
At 1 August	1,016.2	42.0	76.6	58.3	1,193.1	1,153.6

Land and buildings includes land totalling £87.7m (2013: £84.1m) which is not depreciated.

The cost to the group of freehold buildings and assets in construction consists of the cost incurred by the University less the surplus recorded in the accounts of Lynxvale Limited, a subsidiary undertaking, and eliminated on consolidation.

**Heritage assets**

The University holds and conserves certain collections, artefacts and other assets of historical, artistic or scientific importance. Most of these are housed in the University's nationally accredited museums and collections and in its libraries, providing a valuable research and educational resource locally, nationally and internationally as well as an unrivalled opportunity to present the University's work to a wide audience. Other collections are held in academic departments or are on display as public art. Major collections include those held by the University Library, a legal deposit, the Botanic Garden and the Fitzwilliam Museum.

**12 Tangible fixed assets (continued)**

In respect of its major collections, the University's practice, in accordance with the national accreditation standards, is: to preserve, conserve and manage the objects in its care; to augment the collections where appropriate and within the resources available; to enable and encourage access to and use of the collections for teaching and research; and to enable wide access to and engagement with the collections by members of the public.

As stated in the statement of principal accounting policies, heritage assets acquired since 1 August 1999 have been capitalised. The majority of assets held in the University's collections were acquired before 1 August 1999; because reliable estimates of cost or valuation are not available for these on a cost-benefit basis they have not been capitalised. As a result the total included in the balance sheet is partial.

Additions for the current and previous four years were as follows:	<b>2014</b>	2013	2012	2011	2010
	<b>£m</b>	£m	£m	£m	£m
Acquisitions purchased with specific donations	<b>0.4</b>	4.0	0.9	0.1	1.7
Value of acquisitions by donation	<b>0.1</b>	11.6	4.7	1.2	1.9
<b>Total acquired by, or funded by, donations</b>	<b>0.5</b>	15.6	5.6	1.3	3.6
Acquisitions purchased with University funds	<b>0.5</b>	0.7	0.3	0.1	0.1
<b>Total acquisitions capitalised</b>	<b>1.0</b>	16.3	5.9	1.4	3.7

**13 Fixed asset investments**

	<b>Group</b>	Group	<b>University</b>	University
	<b>2014</b>	2013	<b>2014</b>	2013
	<b>£m</b>	£m	<b>£m</b>	£m
Opening balance	<b>1,099.7</b>	705.1	<b>892.2</b>	529.9
Net transfers to tangible fixed assets (see note 12)	<b>(1.9)</b>	(0.7)	<b>(1.9)</b>	(0.7)
Other net additions in the year	<b>34.5</b>	228.9	<b>72.9</b>	236.4
Valuation gains on investments	<b>68.0</b>	166.4	<b>53.6</b>	126.6
<b>Closing balance</b>	<b>1,200.3</b>	1,099.7	<b>1,016.8</b>	892.2
Represented by:				
CUEF units (see note 25)	<b>1,002.1</b>	918.1	<b>803.7</b>	693.4
Property	<b>100.2</b>	66.1	<b>99.7</b>	66.1
Securities	<b>80.2</b>	100.1	<b>80.2</b>	100.1
Money market investments	<b>0.1</b>	0.1	<b>0.1</b>	0.1
Investments in subsidiary undertakings	<b>–</b>	–	<b>24.7</b>	25.4
Spin-out and similar companies (see note 31)	<b>16.7</b>	14.3	<b>8.4</b>	7.1
Investments in joint ventures	<b>1.0</b>	1.0	<b>–</b>	–
<b>Total</b>	<b>1,200.3</b>	1,099.7	<b>1,016.8</b>	892.2

**14 Endowment assets**

	<b>Group</b>	Group	<b>University</b>	University
	<b>2014</b>	2013	<b>2014</b>	2013
	<b>£m</b>	£m	<b>£m</b>	£m
CUEF units (see note 25)	<b>1,179.5</b>	1,144.4	<b>979.4</b>	953.4
Property	<b>0.6</b>	0.8	<b>0.6</b>	0.8
Securities	<b>38.0</b>	39.6	<b>26.1</b>	25.8
Spin-out and similar companies (see note 31)	<b>4.6</b>	4.3	<b>4.6</b>	4.3
Money market investments	<b>78.6</b>	59.6	<b>71.8</b>	54.7
Cash in hand and at investment managers	<b>1.2</b>	1.7	–	–
Bank balances	<b>0.5</b>	1.0	–	–
	<b>1,303.0</b>	1,251.4	<b>1,082.5</b>	1,039.0

**15 Stocks and work in progress**

Goods for resale	<b>27.9</b>	31.3	<b>22.2</b>	23.6
Pre-publication costs and other work in progress	<b>25.9</b>	28.9	<b>24.5</b>	26.9
	<b>53.8</b>	60.2	<b>46.7</b>	50.5

**16 Debtors**

Research grants recoverable	<b>76.1</b>	70.3	<b>76.1</b>	70.3
Amounts due from subsidiary undertakings	–	–	<b>42.5</b>	64.6
Debtors re examination and assessment services	<b>78.2</b>	68.7	<b>77.8</b>	63.4
Debtors re publishing and printing	<b>78.6</b>	86.1	<b>60.9</b>	63.8
Other debtors	<b>63.0</b>	47.7	<b>53.0</b>	39.8
	<b>295.9</b>	272.8	<b>310.3</b>	301.9

**17 Current asset investments**

CUEF units (see note 25)	<b>102.3</b>	74.3	<b>500.8</b>	490.0
Money market investments	<b>234.3</b>	293.3	<b>239.8</b>	296.2
Cash in hand and at investment managers	<b>76.0</b>	84.7	<b>76.0</b>	84.7
Other	<b>0.1</b>	0.2	<b>0.1</b>	0.2
	<b>412.7</b>	452.5	<b>816.7</b>	871.1
Representing:				
University	<b>307.6</b>	374.2	<b>269.9</b>	304.9
Held on behalf of subsidiary undertakings, Colleges and other associated bodies (see note 18)	<b>105.1</b>	78.3	<b>546.8</b>	566.2
	<b>412.7</b>	452.5	<b>816.7</b>	871.1

Current asset investments include investments held on behalf of subsidiary undertakings, Colleges and other associated bodies. The book value of these investments is included in creditors due within one year.

**18 Creditors: amounts falling due within one year**

	<b>Group</b>	Group	<b>University</b>	University
	<b>2014</b>	2013	<b>2014</b>	2013
	<b>£m</b>	£m	<b>£m</b>	£m
Bank overdraft	<b>3.0</b>	3.6	<b>3.0</b>	3.6
Current portion of long-term bank loan	<b>1.0</b>	0.7	<b>0.7</b>	0.7
Research grants received in advance	<b>175.0</b>	164.9	<b>173.8</b>	164.9
Amounts due to subsidiary undertakings	<b>–</b>	–	<b>19.2</b>	14.3
Creditors re examination and assessment services	<b>77.3</b>	92.5	<b>56.2</b>	51.9
Creditors re publishing services	<b>76.1</b>	82.3	<b>68.7</b>	69.9
Other creditors	<b>193.2</b>	166.1	<b>172.2</b>	130.3
Investments held on behalf of subsidiary undertakings, Colleges, and other associated bodies (see note 17)	<b>105.1</b>	78.3	<b>546.8</b>	566.2
	<b>630.7</b>	588.4	<b>1,040.6</b>	1,001.8

**19 Creditors: amounts falling due after more than one year**

Bond liabilities	<b>342.3</b>	342.3	<b>342.3</b>	342.3
Amounts due to subsidiary undertakings	<b>–</b>	–	<b>–</b>	0.1
Bank loans	<b>2.3</b>	3.2	<b>2.3</b>	3.2
Loan from minority interest	<b>1.2</b>	1.8	<b>–</b>	–
Deferred income	<b>0.5</b>	0.5	<b>–</b>	–
	<b>346.3</b>	347.8	<b>344.6</b>	345.6

On 17 October 2012 the University issued £350m of 3.75% unsecured Bonds due October 2052 (the "Bonds"). The Bonds were issued at 98.168% of their principal amount. The proceeds of issue, less directly attributable transaction costs, amounted to £342m. Interest at 3.75% pa is payable on 17 April and 17 October each year commencing on 17 April 2013. The Bonds are listed on the London Stock Exchange. Unless previously redeemed, the Bonds will be redeemed at their principal amount of £350m on 17 October 2052. The Bonds are initially measured at the proceeds of issue less all transaction costs directly attributable to the issue. After initial recognition, the Bonds are measured at amortised cost using the effective interest rate method.

**20 Pension liabilities**

	<b>Group 2014 £m</b>	Group 2013 £m	<b>University 2014 £m</b>	University 2013 £m
The pension liabilities have been measured in accordance with the requirements of FRS 17.				
Opening balance	<b>363.6</b>	369.3	<b>72.5</b>	103.6
Movement in year:				
Current service cost including life assurance	<b>22.5</b>	24.2	<b>2.6</b>	2.1
Contributions	<b>(35.0)</b>	(42.7)	<b>(7.2)</b>	(6.8)
Other finance cost	<b>1.4</b>	6.9	<b>0.2</b>	3.0
Currency adjustments	<b>(0.3)</b>	0.2	<b>(0.3)</b>	0.2
Actuarial loss recognized in statement of total recognized gains and losses	<b>65.2</b>	5.7	<b>11.1</b>	(29.6)
Closing balance	<b>417.4</b>	363.6	<b>78.9</b>	72.5

These liabilities relate to the following defined benefit schemes disclosed in note 30:

Cambridge University Assistants' Contributory Pension Scheme (CPS)	<b>338.5</b>	291.1	–	–
Cambridge University Press UK defined benefit schemes (PCPF and PSSPS)	<b>76.9</b>	69.6	<b>76.9</b>	69.6
Cambridge University Press US defined benefit plan (DBP)	<b>2.0</b>	2.9	<b>2.0</b>	2.9
	<b>417.4</b>	363.6	<b>78.9</b>	72.5

**21 Other retirement benefits liability**

<b>Group and University</b>	<b>2014 £m</b>	2013 £m
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The liability has been measured in accordance with the requirements of FRS 17 and relates to unfunded post-retirement medical and insurance schemes.

Opening balance	<b>24.2</b>	20.5
Movement attributable to the year:		
Current service cost less benefits paid	<b>(0.1)</b>	0.3
Contributions	<b>(0.3)</b>	(0.4)
Other finance cost	<b>1.0</b>	1.0
Currency adjustments	<b>(0.5)</b>	0.2
Actuarial loss recognized in statement of total recognized gains and losses	<b>(3.3)</b>	2.6
Closing balance	<b>21.0</b>	24.2

**22 Deferred capital grants**

	<b>Funding Council £m</b>	<b>Research Grants £m</b>	<b>Other Grants £m</b>	<b>2014 Total £m</b>	2013  £m
<b><i>Group and University</i></b>					
Balance 1 August					
Buildings	<b>253.1</b>	<b>62.1</b>	<b>173.5</b>	<b>488.7</b>	482.0
Equipment	<b>3.6</b>	<b>18.4</b>	<b>0.5</b>	<b>22.5</b>	20.0
	<b>256.7</b>	<b>80.5</b>	<b>174.0</b>	<b>511.2</b>	502.0
Grants received					
Buildings	<b>18.0</b>	<b>0.4</b>	<b>13.8</b>	<b>32.2</b>	30.1
Equipment	<b>0.1</b>	<b>18.1</b>	–	<b>18.2</b>	12.6
	<b>18.1</b>	<b>18.5</b>	<b>13.8</b>	<b>50.4</b>	42.7
Released to income and expenditure					
Buildings – for depreciation	<b>(13.8)</b>	<b>(3.6)</b>	<b>(8.4)</b>	<b>(25.8)</b>	(23.4)
Equipment – for depreciation	<b>(2.1)</b>	<b>(10.2)</b>	–	<b>(12.3)</b>	(10.0)
Equipment – on disposals	<b>(0.1)</b>	<b>(0.1)</b>	–	<b>(0.2)</b>	(0.1)
	<b>(16.0)</b>	<b>(13.9)</b>	<b>(8.4)</b>	<b>(38.3)</b>	(33.5)
Balance 31 July					
Buildings	<b>257.3</b>	<b>58.9</b>	<b>178.9</b>	<b>495.1</b>	488.7
Equipment	<b>1.5</b>	<b>26.2</b>	<b>0.5</b>	<b>28.2</b>	22.5
	<b>258.8</b>	<b>85.1</b>	<b>179.4</b>	<b>523.3</b>	511.2

**23 Endowments**

<b>Group</b>	<b>Expendable</b>	<b>Permanent</b>	<b>2014</b>	2013
	<b>£m</b>	<b>£m</b>	<b>Total</b>	Total
			<b>£m</b>	£m
Balance 1 August	<b>429.3</b>	<b>822.1</b>	<b>1,251.4</b>	1,056.5
New endowments received	<b>24.1</b>	<b>6.6</b>	<b>30.7</b>	40.8
Transfers	–	–	–	–
Income receivable from endowment asset investments (see note 6)	<b>2.8</b>	<b>7.2</b>	<b>10.0</b>	8.0
Expenditure	<b>(34.8)</b>	<b>(25.5)</b>	<b>(60.3)</b>	(58.2)
Valuation gains on investments	<b>20.8</b>	<b>50.4</b>	<b>71.2</b>	204.3
	<hr/>	<hr/>	<hr/>	<hr/>
Balance 31 July	<b>442.2</b>	<b>860.8</b>	<b>1,303.0</b>	1,251.4
	<hr/>	<hr/>	<hr/>	<hr/>
Capital	<b>425.3</b>	<b>747.3</b>	<b>1,172.6</b>	1,130.3
Unspent income	<b>16.9</b>	<b>113.5</b>	<b>130.4</b>	121.1
	<hr/>	<hr/>	<hr/>	<hr/>
Balance 31 July	<b>442.2</b>	<b>860.8</b>	<b>1,303.0</b>	1,251.4
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Representing:</b>				
Trust and Special Funds:				
Professorships, Readerships and Lectureships	<b>50.9</b>	<b>422.3</b>	<b>473.2</b>	453.2
Scholarships and bursaries	<b>20.4</b>	<b>110.9</b>	<b>131.3</b>	127.6
Other	<b>118.8</b>	<b>317.9</b>	<b>436.7</b>	416.4
Gates Cambridge Trust	<b>208.3</b>	–	<b>208.3</b>	201.6
Specific donations	<b>38.8</b>	–	<b>38.8</b>	38.3
Examination Board restricted funds	<b>5.0</b>	–	<b>5.0</b>	4.9
General endowments	–	<b>9.7</b>	<b>9.7</b>	9.4
	<hr/>	<hr/>	<hr/>	<hr/>
Group total	<b>442.2</b>	<b>860.8</b>	<b>1,303.0</b>	1,251.4
	<hr/>	<hr/>	<hr/>	<hr/>

**23 Endowments (continued)****Transfer to income and expenditure account**

The transfer from endowments to the income and expenditure account represents the extent to which expenditure has been funded from endowment funds, after deducting the related investment income which is credited separately as part of total income. The transfer is calculated as follows:

	<b>Expendable</b>	<b>Permanent</b>	<b>2014</b>	2013
	<b>£m</b>	<b>£m</b>	<b>Total</b>	Total
			<b>£m</b>	£m
Expenditure	<b>34.8</b>	<b>25.5</b>	<b>60.3</b>	58.2
Less investment income	<b>(2.8)</b>	<b>(7.2)</b>	<b>(10.0)</b>	(8.0)
	<hr/>	<hr/>	<hr/>	<hr/>
Transfer to income and expenditure account	<b>32.0</b>	<b>18.3</b>	<b>50.3</b>	50.2

**University**

Balance 1 August	<b>218.5</b>	<b>820.5</b>	<b>1,039.0</b>	873.3
New endowments received	<b>17.0</b>	<b>4.6</b>	<b>21.6</b>	33.6
Income receivable from endowment asset investments	<b>1.5</b>	<b>7.2</b>	<b>8.7</b>	6.7
Expenditure	<b>(20.4)</b>	<b>(25.2)</b>	<b>(45.6)</b>	(43.6)
Valuation gains on investments	<b>8.5</b>	<b>50.3</b>	<b>58.8</b>	169.0
	<hr/>	<hr/>	<hr/>	<hr/>
Balance 31 July	<b>225.1</b>	<b>857.4</b>	<b>1,082.5</b>	1,039.0
	<hr/>	<hr/>	<hr/>	<hr/>
Capital	<b>208.2</b>	<b>743.9</b>	<b>952.1</b>	918.1
Unspent income	<b>16.9</b>	<b>113.5</b>	<b>130.4</b>	120.9
	<hr/>	<hr/>	<hr/>	<hr/>
Balance 31 July	<b>225.1</b>	<b>857.4</b>	<b>1,082.5</b>	1,039.0
	<hr/>	<hr/>	<hr/>	<hr/>

**24 Reserves**

	<b>General reserves</b>	<b>Operational property revaluation reserve</b>	<b>Fixed asset investment revaluation reserve</b>	<b>2014 Total</b>	2013 Total
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	£m
<b>Group</b>					
Balance 1 August	<b>922.2</b>	<b>121.1</b>	<b>265.7</b>	<b>1,309.0</b>	1,081.0
Surplus retained for the year	<b>43.6</b>	–	–	<b>43.6</b>	73.1
Actuarial loss	<b>(61.8)</b>	–	–	<b>(61.8)</b>	(8.3)
Transfer in respect of depreciation on revalued operational properties	<b>6.0</b>	<b>(6.0)</b>	–	–	–
Transfer in respect of disposals of fixed asset investments	<b>72.4</b>	–	<b>(72.4)</b>	–	–
Loss arising on foreign currency translation	<b>(8.8)</b>	–	–	<b>(8.8)</b>	(3.2)
Valuation gains on investments	–	–	<b>68.0</b>	<b>68.0</b>	166.4
Balance 31 July	<b>973.6</b>	<b>115.1</b>	<b>261.3</b>	<b>1,350.0</b>	1,309.0
Reserves are reduced by the net liabilities in respect of retirement benefits					
Reserves before net liabilities in respect of retirement benefits	<b>1,412.0</b>	<b>115.1</b>	<b>261.3</b>	<b>1,788.4</b>	1,696.8
Effect of pension liability (see note 20)	<b>(417.4)</b>	–	–	<b>(417.4)</b>	(363.6)
Effect of liability for other retirement benefits (see note 21)	<b>(21.0)</b>	–	–	<b>(21.0)</b>	(24.2)
Reserves balance at 31 July	<b>973.6</b>	<b>115.1</b>	<b>261.3</b>	<b>1,350.0</b>	1,309.0
<b>University</b>					
Balance 1 August	<b>1,066.8</b>	<b>121.1</b>	<b>205.8</b>	<b>1,393.7</b>	1,156.7
Surplus retained for the year	<b>50.1</b>	–	–	<b>50.1</b>	85.2
Actuarial gain / (loss)	<b>(7.8)</b>	–	–	<b>(7.8)</b>	27.0
Transfer in respect of depreciation on revalued operational properties	<b>6.0</b>	<b>(6.0)</b>	–	–	–
Transfer in respect of disposals of fixed asset investments	<b>47.0</b>	–	<b>(47.0)</b>	–	–
Loss arising on foreign currency translation	<b>(6.1)</b>	–	–	<b>(6.1)</b>	(1.8)
Valuation gains on investments	–	–	<b>53.6</b>	<b>53.6</b>	126.6
Balance 31 July	<b>1,156.0</b>	<b>115.1</b>	<b>212.4</b>	<b>1,483.5</b>	1,393.7

**25 Cambridge University Endowment Fund (CUEF)**

The University operates a unitized fund, the Cambridge University Endowment Fund (CUEF), for long-term investment in respect of individual restricted endowments and other balances, and by other group undertakings. The assets of the CUEF were held in the following categories:

	<b>31 July 2014</b>		31 July 2013	
	<b>£m</b>	<b>%</b>	£m	%
Public equity	<b>1,449.6</b>	<b>63.5</b>	1,280.2	59.9
Private investment	<b>206.8</b>	<b>9.1</b>	175.9	8.2
Absolute return	<b>269.5</b>	<b>11.8</b>	259.6	12.2
Credit	<b>72.9</b>	<b>3.2</b>	66.2	3.1
Real assets	<b>195.7</b>	<b>8.6</b>	211.0	9.9
Fixed interest / cash	<b>89.4</b>	<b>3.9</b>	143.9	6.7
Total value of fund	<b>2,283.9</b>	<b>100.0</b>	2,136.8	100.0

Public equity includes all equity stocks traded on a liquid market, together with related index funds and derivatives (such as futures).

Private investment includes investments where initial capital commitments are drawn down over a period, and the proceeds of the investments once disposed of are returned over the life of each fund. The underlying investments may include unlisted equities and / or corporate credits (such as bonds, loans and other claims).

Absolute return includes investments in trading strategies which are to some degree independent of overall equity market movements. Funds where different equities are simultaneously held (long) and sold (short) are included in this category.

Credit includes corporate securities (such as bonds and loans) traded on a liquid public market.

Real assets includes investments which are expected to some degree to increase in nominal value to match inflation. This category includes commercial property, and securities which reflect the level of commodity values. Inflation-linked government securities are, however, included in the fixed interest category below.

Fixed interest / cash includes cash at bank and on deposit, government securities, the net value of foreign currency contracts and any amounts receivable in general; less amounts payable, including those arising from holding derivative contracts.

The assets of the CUEF are included in the following balance sheet captions in proportion to the number of units held by the relevant funds:

	<b>Group</b>	Group	<b>University</b>	University
	<b>2014</b>	2013	<b>2014</b>	2013
	<b>£m</b>	£m	<b>£m</b>	£m
Fixed asset investments (see note 13)	<b>1,002.1</b>	918.1	<b>803.7</b>	693.4
Endowment assets (see note 14)	<b>1,179.5</b>	1,144.4	<b>979.4</b>	953.4
Current asset investments (see note 17) – balances held on behalf of:				
Subsidiary undertakings	<b>–</b>	–	<b>398.5</b>	415.7
Colleges	<b>91.2</b>	65.6	<b>91.2</b>	65.6
Other associated bodies	<b>11.1</b>	8.7	<b>11.1</b>	8.7
Total included in current asset investments	<b>102.3</b>	74.3	<b>500.8</b>	490.0
Total value of units	<b>2,283.9</b>	2,136.8	<b>2,283.9</b>	2,136.8

**26 Reconciliation of consolidated operating (deficit) / surplus to net cash inflow from operating activities**

	<b>2014</b>	2013
	<b>£m</b>	£m
(Deficit) / surplus on continuing operations	<b>(6.3)</b>	23.1
Depreciation of tangible fixed assets	<b>88.4</b>	77.1
Amortization of goodwill	<b>1.6</b>	2.6
(Surplus) / deficit on disposal of tangible fixed assets	<b>(4.6)</b>	(5.5)
Deferred capital grants released to income	<b>(38.1)</b>	(33.4)
Donations of, and for the purchase of, heritage assets	<b>(0.5)</b>	(15.6)
Investment income	<b>(24.6)</b>	(20.0)
Interest payable	<b>15.7</b>	18.7
Pension cost less contributions payable (see note 20)	<b>(12.5)</b>	(18.5)
Other retirement benefits – cost less contributions payable (see note 21)	<b>(0.4)</b>	(0.1)
Currency adjustments	<b>(9.7)</b>	(3.8)
	<b>9.0</b>	24.6
Decrease / (increase) in stock	<b>6.4</b>	(1.7)
(Increase) in debtors	<b>(23.1)</b>	(12.5)
Increase in creditors	<b>11.5</b>	58.3
Net cash inflow from operating activities	<b>3.8</b>	68.7

**27 Cash flows**

	<b>2014</b>	2013
	<b>£m</b>	£m
<b>Returns on investments and servicing of finance</b>		
Endowment and investment income received	<b>24.6</b>	20.0
Interest paid	<b>(13.3)</b>	(6.7)
Net cash inflow from returns on investments and servicing of finance	<b>11.3</b>	13.3
<b>Capital expenditure and financial investment</b>		
Purchase of tangible fixed assets	<b>(152.8)</b>	(118.3)
Acquisition of goodwill and other intangible fixed assets	<b>(0.6)</b>	(3.3)
Donations and grants for the purchase of tangible fixed assets	<b>40.4</b>	46.7
Proceeds of disposal of tangible fixed assets	<b>6.1</b>	16.9
Net disposal / (purchase) of long-term investments (excluding investments held on behalf of others)	<b>12.4</b>	(299.5)
New endowments received	<b>30.7</b>	40.8
Net cash outflow from capital expenditure and financial investment	<b>(63.8)</b>	(316.7)
<b>Financing</b>		
Proceeds of Bond issue	–	342.0
Repayment of long-term loans	<b>(1.2)</b>	(1.0)
Net cash inflow / (outflow) from financing	<b>(1.2)</b>	341.0

**28 Analysis of net funds**

	<b>Group 2014</b>	Group 2013	<b>Increase / (decrease) 2014</b>	Increase / (decrease) 2013
	<b>£m</b>	£m	<b>£m</b>	£m
Cash at bank and in hand	<b>50.1</b>	61.3	<b>(11.2)</b>	10.2
Bank balances included in endowment assets (note 14)	<b>0.5</b>	1.0	<b>(0.5)</b>	(4.0)
Bank overdrafts (note 18)	<b>(3.0)</b>	(3.6)	<b>0.6</b>	(1.1)
Net cash and bank overdraft	<b>47.6</b>	58.7	<b>(11.1)</b>	5.1
Money market investments:				
Included in endowment assets (note 14)	<b>78.6</b>	59.6	<b>19.0</b>	8.9
Included in current asset investments (note 17)	<b>234.3</b>	293.3	<b>(59.0)</b>	94.4
Less held on behalf of others	<b>(2.8)</b>	(4.0)	<b>1.2</b>	(1.8)
Debt due after one year (note 19)	<b>(345.8)</b>	(347.3)	<b>1.5</b>	(345.0)
Debt due within one year (note 18)	<b>(1.0)</b>	(0.7)	<b>(0.3)</b>	3.7
Net funds	<b>10.9</b>	59.6	<b>(48.7)</b>	(234.7)

**29 Capital commitments**

	<b>2014</b>	2013
	<b>£m</b>	£m
Commitments for capital expenditure:		
Commitments contracted at 31 July	<b>167.2</b>	117.6
Authorized but not contracted at 31 July	<b>351.0</b>	100.9
Commitments for capital calls on investments	<b>193.3</b>	163.7

**30 Pension schemes**

The two principal pension schemes for the University's staff are the Universities Superannuation Scheme (USS) and the Cambridge University Assistants' Contributory Pension Scheme (CPS). Cambridge University Press operates two defined benefit schemes for its UK staff, the Press Contributory Pension Fund (PCPF) and the Press Senior Staff Pension Scheme (PSSPS). With the exception (from 1 January 2013) of the CPS, employees covered by the schemes are contracted out of the State Second Pension. The assets of the schemes are held in separate trustee-administered funds. The USS and the CPS are not closed, nor is the age profile of their active membership rising significantly. The PCPF and the PSSPS have been closed to new members.

The schemes are defined benefit schemes which are valued every three years using the projected unit method by professionally qualified actuaries, the rates of contribution payable being determined by the trustees on the advice of the actuaries.

### 30 Pension schemes (continued)

#### Universities Superannuation Scheme (USS)

Because of the mutual nature of the scheme, the scheme's assets are not hypothecated to individual institutions and a scheme-wide contribution rate is set. The University is exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by FRS 17 (Retirement benefits), accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme in respect of the accounting period.

#### Triennial valuation of the scheme

The latest triennial actuarial valuation of the scheme was at 31 March 2011 and was the second valuation for this scheme to require the calculation of technical provisions in accordance with the Pensions Act 2004. The assumptions that have the most significant effect on the result of the valuation were as follows:

Investment returns per annum	<b>6.10%</b>
Salary scale increases per annum	<b>4.40%</b>
Pension increases per annum:	
First three years	<b>3.40%</b>
Thereafter	<b>2.60%</b>
Mortality – equivalent life expectancy for members reaching retirement age of 65:	
Males currently aged 65	<b>89</b>
Males currently aged 45	<b>91</b>
Females currently aged 65	<b>91</b>
Females currently aged 45	<b>93</b>

At the valuation date, the value of the assets of the scheme was £32,434m and the value of the scheme's technical provisions was £35,344m. The assets were therefore sufficient to cover 92% of the benefits which had accrued to members after allowing for expected future increases in earnings.

At 31 March 2014 the actuary has estimated that the funding level had fallen from 92% to 85%. This estimate was based on the results from the valuation at 31 March 2011 allowing primarily for investment returns and changes to market conditions.

The next formal triennial actuarial valuation, as at 31 March 2014, is in progress at the date of approval of these financial statements.

The employer contribution rate payable by the University in the year ended 31 July 2014 was 16% of pensionable pay. The scheme's trustees have determined a recovery plan to pay off the shortfall shown by the 31 March 2011 valuation by 31 March 2021; under the recovery plan the University's contribution rate would increase to 18% of pensionable pay from 1 April 2017 to 31 March 2021. The contribution rate will be reviewed as part of each triennial valuation and may be reviewed more frequently.

At 31 March 2014, USS had over 162,000 active members; the University and its subsidiary undertakings had 7,222 active members participating in the scheme.

**30 Pension schemes (continued)****Cambridge University Assistants' Contributory Pension Scheme (CPS)**

The CPS was established under the authority of the Universities of Oxford and Cambridge Act 1923. It is a registered pension scheme for the purposes of the Finance Act 2004. The active members of the scheme are employees of the University and its subsidiary undertakings. The scheme's benefit structure changed significantly from 1 January 2013, at which point employees covered by the schemes ceased to be contracted out of the State Second Pension.

**Triennial valuation of the scheme**

A full triennial valuation of the scheme was carried out by the actuary for the trustees of the scheme for funding purposes as at 31 July 2012. The results showed the actuarial value of the scheme's assets as £377m. These were insufficient to cover the scheme's past service liabilities of £511m; the scheme had a deficit of £134m and was 74% funded.

From 1 August 2011 to 31 July 2013 normal employer contributions were set at 20.3% of pensionable pay. From 1 August 2013 employer contributions were set at 11.5% of pensionable pay for existing members at 31 December 2012 and 5.8% of pensionable pay (together with contributions at 5.0% to a separate defined contribution arrangement) for new entrants from 1 January 2013. In addition fixed employer contributions totalling £14.6m per annum are payable over the period from 1 August 2011 to 31 July 2025.

**CPS: Pension costs under FRS 17**

For accounting purposes the scheme's assets are measured at market value and liabilities are valued using the projected unit method and discounted using the gross redemption yield for corporate AA rated bonds. The valuation uses market-based assumptions and asset valuations, and represents a current valuation. It does not impact on the joint contribution rate set by the trustees of the scheme. The principal assumptions used by the actuary were:

	<b>2014</b>	2013
Discount rate	<b>4.20%</b>	4.60%
Expected rate of return on scheme assets at beginning of year	<b>7.15%</b>	7.15%
Rate of increase in salaries	<b>4.15%</b>	4.15%
Rate of increase in pensions in deferment	<b>3.40%</b>	3.40%
Rate of increase in pensions in payment	<b>3.40%</b>	3.40%
Mortality – equivalent life expectancy for members reaching the age of 65:		
Males currently aged 65	<b>87</b>	87
Males currently aged 45	<b>88</b>	88
Females currently aged 65	<b>90</b>	90
Females currently aged 45	<b>92</b>	92

The following results were measured in accordance with the requirements of FRS 17, based on the assumptions summarized above:

**30 Pension schemes (continued)****CPS: Pension costs under FRS 17 (continued)**

	Present value of defined benefit obligation		Fair value of scheme assets		Net liability recognised in the balance sheet	
	2014	2013	2014	2013	2014	2013
	£m	£m	£m	£m	£m	£m
Opening	<b>(756.7)</b>	(642.8)	<b>465.6</b>	377.4	<b>(291.1)</b>	(265.4)
Current service cost	<b>(19.9)</b>	(22.1)	–	–	<b>(19.9)</b>	(22.1)
Employer contributions	–	–	<b>28.0</b>	35.7	<b>28.0</b>	35.7
Expected return on scheme assets	–	–	<b>33.6</b>	25.3	<b>33.6</b>	25.3
Contributions by members	<b>(0.6)</b>	(0.6)	<b>0.6</b>	0.6	–	–
Transfers in from other scheme	<b>(0.8)</b>	–	<b>0.8</b>	–	–	–
Interest cost	<b>(34.9)</b>	(29.2)	–	–	<b>(34.9)</b>	(29.2)
Actuarial (losses) / gains	<b>(55.5)</b>	(75.3)	<b>1.3</b>	39.9	<b>(54.2)</b>	(35.4)
Benefits and expenses paid	<b>19.5</b>	13.3	<b>(19.5)</b>	(13.3)	–	–
Closing defined benefit obligation	<b>(848.9)</b>	(756.7)	<b>510.4</b>	465.6	<b>(338.5)</b>	(291.1)

The amounts recognized in the income and expenditure account were as follows:

	2014	2013
	£m	£m
In staff costs: current service cost	<b>19.9</b>	22.1
In interest and other finance costs:		
Interest on pension scheme liabilities	<b>34.9</b>	29.2
Less: expected return on pension scheme assets	<b>(33.6)</b>	(25.3)
	<b>1.3</b>	3.9

The total of actuarial losses recognised in the statement of total recognised gains and losses was £54.2m (2013: £35.4m).

Amounts for the current and previous four years were as follows:	2014	2013	2012	2011	2010
	£m	£m	£m	£m	£m
Defined benefit obligation	<b>(848.9)</b>	(756.7)	(642.8)	(587.7)	(516.5)
Plan assets	<b>510.4</b>	465.6	377.4	359.4	320.4
Deficit at the balance sheet date	<b>(338.5)</b>	(291.1)	(265.4)	(228.3)	(196.1)
Experience gains / (losses) for the year on plan liabilities	<b>8.0</b>	4.4	9.2	(1.6)	7.1
Experience gains / (losses) for the year on plan assets	<b>1.3</b>	39.9	(22.4)	9.3	15.8

The above results have been recognised in the consolidated balance sheet. The University is, however, unable to identify its own share of the underlying assets and liabilities in the scheme, as distinct from that attributable to subsidiary undertakings, on a reasonable and consistent basis. For the University itself, therefore, pension costs are accounted for as if the CPS were a defined contribution scheme, and the University's own balance sheet does not include a pension liability in respect of the CPS.

**30 Pension schemes (continued)****Cambridge University Press UK defined benefit schemes (PCPF and PSSPS)****Triennial valuation of the schemes**

Full triennial valuations of the schemes were carried out by the actuary for the trustees of the schemes for funding purposes as at 1 January 2013.

**Pension costs under FRS 17**

For accounting purposes the schemes' assets are measured at market value and liabilities are valued using the attained age method and discounted using the gross redemption yield for corporate AA rated bonds. The valuations use market-based assumptions and asset valuations, and represent current valuations. They do not impact on the joint contribution rates set by the trustees of the schemes. The actuary has updated the 1 January 2013 valuation to 31 July 2013 and 31 July 2014 for the purposes of these financial statements. The principal assumptions used by the actuary for both schemes were:

	<b>2014</b>	2013
Discount rate	<b>4.20%</b>	4.60%
Expected rate of return on scheme assets at beginning of year	<b>6.00%</b>	5.00%
Rate of increase in salaries – schemes are now on frozen current salary basis	<b>0.00%</b>	0.00%
Rate of increase in pensions in deferment	<b>3.70%</b>	3.70%
Rate of increase in pensions in payment	<b>3.70%</b>	3.70%
Mortality - equivalent life expectancy for members at age 65:		
Males	<b>87</b>	87
Females	<b>90</b>	90

The following results were measured in accordance with the requirements of FRS 17, based on the assumptions summarised above. The results for the two schemes have been amalgamated.

	<b>Present value of defined benefit obligation</b>		<b>Fair value of scheme assets</b>		<b>Net liability recognised in the balance sheet</b>	
	<b>2014</b>	2013	<b>2014</b>	2013	<b>2014</b>	2013
	<b>£m</b>	£m	<b>£m</b>	£m	<b>£m</b>	£m
Opening	<b>(258.1)</b>	(271.7)	<b>188.4</b>	177.1	<b>(69.7)</b>	(94.6)
Current service cost	<b>(1.8)</b>	(2.1)	–	–	<b>(1.8)</b>	(2.1)
Employer contributions	–	–	<b>6.1</b>	5.3	<b>6.1</b>	5.3
Expected return on scheme assets	–	–	<b>11.2</b>	8.8	<b>11.2</b>	8.8
Contributions by members	<b>(0.2)</b>	(0.2)	<b>0.2</b>	0.2	–	–
Interest cost	<b>(11.7)</b>	(12.1)	–	–	<b>(11.7)</b>	(12.1)
Actuarial gains / (losses)	<b>(12.2)</b>	18.6	<b>1.2</b>	6.5	<b>(11.0)</b>	25.1
Benefits and expenses paid	<b>10.6</b>	9.4	<b>(10.6)</b>	(9.4)	–	–
Closing defined benefit obligation	<b>(273.4)</b>	(258.1)	<b>196.5</b>	188.5	<b>(76.9)</b>	(69.6)

**30 Pension schemes (continued)****PCPF and PSSPS: Pension costs under FRS 17 (continued)**

The amounts recognized in the income and expenditure account were as follows:	<b>2014</b>	2013
	<b>£m</b>	£m
In staff costs: current service cost	<u>1.8</u>	<u>2.1</u>
In interest and other finance costs:		
Interest on pension scheme liabilities	<b>11.7</b>	12.1
Less: expected return on pension scheme assets	<b>(11.2)</b>	(8.8)
	<u>0.5</u>	<u>3.3</u>

The total of actuarial losses recognised in the statement of total recognised gains and losses was £11.0m (2013: gains £25.1m).

Amounts for the current and previous four years were as follows:	<b>2014</b>	2013	2012	2011	2010
	<b>£m</b>	£m	£m	£m	£m
Defined benefit obligation	<b>(273.4)</b>	(258.1)	(271.7)	(241.4)	(223.2)
Plan assets	<b>196.5</b>	188.5	177.1	166.9	152.4
Deficit at the balance sheet date	<u><b>(76.9)</b></u>	<u>(69.6)</u>	<u>(94.6)</u>	<u>(74.5)</u>	<u>(70.8)</u>
Experience gains / (losses) for the year on plan liabilities	<u>–</u>	<u>17.8</u>	<u>(4.2)</u>	<u>(8.4)</u>	<u>(2.4)</u>
Experience gains / (losses) for the year on plan assets	<u><b>1.2</b></u>	<u>6.5</u>	<u>3.5</u>	<u>10.9</u>	<u>8.5</u>

The University also has a smaller number of staff in other pension schemes, including the National Health Service Pension Scheme (NHSPS). Further disclosures are not given as the balances and movements are not material.

The total pension cost for the year (see note 7) was:

	<b>Employer contributions</b>	<b>FRS 17 adjustment</b>	<b>Total 2014</b>	Employer contributions	FRS 17 adjustment	Total 2013
	<b>2014</b>	<b>2014</b>	<b>2014</b>	2013	2013	2013
	<b>£m</b>	<b>£m</b>	<b>£m</b>	£m	£m	£m
USS	<b>69.6</b>	–	<b>69.6</b>	63.1	–	63.1
CPS	<b>28.1</b>	<b>(8.1)</b>	<b>20.0</b>	35.7	(13.6)	22.1
PCPF	<b>2.6</b>	<b>(1.2)</b>	<b>1.4</b>	2.8	(1.2)	1.6
PSSPS	<b>3.5</b>	<b>(3.1)</b>	<b>0.4</b>	2.6	(2.0)	0.6
NHSPS	<b>2.1</b>	–	<b>2.1</b>	1.9	–	1.9
Other pension schemes	<b>4.8</b>	<b>(0.1)</b>	<b>4.7</b>	3.8	(1.7)	3.8
	<u><b>110.7</b></u>	<u><b>(12.5)</b></u>	<u><b>98.2</b></u>	<u>109.9</u>	<u>(18.5)</u>	<u>93.1</u>

**31 Principal subsidiary and associated undertakings and other significant investments**

The following undertakings were subsidiary undertakings throughout the year ended 31 July 2014. Except where stated, the accounting reference date is 31 July and the undertaking is a wholly-owned company registered in England and Wales.

Name	Notes	Principal activity
Cambridge Centre for Advanced Research in Energy Efficiency in Singapore Limited	<i>a</i>	Research and development
Cambridge Enterprise Limited		Consultancy and commercial exploitation of intellectual property
IFM Education and Consultancy Services Limited		Consultancy and commercial exploitation of intellectual property
Cambridge Investment Management Limited		Investment management
Cambridge Institute for Sustainability Leadership (Australia)	<i>b</i>	Sustainability leadership programmes
Cambridge Programme for Sustainability Leadership (South Africa)	<i>c</i>	Sustainability leadership programmes
Cambridge University Technical Services Limited		Consultancy and commercial exploitation of intellectual property
The Dennis S Avery and Sally Tsui Wong-Avery Endowment Trust	<i>d</i>	Advancement of education and research in cosmology at the University
Fitzwilliam Museum (Enterprises) Limited		Publication of fine art books and sale of museum merchandise
JBS Executive Education Limited		Corporate education services
Lynxvale Limited		Construction and development services
University of Cambridge Dental Practice Limited		Dental services
UTS Cambridge		Primary school education

**Associated Trusts**

Cambridge Commonwealth, European and International Trust	}	<i>d</i>	Provision of scholarships, grants, and other support for the education of overseas students in the University
Gates Cambridge Trust			
Malaysian Commonwealth Studies Centre in Cambridge			

**Cambridge Assessment subsidiary undertakings**

Cambridge Assessment Overseas Limited		Overseas office services
Cambridge Assessment Singapore	<i>e</i>	Overseas office services
Cambridge Avaliacao Representacao e Promocao Ltda	<i>f</i>	Overseas office services
Cambridge ESOL Inc	<i>g</i>	Holding entity
Cambridge ESOL (Aus), subsequently renamed Cambridge English (Aus)	<i>h</i>	Examination services
Cambridge Boxhill Language Pty Limited	<i>h</i>	Examination services
Fundacion UCLES	<i>i</i>	Examination services
Oxford and Cambridge International Assessment Services Limited		Overseas office services
Oxford Cambridge and RSA Examinations	<i>d</i>	Examination and assessment services

**31 Principal subsidiary and associated undertakings and other significant investments (continued)**

<b>Name</b>	<b>Notes</b>	<b>Principal activity</b>
<b>Cambridge University Press subsidiary undertakings</b>	<i>j</i>	
Academic Journal Publishing Pty Limited	<i>h</i>	Intermediate holding company
Australian Academic Press Pty Group Limited	<i>h</i>	Publishing and distribution
Cambridge Knowledge (China) Limited	<i>k</i>	Representative office
Cambridge University Press (Greece) EPE	<i>l</i>	Representative office
Cambridge University Press (Holdings) Limited		Multi-purpose holding company
Cambridge University Press India (Private) Limited	<i>m</i>	Publishing and distribution
Cambridge University Press Japan KK	<i>n</i>	Representative office
Cambridge University Press Panama SA	<i>o</i>	Distribution
Cambridge University Press South Africa (Proprietary) Limited	<i>p</i>	Publishing and distribution
Cambridge Hitachi-Solutions Education Limited	<i>q</i>	E-learning
Editorial Edicambridge Cia Ltda	<i>r</i>	Representative office
Digital Services Cambridge Limited		Software development
ELT Trading Limited	<i>s</i>	Publishing
Foundation e-Learning (Private) Limited	<i>m</i>	Publishing and distribution
HOTmaths Pty Limited	<i>t</i>	Web-based maths digital learning management systems
United Publishers Services Limited	<i>k</i>	Distribution

- a Cambridge Centre for Advanced Research in Energy Efficiency in Singapore Limited is incorporated in Singapore and has an accounting reference date of 31 March for commercial reasons. The effect of this is not material to the consolidated accounts.
- b Cambridge Institute for Sustainability Leadership (Australia) is incorporated in Australia and has an accounting reference date of 30 June for commercial reasons. The effect of this is not material to the consolidated accounts.
- c Cambridge Programme for Sustainability Leadership (South Africa) is incorporated in South Africa.
- d These entities are exempt charities established by trust deeds (see note 34).
- e Cambridge Assessment Singapore is incorporated in Singapore.
- f Cambridge Avaliacao Representacao e Promocao Ltda is incorporated in Brazil.
- g Cambridge ESOL Inc is a United States non-stock non-profit corporation.
- h Cambridge English (Aus), Cambridge Boxhill Language Pty Limited, Academic Journal Publishing Pty Limited and Australian Academic Press Pty Group Limited are incorporated in Australia.
- i Fundacion UCLES is incorporated in Spain.
- j Cambridge University Press subsidiary undertakings have an accounting reference date of 30 April for commercial reasons, with the exceptions of the companies incorporated in India (31 March) and Mexico (31 December).
- k Cambridge Knowledge (China) Limited and United Publishers Services Limited are incorporated in Hong Kong.
- l Cambridge University Press (Greece) EPE is incorporated in Greece.
- m Cambridge University Press India (Private) Limited and Foundation e-Learning (Private) Limited are incorporated in India.
- n Cambridge University Press Japan KK is incorporated in Japan.

**31 Principal subsidiary and associated undertakings and other significant investments (continued)**

- o Cambridge University Press Panama SA is incorporated in Panama.
- p Cambridge University Press South Africa (Proprietary) Limited is a 75% subsidiary incorporated in South Africa.
- q The University holds 60% of the issued share capital in Cambridge Hitachi-Solutions Education Limited.
- r Editorial Edicambridge Cia Ltda is incorporated in Ecuador.
- s ELT Trading Limited is incorporated in Mexico.
- t HOTmaths Pty Limited is a 55% subsidiary incorporated in Australia.

**Other significant investments**

The University has interests in a number of spin-out companies formed to exploit intellectual property rights or inventions. These are included at valuation in fixed asset investments (see note 13) and endowment assets (see note 14). In some cases the University's interest amounted to 20% or more of the share capital at the year end, and these companies are listed below. As the University does not exercise a significant influence over these investments and they are not intended to be held for the long-term, they are not accounted for as associated undertakings. Other undertakings where the University's investment amounts to 20% or more are also listed below. These are not accounted for as associated undertakings as the effect on the financial statements would not be material.

<b>Name</b>	<b>% interest</b>	<b>Principal Activity</b>
Ampika Limited	40	Commercial exploitation of intellectual property
AQDOT Limited	20	Commercial exploitation of intellectual property
Cambridge Epigenetix Limited	24	Commercial exploitation of intellectual property
Cambridge in America	22	Fundraising
Jukedeck Limited	22	Commercial exploitation of intellectual property
Microbial Technics Limited	23	Commercial exploitation of intellectual property
Sphere Fluidics Limited	30	Commercial exploitation of intellectual property
The CRISP Consortium Limited	45	Commercial exploitation of intellectual property

In addition, at the year end the University held an interest of 33.5% in Cambridge Innovation Capital plc as part of its investment portfolio. Movements in the carrying value of this investment are not taken through the income and expenditure account.

## 32 Related party transactions

The financial statements of the University include transactions with related parties. In accordance with FRS 8 (Related Party Transactions), these are disclosed where members of the Council disclose an interest in a body with whom the University undertakes transactions which are considered material to the University's financial statements and / or to the other party. Due to the nature of the University's operations and the composition of its Council, it is inevitable that the University will enter into transactions in the normal course of business with Colleges, NHS Trusts, Research Councils, other grant-awarding bodies and other private and public sector organisations in which members of the Council may have an interest. All transactions involving organisations in which members of Council may have such an interest, including those summarised below, are conducted in accordance with the University's financial regulations and usual procurement procedures. A register of the interests of the members of the Council is maintained. The University has taken advantage of the exemption within FRS 8 and has not disclosed transactions with other group entities where it holds 100% of the voting rights.

Transactions with Colleges are summarized in note 33 below. Included within the financial statements are other transactions with the following related parties:

### **Academy of Medical Sciences**

The Academy of Medical Sciences is an independent registered charity governed by a Council that includes a member of the University's Council. Research grants and contracts income for the year ended 31 July 2014 includes £243,000 in respect of grants funded by the Academy.

### **Cambridge University Students Union**

The President and the Education Officer of Cambridge University Students Union were also members of the University's Council for the 2013-14 financial year. Under *Statutes and Ordinances*, Chapter II, the University has discretion to provide financial assistance to the Union and, in the year ending 31 July 2014, provided a grant of £154,000 and made other payments totalling £17,000 for services provided. The Union made payments to the University totalling £17,000 for temporary staff, network and other services provided.

### **Gatsby Charitable Foundation**

Lord Sainsbury of Turville, who was elected as Chancellor of the University in October 2011, is settlor of the Gatsby Charitable Foundation (Gatsby) and, together with the Gatsby Trustees, is actively involved in setting the Foundation's strategic direction and approving its activities. In 2006 the University approved a proposal to establish a Sainsbury Laboratory for plant science in Cambridge, with Gatsby providing capital funding and research funds over a ten year period. The Sainsbury Laboratory was completed in the year ended 31 July 2011, with Gatsby capital contributions totalling £74m. Research grants and contracts income for the year ended 31 July 2014 includes £6.2m in respect of continuing grants funded by Gatsby.

### **Higher Education Funding Council for England**

The Higher Education Funding Council for England (HEFCE) allocates funding from the Government to universities and colleges in England. HEFCE is led by the HEFCE Board that includes a member of the University's Council. Funding received from HEFCE is included in funding body grants (see note 1) and in deferred capital grants (see note 22) in accordance with the University's accounting policies. At 31 July 2014 current liabilities included £34.6m in respect of funding received from HEFCE but not yet recognised as deferred capital grants or as income.

### **Kidney Research UK**

Kidney Research UK is a registered charity governed by a Board of Trustees that includes a member of the University's Council. Research grants and contracts income for the year ended 31 July 2014 includes £140,000 receivable in respect of grants funded by Kidney Research UK.

**32 Related party transactions (continued)****Royal Society**

The Royal Society is a registered charity governed by a Council of distinguished scientists that includes a member of the University's Council. Research grants and contracts income for the year ended 31 July 2014 includes £5.9m in respect of grants funded by the Royal Society.

**University of Cambridge Graduate Union**

The President of the Graduate Union was also a member of the University's Council for the 2013-14 financial year. Under *Statutes and Ordinances*, Chapter II, the University has discretion to provide financial assistance to the Graduate Union and, in the year ending 31 July 2014, provided a grant of £76,000 and made other payments totalling £10,000 for services provided. The Union made payments to the University totalling £12,000 for network and other services provided.

**33 Colleges**

There are 31 Colleges, each of which is an independent corporation with its own property and income. Each College publishes its own financial statements, in a form specified by the University.

During the year payments were made by the University from HEFCE funding in respect of the College fees of publicly-funded undergraduates of £44.9m (2013: £43.3m). These payments are included as "Payments to Colleges" in note 8 above. The University also made payments in respect of the College fees of postgraduate students totalling £5.4m (2013: £5.3m). These payments are included in other operating expenses. Other operating expenses also include £5.0m (2013: £4.9m) in respect of payments to the Isaac Newton Trust, a charitable trust established by Trinity College, as contributions to a bursary scheme for students of the University. The University distributed third party donations to the Colleges totalling £9.3m (2013: £7.3m distributed by the Cambridge Foundation); these payments are not included in the consolidated income and expenditure account. During the year the University provided printing, network and other services to the Colleges for which the Colleges paid a total of £2.9m (2013: £2.8m), and the Colleges provided accommodation, catering and other services to the University for which the University paid a total of £8.2m (2013: £7.7m). During the year the Colleges made donations to the University totalling £2.1m (2013: £1.9m) of which £1.2m was credited to specific endowments.

Current asset investments include £91.2m (2013: £65.6m) held on behalf of ten (2013: seven) Colleges in the form of CUEF units (see note 17) and £9.0m (2013: £6.7m) held on behalf of the Isaac Newton Trust.

<b>Colleges Fund</b>	<b>2014</b>	2013
	<b>£000</b>	£000
Balance at 1 August	<b>15</b>	55
Contributions received from Colleges	<b>3,979</b>	3,757
Interest earned	<b>3</b>	3
Payments to Colleges	<b>(3,980)</b>	(3,800)
	<hr/>	<hr/>
Balance at 31 July included in creditors	<b>17</b>	15

The Colleges Fund is administered by the University on behalf of the Colleges, who make all contributions to and receive all allocations from the Fund. The transactions on the Colleges Fund are not included in the income and expenditure account.

### 34 Connected charitable institutions

A number of charitable institutions are administered by or on behalf of the University and have been established for its general or special purposes. As a result, under paragraph 28 of Schedule 3 to the Charities Act 2011, these connected institutions are exempt from registration with the Charity Commission. Some of the connected institutions are included as subsidiary undertakings in these consolidated financial statements; others are not included in the consolidation since the University does not have control over their activities. The movements in the year on these charities' funds as reported in their own accounts were as follows:

<b>Consolidated (see note 31)</b>	<b>Opening Balance</b>	<b>Income</b>	<b>Expenditure</b>	<b>Market value increase</b>	<b>Closing Balance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Cambridge Commonwealth, European and International Trust	124.3	20.8	20.3	3.9	128.7
Gates Cambridge Trust	201.6	7.1	6.2	5.8	208.3
Malaysian Commonwealth Studies Centre in Cambridge	9.1	0.8	1.8	0.3	8.4
The Dennis S Avery and Sally Tsui Wong-Avery Endowment Trust	–	2.4	0.2	–	2.2
Oxford Cambridge and RSA Examinations	96.0	93.7	101.2	2.3	90.8
Strangeways Research Laboratory	1.1	0.1	–	–	1.2
	<u>432.1</u>	<u>124.9</u>	<u>129.7</u>	<u>12.3</u>	<u>439.6</u>

Fund balances are included in the consolidated balance sheet as:

Expendable endowments	211.9	218.1
Permanent endowments	1.0	3.5
Reserves	219.2	218.0
	<u>432.1</u>	<u>439.6</u>

**34 Connected charitable institutions (continued)**

	Opening Balance	Income	Expenditure	Market value increase	Closing Balance
	£m	£m	£m	£m	£m
<b>Not consolidated</b>					
Isaac Newton Trust, established by Trinity College (see note 33) to promote education, learning, and research in the University (accounts drawn up to 30 June 2014)	22.0	8.5	8.9	1.1	22.7
University of Cambridge Veterinary School Trust, for the support of veterinary education in the University	1.1	0.2	0.2	–	1.1
One smaller scholarship trust	0.3	–	–	–	0.3
Registered clubs and societies:					
Cambridge University Amateur Dramatic Club	0.1	0.2	0.2	–	0.1
Cambridge University Boat Club	1.8	0.5	0.4	–	1.9
Cambridge University Eco Racing	–	0.1	–	–	0.1
Cambridge University Law Society	–	0.2	0.2	–	–
Cambridge University Polo Club	0.3	0.1	0.1	–	0.3
Cambridge University Rag	–	0.1	0.1	–	–
Cambridge University Real Tennis Club	0.1	0.1	0.1	–	0.1
Cambridge University Rugby Union Football Club	0.8	0.6	0.5	–	0.9
Cambridge University Women's Boat Club	–	0.5	0.3	–	0.2
381 smaller clubs and societies	2.7	1.8	1.9	–	2.7
	<u>29.2</u>	<u>12.9</u>	<u>12.9</u>	<u>1.1</u>	<u>30.4</u>

**35 HEFCE Access Funds**

	<b>2014</b>	2013
	<b>£000</b>	£000
Access to Learning Fund allocation	<b>147</b>	134
Disbursed to students	<b>(129)</b>	(133)
Contribution to administration costs	–	(1)
	<u>18</u>	<u>–</u>

Access to Learning Fund grants are available for students: the University acts only as agent. The grants and related disbursements are therefore excluded from the income and expenditure account.

### 36 Financial risk management

In the ordinary course of its activities, the University manages a variety of financial risks including credit risk, liquidity risk and market risk. The principal risks and the University's approach to managing them are set out below. In view of the significance of the Cambridge University Endowment Fund (CUEF, see note 25), some aspects of financial risk management are considered for CUEF and non-CUEF separately.

Through the CUEF, the University invests in various categories of assets for the long term in order to achieve the CUEF's investment objective of a total return of RPI plus 5.25 per cent per annum. The CUEF is managed by the University's Investment Office, with the oversight of the University's Investment Board. In order to pursue its investment objective the CUEF seeks exposure to a variety of risks. This exposure could result in a reduction in the University's net assets.

#### a Credit risk

Credit risk is the risk that the University would incur a financial loss if a counterparty were to fail to discharge its obligations to the University.

##### Credit risk exposure

The University is exposed to credit risk in respect of its financial assets held with various counterparties. The following table details the maximum exposure to credit risk at 31 July:

	<b>2014</b>	2013
	<b>£m</b>	£m
Interest-bearing securities	<b>15.0</b>	17.7
Derivative financial instrument asset positions	<b>25.0</b>	101.3
Investment cash balances	<b>162.1</b>	129.4
Trade debtors: invoices receivable	<b>156.1</b>	174.7
Other debtors	<b>145.4</b>	98.6
Money market investments	<b>313.0</b>	353.0
Cash at bank	<b>50.1</b>	62.3
	<hr/>	<hr/>
Total financial assets exposed to credit risk	<b>866.7</b>	937.0

Of the above financial assets only certain trade debtors, as detailed below, were past their due date or were impaired during the year.

Trade debtors: outstanding invoices	<b>161.6</b>	180.7
Less: Provision for impairment of receivables	<b>(5.5)</b>	(6.0)
	<hr/>	<hr/>
	<b>156.1</b>	174.7

**36 Financial risk management (continued)**

Trade debtors that are less than three months past their due date are not considered impaired unless they are included in the specific provision. At 31 July 2014, trade debtors with carrying value of £53.5m (2013: £46.8m) were past their due date but not impaired.

	<b>2014</b>	2013
	<b>£m</b>	£m
Balances against which a provision has been made	<b>11.3</b>	14.2
Balances not past their due date	<b>96.8</b>	119.7
Up to 3 months past due	<b>36.7</b>	31.2
3 to 6 months past due	<b>9.5</b>	9.3
Over 6 months past due	<b>7.3</b>	6.3
	<b>161.6</b>	180.7

**Movement on provision of impairment of receivables**

Opening balance	<b>6.0</b>
Provided in year	<b>0.9</b>
Balances written off	<b>(1.4)</b>

Closing balance

**5.5****Risk management policies and procedures**

The University aims to minimise its counterparty credit risk exposure by monitoring the size of its credit exposure to, and the creditworthiness of, counterparties, including setting appropriate exposure limits and maturities. The creditworthiness and financial strength of trading customers and research sponsors is assessed at inception and on an ongoing basis. Counterparties for investment assets and bank accounts are selected based on their financial ratings, regulatory environments and specific circumstances.

In respect of the CUEF, fund managers appointed by the CUEF have responsibility for choosing reliable counterparties. Where CUEF investments are managed directly by the University, investment transactions are carried out with well established, approved brokers. Investment transactions are done on a cash against receipt or cash against delivery basis.

Term deposits and cash balances outside the CUEF are subject to authorised limits and rating criteria which are subject to annual review.

The ratings of term deposits and cash balances at 31 July were as follows:

<b>Fitch credit quality rating (short / long term)</b>	<b>2014</b>	2013
	<b>£m</b>	£m
F1+ / AA Highest / Very High	<b>94.8</b>	63.9
F1 / A+ Highest / High	<b>8.7</b>	17.2
F1 / A Highest / High	<b>236.7</b>	289.5
F2 / A- Good / High	<b>16.1</b>	30.8
F3 / BBB Fair / Good	<b>6.6</b>	7.2
Lower ratings	<b>0.2</b>	6.7
	<b>363.1</b>	415.3

### 36 Financial risk management (continued)

#### b Liquidity risk

Liquidity risk is the risk that the University will encounter difficulties raising cash to meet its obligations when they fall due. Obligations are associated with financial liabilities and capital commitments.

#### Risk management policies and procedures

The majority of the assets held by the CUEF are investments in quoted securities and in funds that are readily realisable; while these assets are not available to fund obligations beyond those of the CUEF, there is no significant liquidity risk in relation to the CUEF itself.

Outside the CUEF, the Group monitors its exposure to liquidity risk by regularly monitoring its liabilities and commitments and holding appropriate levels of liquid assets. The Finance Committee approves the Liquidity Policy periodically. Liquidity and cash forecasts are reviewed by the Director of Finance on a quarterly basis. Cash and short-term deposits are maintained at levels sufficient to fund three months' operational and capital expenditure. Short-term deposits are placed with various terms between call and six months.

The following tables summarise the maturity of the Group's undiscounted contractual payments.

	Three months or less £m	More than one year £m	Between one and five years £m	More than five years £m	Total £m
<b>As at 31 July 2014:</b>					
Bond liabilities	6.6	6.6	52.5	842.2	907.9
Derivative financial instruments liability positions	24.0	–	–	–	24.0
Investments held on behalf of others	105.1	–	–	–	105.1
Bank overdraft	3.0	–	–	–	3.0
Bank and other loans	0.3	0.5	3.3	–	4.1
Other creditors excluding deferred income	146.9	7.9	–	–	154.8
Totals at 31 July 2014	<b>285.9</b>	<b>15.0</b>	<b>55.8</b>	<b>842.2</b>	<b>1,198.9</b>
<b>As at 31 July 2013:</b>					
Bond liabilities	6.6	6.6	52.5	855.3	921.0
Derivative financial instruments liability positions	99.0	–	–	–	99.0
Investments held on behalf of others	78.3	–	–	–	78.3
Bank overdraft	3.6	–	–	–	3.6
Bank and other loans	0.2	0.5	4.7	–	5.4
Other creditors excluding deferred income	125.0	23.4	–	–	148.4
Totals at 31 July 2013	<b>312.7</b>	<b>30.5</b>	<b>57.2</b>	<b>855.3</b>	<b>1,255.7</b>

Capital commitments, excluded from the above analysis, are disclosed at note 29.

**36 Financial risk management (continued)****c Market risk**

Market risk is the risk of changes to the fair value of the Group's financial instruments. Market risk embodies the potential for both losses and gains and includes currency risk, interest rate risk and other price risk.

**CUEF**

The Investment Board advises the Council and is made up of investment professionals. The Investment Board monitors the performance of the Investment Office as well as providing advice to it. Investments in the CUEF are selected and combined with the aim of optimising the future long-term total return bearing in mind the expected future volatility of the return. The risk taken in order to meet the total return objective is managed by utilising diversification of investment strategies, of investment asset classes and of external investment managers. The CUEF operates an evolving asset allocation, in the context of a long-term direction. The proposed changes over the following twelve months are revised quarterly in discussion with the Investment Board. Within each asset class, fund managers are appointed and carry out the day-to-day investment transactions.

**c(i) Currency risk**

Currency risk is the risk that the value of an asset or liability will fluctuate due to changes to foreign currency exchange rates. The functional currency of the University and the presentational currency of the Group is Sterling. However, the Group has investment assets denominated in currencies other than Sterling and is impacted by fluctuations in foreign currency exchange rates.

**At 31 July the CUEF had the following principal net exposures:**

	<b>2014</b>	2013
Pounds sterling	<b>51.4%</b>	50.3%
US dollar	<b>30.4%</b>	29.9%
Euro	<b>4.6%</b>	6.4%
Japanese Yen	<b>4.5%</b>	4.5%
Other currency	<b>9.1%</b>	8.9%
	<hr/> <b>100.0%</b> <hr/>	<hr/> 100.0% <hr/>

The currency exposure for overseas investments is based on the quotation or reporting currency of each holding, while the currency exposure for net monetary assets is based on the currency in which each asset or liability is denominated.

**36 Financial risk management (continued)**

The following table summarizes the significant assets and liabilities exposed to currency risk as at 31 July 2014:

	<b>US Dollar \$m</b>	<b>Euro €m</b>	<b>US Dollar £m</b>	<b>Euro £m</b>	<b>Other £m</b>	<b>Total £m</b>
CUEF investment assets excluding currency contracts	<b>1,736.0</b>	<b>248.8</b>	<b>1,028.3</b>	<b>197.2</b>	<b>361.2</b>	<b>1,586.7</b>
CUEF forward currency contracts	<b>(563.2)</b>	<b>(117.6)</b>	<b>(333.6)</b>	<b>(93.2)</b>	<b>(49.1)</b>	<b>(475.9)</b>
Net exposure of CUEF	<b>1,172.8</b>	<b>131.2</b>	<b>694.7</b>	<b>104.0</b>	<b>312.1</b>	<b>1,110.8</b>
Exposures outside CUEF:						
Debtors	<b>35.1</b>	<b>15.6</b>	<b>20.8</b>	<b>12.4</b>	<b>20.1</b>	<b>53.3</b>
Money market investments	<b>4.0</b>	<b>8.5</b>	<b>2.4</b>	<b>6.8</b>	–	<b>9.2</b>
Cash balances	<b>9.0</b>	<b>5.0</b>	<b>5.4</b>	<b>4.0</b>	<b>12.5</b>	<b>21.9</b>
Creditors including bank and other loans	<b>(34.0)</b>	<b>(4.0)</b>	<b>(20.2)</b>	<b>(3.2)</b>	<b>(13.0)</b>	<b>(36.4)</b>
Forward currency contracts	<b>(39.5)</b>	<b>(47.5)</b>	<b>(23.4)</b>	<b>(37.6)</b>	–	<b>(61.0)</b>
Net exposure	<b>1,147.4</b>	<b>108.8</b>	<b>679.7</b>	<b>86.4</b>	<b>331.7</b>	<b>1,097.8</b>
Impact on total recognized gains for the year 2013–14						
10% US Dollar appreciation						<b>68.0</b>
10% Euro appreciation						<b>8.6</b>

The following table summarises the significant assets and liabilities exposed to currency risk as at 31 July 2013:

	<b>US Dollar \$m</b>	<b>Euro €m</b>	<b>US Dollar £m</b>	<b>Euro £m</b>	<b>Other £m</b>	<b>Total £m</b>
CUEF investment assets excluding currency contracts	1,434.1	256.7	945.9	224.8	321.3	1,492.0
CUEF forward currency contracts	(468.0)	(100.2)	(308.7)	(87.8)	(35.9)	(432.4)
Net exposure of CUEF	966.1	156.5	637.2	137.0	285.4	1,059.6
Exposures outside CUEF:						–
Debtors	28.5	5.1	18.8	4.5	19.9	43.2
Money market investments	–	14.0	–	11.9	–	11.9
Cash balances	19.8	8.8	13.1	7.7	11.6	32.4
Creditors including bank and other loans	(22.1)	(3.3)	(14.6)	(2.9)	(13.4)	(30.9)
Forward currency contracts	(12.0)	(26.0)	(7.9)	(22.8)	–	(30.7)
Net exposure	980.3	155.1	646.6	135.4	303.5	1,085.5

### 36 Financial risk management (continued)

Impact on total recognized gains for the year 2012–13

10% US Dollar appreciation  
10% Euro appreciation

<b>Total</b>
<b>£m</b>
64.7
13.5
78.2

#### Risk management policies and procedures

Currency positions in the assets and liabilities of the CUEF are reviewed regularly by the Chief Investment Officer and the currency exposure is managed within the asset allocation strategy.

#### c(ii) Interest rate risk

Interest rate risk arises from the risk that the value of an asset or liability will fluctuate due to changes in market interest rates (i.e. for fixed interest rate assets or liabilities) or that future cash flows will fluctuate due to changes in interest rates (i.e. for floating rate assets or liabilities).

#### Interest rate exposure and sensitivity

As stated in the accounting policies, the University's bond liabilities are measured at amortized cost using the effective interest rate method, rather than at fair value. The University has not invested in variable rate deposits or interest-bearing securities.

Interest rate risk is focused on the potential impact of interest rate changes on the fair value of investments in fixed interest securities.

At 31 July 2014 the University held £15.0m (2013: £17.7m) of corporate and overseas government bonds with fixed interest.

#### Risk management policies and procedures

The University takes into account the possible effects of a change in interest rates on the fair value and cash flows of the interest-bearing financial assets and liabilities when making investment decisions.

#### c(iii) Other price risk

Price risk is the risk that the value of an asset or liability will fluctuate due to changes in market price (other than those arising from currency risk or interest rate risk), caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

This is a key risk for the University because of the significance of the endowments and other funds invested in the CUEF and the dependence of future plans on maintaining the value of CUEF units in real terms.

#### Concentration of exposure to other price risk

As the majority of the CUEF's investments are carried at fair value, all changes in market conditions will directly affect the University's net assets. The fund's asset allocation at the reporting date is shown in note 25.

### 37 Fair value

Debtors and current liabilities are stated in the Group balance sheet at book values which are not materially different from their fair values. The Bond liabilities are measured at amortised cost of £342.3m (2013: £342.3m, see note 19), whereas the fair value of the Bond liabilities at 31 July 2014 was £370m (2013: £330m) based on trading nearest to the balance sheet date. The book values of the Group's other financial assets and liabilities shown on the balance sheet are the same as the fair values.

The following table categorises the fair values of the Group's investment assets and liabilities based on the inputs to the valuation. Categorisation within the hierarchy has been determined on the basis of the lowest level input that is significant to the fair value measurement of the relevant asset as follows:

Level 1: Valued using quoted prices in active markets for identical assets.

Level 2: Valued by reference to valuation techniques using observable inputs other than quoted prices included within Level 1.

Level 3: Valued by reference to valuation techniques using inputs that are not based on observable market data.

<b>Fair value measurements using the FRS 29 fair value hierarchies</b>		<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Investment assets at fair value as at 31 July 2014</b>					
CUEF:	Quoted investments	<b>816.3</b>	–	–	<b>816.3</b>
	Unquoted investments	–	<b>1,312.6</b>	<b>29.8</b>	<b>1,342.4</b>
	Derivative financial instruments asset positions	<b>25.0</b>	–	–	<b>25.0</b>
	Cash in hand and at investment managers	<b>67.3</b>	<b>56.9</b>	–	<b>124.2</b>
<hr/>					
	Total CUEF assets	<b>908.6</b>	<b>1,369.5</b>	<b>29.8</b>	<b>2,307.9</b>
	Other quoted investments	<b>28.6</b>	–	–	<b>28.6</b>
	Other unquoted investments	–	<b>69.5</b>	<b>42.4</b>	<b>111.9</b>
	Investment properties	–	<b>100.8</b>	–	<b>100.8</b>
	Money market investments	<b>313.0</b>	–	–	<b>313.0</b>
	Cash in hand and at investment managers	<b>6.0</b>	<b>71.5</b>	–	<b>77.5</b>
<hr/>					
	Total investment assets at fair value	<b>1,256.2</b>	<b>1,611.3</b>	<b>72.2</b>	<b>2,939.7</b>
	Derivative financial instruments liability positions (CUEF)	<b>(24.0)</b>	–	–	<b>(24.0)</b>
<hr/>					
	<b>Total investments at fair value at 31 July 2014</b>	<b>1,232.2</b>	<b>1,611.3</b>	<b>72.2</b>	<b>2,915.7</b>

**37 Fair value (continued)****Investment assets at fair value as at 31 July 2013**

The following analysis differs from that presented in the 2013 financial statements, having been restated following the receipt of additional information from the University's custodian.

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
CUEF:				
Quoted investments	781.4	–	–	781.4
Unquoted investments	–	1,151.0	30.3	1,181.3
Derivative financial instruments asset positions	103.7	–	–	103.7
Cash in hand and at investment managers	53.6	118.2	–	171.8
	<hr/>	<hr/>	<hr/>	<hr/>
Total CUEF assets	938.7	1,269.2	30.3	2,238.2
Other quoted investments	28.0	–	–	28.0
Other unquoted investments	–	84.8	46.4	131.2
Investment properties	–	67.3	–	67.3
Money market investments	353.0	–	–	353.0
Cash in hand and at investment managers	12.5	74.9	–	87.4
	<hr/>	<hr/>	<hr/>	<hr/>
Total investment assets at fair value	1,332.2	1,496.2	76.7	2,905.1
Derivative financial instruments liability positions (CUEF)	(101.3)	–	–	(101.3)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total investments at fair value at 31 July 2013</b>	<b>1,230.9</b>	<b>1,496.2</b>	<b>76.7</b>	<b>2,803.8</b>

A reconciliation of the opening and closing balances for Level 3 assets measured at fair value is detailed in the table below:

Fair value 1 August 2013	<b>76.7</b>
Purchases less sales proceeds	<b>(6.7)</b>
Total gains / (losses)	<b>2.2</b>
Transfers into Level 3	–
Transfers out of Level 3	–
	<hr/>
Fair value 31 July 2014	<b>72.2</b>

Unquoted investments include investments in hedge funds, private equity funds and property funds. The fair values of unquoted investments and derivative financial instruments held through pooled funds and partnerships are based on valuations of the underlying investments as supplied to the University's custodian by the administrators of those funds or partnerships. The Council considers that no reasonably foreseeable change to key assumptions in the Level 3 valuations would result in a significant change in fair value. Transfers into and out of Level 3 occur when the classification of the underlying assets and liabilities of these funds changes.





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