



MINUTES

*of a meeting of College Council held in the Harrison Room
at 1.10 pm on Tuesday 11 November 2025*

There were present the Master, Dr Beauregard, Mr Kitov, Dr McDougall, Professor Moultrie, Mr Nicholson, Dr O'Donnell, Professor O'Sullivan, Ms Phillips, Dr Reinbold, Dr Sewell, Professor Tasker; the JCR President, Ms Jacques, and Treasurer, Ms Fink; the MCR Treasurer, Ms Dziekan. Also in attendance were the Head of Communications, Ms Isabel Cockayne, and Dr Howard as Secretary.

UNRESERVED BUSINESS

cc2025.227 Starred items

It was confirmed that starred items should not be discussed.

cc2025.228 Statement of conflicts of interest

There were no conflicts of interest arising from the unreserved Agenda concerning any of those persons present.

cc2025.229 Apologies for absence

No apologies had been received.

cc2025.230 Minutes of the unreserved Council meeting held on 14 October 2025

The minutes were accepted and signed.

cc2025.231 Matters arising

In relation to item *cc2025.222*, the Bursar noted that an incorrect amount had been given for the level of College fee agreed with George Palmer in relation to his appointment as Frost Scholar in **CP2025/110**; the correct amount was in fact £2,500.

cc2025.232 Accounts for the year ending 30 June 2025

The Bursar presented the College Annual Accounts (**CP2025/112**). As noted at Governing Body on 4 November, the main headline was a slight growth in income—though less than in the previous three years, reflecting a plateauing of conference income after several years of healthy post-Covid recovery. This was set against a general trend of rising expenditure, mainly related to staffing costs including the increases in employer NI contributions and the Real Living Wage. (A paper on the future of Selwyn's participation in this scheme would be brought forward in the near future.) Expenditure had risen slightly more slowly than

expected in 2024–25, but some of the savings resulted from difficulties in appointing new staff to vacant positions. College was likely to remain reliant on unrestricted donations to balance the books for the foreseeable future. Donations in 2024–25 had again outstripped expectations by a large margin, but this had decreased from the previous year; in general the volatility of donations meant that it would be better to view these numbers over a longer period in future. Taking all this into account, the achievement of a surplus for the second year running was a genuine success, though this was tempered by the significant reduction in that surplus (to about a quarter of that in 2023–24) and the forecast of over £1m deficit in the 2025–26 budget. In cash generation terms, a surplus remaining over £1m meant that College able to meet its obligations; the Bursar reminded Governing Body, however, that the £6m loan taken out to fund the hostels refurbishment project would become repayable in January 2027, and the cost of servicing that debt would be likely to increase considerably, necessitating careful consideration of whether it should be repaid. In the ensuing discussion the Bursar noted that the relationship with the Auditors was working well, and that the Head of Finance was making good progress with the ongoing reform of the College's accounting system.

Council approved the Accounts, and endorsed the accompanying letter of representation to the Auditors, which was duly signed.

cc2025.233

Reserves policy

Council noted and approved the College's Reserves Policy and the level of free reserves (CP2025/113). The policy was unchanged from the previous year; the level of free reserves had risen slightly.

cc2025.234

Annual Policies Review

The Bursar reported on the annual review of College policies (CP2025/114), noting that the Reserves Policy had already been approved in the previous item. Council approved the policies on Safeguarding and Health and Safety. The Emergency Response Plan had been extensively revised, and now included a section on cyber-security; Council approved this version, noting that further revision was likely in the coming months in consultation with the Head of Communications.

cc2025.235

Refurbishment of 21 & 23 West Road

Council approved the current plans (CP2025/115), which remained substantially unchanged from their presentation in the previous meeting; Council authorised the Working Group to proceed with the Planning Application. It was noted that informal feedback in response to the pre-planning process suggested that some minor revisions to the current scheme would be necessary to obtain planning permission; Council empowered the members of the Working Group to make such small changes as were necessary at this stage without further consultation. It was noted that the increase in scope from the original plans for the renovation of the hostels had become an integral part of the project. Council approved the documentation from the Development Office intended to support the fundraising efforts in relation to the project, including the amounts attached to different levels of support to be recognised in donor plaques and room naming rights. Council noted that this fundraising would contribute directly to the fulfilment of the original aims of the scheme as well as the additional elements around the common

entrance and study space. In relation to the latter, Council recognised the importance of ongoing consultation with student bodies to ensure that the needs of future users of the space were considered as the designs evolved.

cc2025.236

Communications channels: current performance

The Head of Communications introduced a performance review of external communications channels (CP2025/116), including suggestions for the development of future workflows. College was beginning from a strong position, with consistent web traffic, engaged alumni and a broad reach on social media channels. Council agreed that the website fulfilled an essential role as a repository of information for all sections of the College community; this function should be prioritised and streamlined alongside any further development of its additional roles in guiding public narratives around College life and its place in wider society, and facilitating engagement and recruitment. Ms Cockayne observed that social media channels showed high levels of engagement around the times of major events in the College year, but this dropped off considerably in between; there was considerable opportunity to drive more consistent engagement by promoting news stories from different parts of the College in these gaps. In terms of email communication the fact that over 60% of messages to alumni were opened was impressive, against a sector norm closer to 35–40%. Council noted that many Fellows and students had the skills and resources to develop content suitable for social media and other online uses, and these could be tapped more regularly and systematically; conversely, the need for quality control and compliance with multiple regulatory environments would demand careful curation of content. Expectations should be tempered to acknowledge these constraints in the context of the demands on Ms Cockayne's time. Discussion centred particularly on the importance of establishing good lines of communication between the Head of Communications and all sectors of College. Council thanked Ms Cockayne for her work on the report and endorsed its general recommendations for the development of the role of Head of Communications in the coming months.

cc2025.237

University stint consultation

The Senior Tutor introduced the University's consultation on stint calculations (CP2025/117). Council took the view that in general UTO commitments in College were a separate matter from their obligations to Faculties and Departments, and therefore that stint allocations were not a matter for College consideration. The College's response to the consultation via the Senior Tutors' Committee should reflect this, while also making the point forcefully that any such consultation was only worth carrying out if it was done thoroughly and with a consistent methodology across all departments, otherwise it risked causing more harm than good. If the matter of direct College involvement in the consultation was to be pursued, College would require a clearer steer on just what specific problems the consultation sought to address in order to frame a more detailed response. The Senior Tutor would draft an initial response reflecting this discussion and circulate it for comment.

cc2025.238

Snowball accounts

The Snowball Accounts for 2024–25 were received and noted (CP2025/118).

- cc2025.239 *Clubs and societies' accounts*
The accounts of the Friends of Selwyn Boat Club, and of other clubs and societies, for 2024–25 were received and noted (CP2025/119).
- cc2025.240 *Ramsay Murray Lecture*
It was noted that the Ramsay Murray lecture for 2026 will be given by Caro Howell MBE, Director General of the Imperial War Museum.
- cc2025.241 *Investment Committee*
The minutes of the meeting of the Investment Committee held on 15 October 2025 were received and noted, as were the revised Terms of Reference (CP2025/120). Council approved the Investment Committee's annual report for 2024–25 (GB2025/20). After a strong performance in 2023–24, overall growth of College's invested funds had been more subdued in 2024–25, with a total return of 2.5% on the Cazenove portfolio and an increase of 2.7% in the College's total investments. Despite the improvement in net assets in recent years, it was important to note that the growth of the portfolio by 19.7% since 2020 coincided with a period in which CPI had risen 27.9%, leaving the portfolio 10.2% under in terms of real economic value.
- cc2025.242 *Sustainability Working Group*
The minutes of the meeting of the Sustainability Working Group held on 13 October 2025 were received and noted (CP2025/122). Council approved the Working Group's proposal to disband itself, reflecting that the strategic need that it was set up to address had been fulfilled and matters of sustainability were now well embedded within the policies that governed all areas of College life. It was agreed that sustainability should remain a prominent item on the agendas of all College committees, and should thus be added to their Terms of Reference, especially for those most directly implicated—including the Operations Committee, Steward's Committee and Gardens Committee.
- cc2025.243 *HR Committee*
The minutes of the meeting of the Human Resources Committee held on 16 October 2025 were received and noted (CP2025/123).
- cc2025.244 *Alumni and Development Committee*
The minutes of the meeting of the Alumni and Development Committee held on 17 October 2025 were received and noted, as were the revised Terms of Reference (CP2025/124).
- cc2025.245 *Accommodation Committee*
The minutes of the meeting of the Accommodation Committee held on 22 October 2025 were received and noted, as were the revised Terms of Reference (CP2025/125).

cc2025.246

EDI Committee

The minutes of the meeting of the Equality, Diversity and Inclusion Committee held on 28 October 2025 were received and noted, as were the revised Terms of Reference and the College EDI Policy (CP2025/126). Council approved the proposal from the Committee that the College sign up to the 'Disability Confident' employer scheme (CP2025/127) at Level 1, noting the Operations Manager's view that College was already compliant with the relevant criteria. Once accreditation was secured at this entry-level, the criteria for Levels 2 and 3 of the scheme could be examined in more detail with a view to establishing their desirability and viability in practical and economic terms. The value of the accreditation was unanimously recognised as a way of boosting the visibility of the College's longstanding and successful employment practices in this area, both among potential future employees and the public at large.

cc2025.247

Steward's Committee

The unreserved minutes of the meeting of the Steward's Committee held on 4 November 2025 were received and noted, as were the revised Terms of Reference (CP2025/128). Council noted the Committee's recommendation to approve a proposal to amend the language relating to dress code at Formal Hall in the student Handbooks, but declined to approve the proposal, citing failures of process that had come to light since the original proposal had been tabled at the Steward's Committee. It was apparent that the proposal was not based on the most up to date version of the existing wording; in addition, Council was notified that a junior member in attendance at the meeting had gone on to pass information about the discussion of the proposal to the student press. The Bursar and Senior Tutor would ensure that members of the JCR and MCR understood that student representation at College committee meetings and participation in other aspects of College governance was fundamentally incompatible with participation in journalistic activism. It was further emphasised that proposals for consideration by College committees were more effective when prepared in consultation with the committee chair and other relevant College officers, and circulated in good time to facilitate proper consideration by members of the committee concerned. Subject to this proviso, any reconsideration of the specific proposal in question would be a matter for a future meeting of the Steward's Committee, after consultation between the JCR, the Fellows' Steward and the Deans.

cc2025.248

Any other unreserved business

There was no other unreserved business.