



MINUTES

*of a meeting of the College Council held in the Harrison Room
at 1.10pm on Tuesday 14 June 2022*

There were present the Master, the Vice-Master, the Bursar, the Senior Tutor, Dr Beauregard, Professor Cant, Professor Ellis, Ms MacDonald, Mr Matheson, Mr Nicholson, Dr Reinbold, Canon Shilson-Thomas; the JCR President, Ms Bella Cross; and the MCR President, Ms Elsa Kobeissi. Dr Woodford was in attendance as secretary.

UNRESERVED BUSINESS

- cc2022.130 Starred Items*
Council confirmed that starred items should not be discussed.
- cc2022.131 Statement of Conflicts of Interest*
There were no conflicts of interest arising from the unreserved Agenda concerning any of those persons present.
- cc2022.132 Apologies for Absence*
Apologies were received from the MCR Treasurer, Mr Stanislaw Banach. The JCR Treasurer was also absent.
- cc2022.133 Minutes of the Unreserved Council meeting held on 24 May 2022*
The minutes were agreed and signed.
- cc2022.134 Matters arising*
There were no matters arising.
- cc2022.135 Budget 2022-23*
The Bursar introduced the College budget for 2022-23 (**CP2022/053**). On a superficial level, the overall budget outcome is virtually unchanged, compared with 2021-22. The forecast deficit remains circa £2.1m, while the cash surplus (after deducting depreciation) would increase a little from £150k to £270k. However, compared with the pre-pandemic budgets, income from conferences remains significantly reduced with a significant impact on the College cash flow. While the cash flow remains sufficient to fund the College's operations, the forecast suggests a reduction in the cashflow forecast over 2022-23 from £4 million to around £2 million in order to allow for capital investments. £1 million of this is allocated to the hostels project, and an additional £1 million is currently

allocated to capital expenditure in maintenance and improvement of the College's estate generally (see Appendix C). Looking ahead, the graduation in 2023 of many of the 2020 cohort, in which extra students were admitted, will lead to the loss of the additional £200-250k in fees and accommodation generated by the higher number of students. Further financial risks to consider include energy costs, which will rise by more than 50% this year, and additional rises in inflation, as well as uncertainty regarding a return to pre-pandemic cash generation through conference income. The financial position is therefore considered unsustainable over the medium-to-long term.

The Bursar therefore commended the budget to Council for recommendation to the Governing Body, subject to two additional recommended actions:

- 1) the setting up of a Finance Committee to review the budget and monitor adherence to it, as well as to improve the longer-term financial position of the College
- 2) a delay to certain capital expenditure projects (outlined in Appendix C) until a review by the above Committee.

To address the shortfall in cash generation, difficult decisions would have to be made over the medium term to delay lower-priority refurbishments, with the consequent risk of storing up problems for the future.

The Bursar noted that the budget needed to be read in conjunction with the Accommodation Committee's paper (CP2022/060b) which outlines the need to increase student rents by an additional 3% energy supplement over and above the previously agreed rent increase of 4%. The Bursar would look to rebate any disparity between the forecast energy consumption and what is actually consumed in practice, to incentivise energy reduction.

cc2022.136 *Fees and Charges 2022-23*

Council approved the Fees and Charges for 2022-23 (CP2022/54) and noted that the accommodation charges listed included the 3% energy supplement.

cc2022.137 *Library & Archives Committee*

The minutes of a meeting of the Library & Archives Committee held on 18 May 2022 were received and noted (CP2022/55). The move from the Archive and Rare Books Rooms to the Old Library has been completed, and the move to full occupancy of the library has gone smoothly. The College Council emphasized the importance of archiving online content effectively in some form of digital repository in order to guard against loss of digital resources and noted also that the Library & Archives Committee would welcome Council's involvement in decisions about the use of the Old Library exhibition spaces. Council agreed to set up a small working group to work on an archive strategy, which would also include the issue of how alumni can make contributes to the archive.



- cc2022.138 *Development Committee*
The minutes of a meeting of the Development Committee held on 20 May 2022 were received and noted (CP2022/056).
- cc2022.139 *Access Committee*
The minutes of a meeting of the Access Committee held on 25 May 2022 were received and noted (CP2022/057). The Senior Tutor commended the highly effective work of the two School Liaison Officers. The photographer for the new prospectus will be in College on 20 and 21 June. Conversations have resumed on the setting up of a bridging programme, and the Senior Tutor noted that external donor funding would be welcomed to cover the additional costs which would include its organization, the additional supervisions and accommodation costs for participants.
- cc2022.140 *Operations Committee*
The minutes of a meeting of the Operations Committee held on 27 May 2022 were received and noted (CP2022/058). The junior representatives had endorsed the delay to the refurbishment of 23 West Road and 38 & 40 Grange Road, noting that they remained attractive accommodation options to undergraduate students.
- cc2022.141 *Compliance Committee*
The minutes of a meeting of the Compliance Committee held on 9 June 2022 were received and noted (CP2022/059). It was noted that the Master should be consulted on the draft guidance for photography and video consent.
- cc2022.142 *Accommodation Committee*
The minutes of a meeting of the Accommodation Committee held on 10 June 2022 were received and noted (CP2022/060a). Council endorsed the accompanying paper on the proposal of a 3% energy supplement in view of rising inflation and accommodation charges (CP2022/060b). The JCR President noted that the JCR supported the measures taken, which strike a balance between the need to meet rising energy prices and financial support for those students who would find it the most difficult to meet the rise in costs.
- cc2022.143 *The Future of the Alumni Association*
The Master introduced CP2022/061. While noting the important contribution of the Alumni Association to the College in the past, Council approved the suggestion to end the Alumni Association in its current form, in view of the reasons outlined in the paper. Alumni now receive regular communication from the College's team for Development and Alumni relations. Up to two alumni would become members of the Development Committee, in the same way as they currently sit on the Investment Committee and Remuneration Committee.



cc2022.144

Any Other Unreserved Business

The Bursar updated Council on the hostels project. At the last meeting of Council on 24 May, all three hostels had been projected to be delivered in mid-October. However, the ground source heat pump has been installed in 1 Selwyn Gardens more smoothly than expected, and the underfloor heating has gone well; the expected completion date for that hostel is now mid-September. The completion date for 31 Grange Road has also been moved forward to 4 October. The Bursar and the Senior Tutor have also progressed options for the accommodation of postgraduate students if the rooms in the hostels are not available for occupation.

