

KING'S COLLEGE, CAMBRIDGE

At a meeting of the Council held
on Tuesday, 14th June 2022 at 2.00pm in the Audit Room and via Zoom

Present:	Vice Provost	In Attendance:	First Bursar
	Professor Griffin		Senior Tutor
	Professor Dunn		Domus Bursar
	Professor Efstathiou		*Mr Pugh
	Professor Perry		
	Dr Dolan		
	Dr Clarà Saracho		
	Dr Adams		
	Dr Srinivasan		
	*Ms Kadlecova		

*Open business

Apologies for Absence

Dr Candea, Ms Kelly and Mr Russo apologised for their absence.

OPEN BUSINESS

265. Declarations of Interest

None.

266. Minutes of Open Business of 31st May 2022

Approved.

267. Matters arising

Council drew attention to the work to date of the Provost Election Committee (PEC), and the Provost undertook to express the gratitude and support of Council going forward.

268. Council Timetable – Open Matters

A paper on the Durham Fund will be presented to a Summer Vacation meeting of Council.

269. Council Action List – Open Matters

A number of papers will become outstanding, with some of them due to be submitted during the Vacation Term.

270. Oral reports

None.

Principal Item of Business

271. College Budget - Introduction

The First Bursar provided Council with this introductory paper, setting out a number of headlines ahead of the Budget paper (Paper 273) itself.

272. College Budget – Synopsis

The First Bursar gave a summary of the 2022/23 budget and an indication of what plans are required for the future in order to reduce the deficit levels in future budgets. The 2021/22 budget out-turn was worse than envisaged, due to several unforeseen events (ongoing Covid, network incident and exceptional global pressures). While expenditure was controlled, income did not meet expectations. Looking to 2022/23, additional expenditure is required on IT to respond to the cyber-attack, and the Tutorial budget is likely to increase to provide for more Tutors and CTOs (these might be avoidable, whereas inflation and energy price increases are not). Use of restricted funds where possible will continue keep the deficit down, and it is intended to keep future spending within the next five-year plan, with a greater focus on reducing expenditure if income does not rise as we hope. Council was asked to consider greater use of College resources (catering, accommodation, tourism) to increase income, recognising that this might cause inconvenience during term time. College should also start to commit to carbon-neutrality, with PVs providing electricity to drive heat pumps – however this can only happen once the buildings' internal fabric is improved. This will come at a considerable cost.

In discussion, questions were asked as to how volatile the financial situation was, and how much control the College had over future years. Could commercial opportunities be exploited more (accepting that retail rents were currently fragile at best), and what more use could be made of College resources? The re-establishment of a summer school was recognised as a future income generator. It was accepted that adjustments to the number of staff, beyond natural wastage, was seen as a last resort. Sales of College assets could be revisited.

Council asked whether a forum or working group, perhaps engaging the Entrepreneurial Lab, could be considered – exploring wider opportunities to both challenge expenditure but also other means of generating additional income; the First Bursar agreed to take this forward. It was also noted that the incoming First Bursar will attend the forthcoming meeting of the Governing Body, to receive comment on the budget, such that he is better informed on the views of College.

Council approved the budget for 2022-23 and the 5-year plan 2022-28 for recovery. It also agreed that it would co-ordinate planning in the following areas to ensure that College can return to balanced budgets and fulfil its obligations as a charity, viz

- a) Assessing whether income is recovering as required in the 5-year plan. If not, College will need to reduce expenditure to match the expected income,
- b) determining the priorities within the Tutorial budget as College faces difficulty in recruiting University Teaching Officers and lack the funds to recruit College Teaching Officers, and
- c) preparing detailed plans and costings to achieve carbon-neutrality.

273. College Budget 2022/23

The First Bursar presented a detailed Budget paper, as summarised at paper 272. The paper was accepted and endorsed for presentation to Governing Body, with the vote being the same as paper 272.

274. College Charges

Council noted the list of charges presented as part of the budget for 2022/23.

Other Items for Discussion

275. King's College School – Articles of Association

The First Bursar presented a paper providing greater clarity to the changes that will arise resulting from King's College School establishment as a limited company and its legal separation from the College.

Council acknowledged the additional list of Agreements that would be put in place, and that while College would not be able to veto the appointment of Directors to the Board, it would retain the ultimate ability to call an Extraordinary Meeting should there be concerns over the governance of the school. However, it was expected that control would be exercised through the Agreements.

Council approved the Articles of Association for King's College School Cambridge Limited.

276. Decarbonisation Report

The Domus Bursar presented a report (Max Fordham, dated May 22) on College Decarbonisation. The detailed report covered different approaches the College should consider in its bid to reduce and eventually removed its reliance on fossil fuels. Council was informed that this is likely to come at considerable cost, due to the historic nature of many of the College buildings and the challenges that come in making such buildings airtight, a process necessary prior to fossil fuel heating being removed. Several College Committees will take this work forward with the next step being to cost such work and prioritise its roll-out.

Council acknowledged the scale of this work and commented that College might not launch head first into such work while technologies are still emerging. However, it agreed that there was value in identifying a range of costs, and priorities, such that a programme of works might be agreed going forward.

Council agreed to

- a) To note a King's College Decarbonisation Report (PO1), dated 31 May 2022,
- b) to approve further work on costing the extent of required remedial work to reduce reliance on fossil fuels, up to £40k, and to report such findings to the Sustainability and Buildings Committees, and
- c) to bring a further report to Council, to include indicative programmes of work to meet the strategies outlined in the Decarbonisation Report.

277. K Gates

The Domus Bursar presented a K Gates Review and asked Council to approve certain gateway recommendations, while endorsing others to Governing Body. In particular and with reference to the installation of a new lead roof to the Chapel, Council endorsed the concurrent installation of PV to the roof, subject to final approval of a Diocese Faculty.

Council agreed

- a) To approve the Gatehouse roof repairs/replacement and stonework repairs/conservation project moving to the Investigation Stage (£40k for next stage),
- b) to approve the S Staircase bathroom refurbishment (£205k) and Chapel joinery (£40k) moving to the Delivery Stage,
- c) to endorse the Spalding Hostel refurbishment (£7.243m) and the Chapel roof replacement, including PV installation (£3.666m) moving to the Delivery Stage,
- d) to approve the external gates, Bodley's and Webb's Court card access project exiting the Portfolio, and
- e) to endorse the Cranmer development and Bodley's Court roof replacement exiting the Portfolio.

278. Acceptable forms of protest at meetings in College

The Provost presented a paper seeking Council's views on formulating protocols to events management that balance the right to peaceful protest while ensuring that speakers are able to speak, and to be safe. Council observed that there is a Bill currently going through Parliament, including provision in relation to freedom of speech and academic freedom in Higher Education institutions and in students' unions, and for connected purposes. It is currently going through its third reading prior going to the House of Lords for further consideration. Thus, any protocols/policy to be agreed by Council should reflect direction from the Office for Students following the passage of this Bill.

Council agreed that while respect to visitors to the College, and the reputation of the College, should be upheld, it agreed to await the decisions and direction of the Department for Education before taking this matter forward.

Council noted and praised the sensitive treatment of protesters by Porters and Catering staff during an event in the College in May 2022. It was suggested that Catering staff could receive some training from the Head Porter, who is an expert in this area.

Business for Report

279. Termly Development Report

Noted.

280. Minutes of Development Committee 3 March 202

Noted.

281. Gifts of £10,000 or more

Noted.

282. Minutes of Catering Committee 24 May 2022
Noted.

283. The Access platform – Report 2021/22
Noted.

284. Minutes of Chapel Committee 18 May 2022
Noted.

285. Minutes of Buildings & Safety Committee 6 June 2022
Noted.

Any Other Business

286. None.