

Confirmed

**Clare College  
Cambridge**

Monday 11 May 2020

A meeting of the Governing Body was held this day on Zoom.

- Present: Lord Grabiner, Dr Evans, Dr O'Donoghue, Dr Wilkes, Dr Smith, Dr Zhang, Dr Wimpenny, Dr Parker, Mr Johnson, Dr Harris, Professor Hedley, Dr Follini, Professor Gibson, Dr Dunajski, Dr van Veen, Dr Foyster, Dr Tasioulas, Dr Lazar, Professor Sanson, Dr Toxvaerd, Dr Lestas, Dr Faulkner, Dr Hughes, Dr Carter, Mr Ross, Dr Watson, Ms Wyburd, Professor Carroll, Mr Warren, Dr Chesters, Dr Laman, Dr Chambers, Professor Rowitch, Dr Stranks, Dr Wolf, Dr Shorttle, Rev'd Dr Smith, Dr Burrows, Dr Krupic, Dr Lawson, Dr Budvytis, Dr Serrenho, Professor Franklin, Professor Howarth, Professor Thomason, Professor Paulson, Professor Goodman, Professor Clarke, Professor Greenham, Professor Philpott, Professor Lewens, Professor Ogilvie, Professor Frolova-Walker, Professor Griffiths, Professor Clayton, Professor Sterckx, Professor Preston, Professor Hodell, Professor Allmendinger, Professor Leyser, Dr Moore, Professor Woodhouse, Professor Leadlay, Professor Harris, Professor Pullan, Dr Bristowe, Dr Guy, Mr O'Hearn
- Student Representatives: Ms Martin (UCS), Mr Barton (UCS), Mr Wood (MCR), Mr Townson (MCR)
- Apologies: Dr Friend, Dr Stillman, Dr Turner, Dr Maniscalco, Professor Sprik
- On Leave: Professor Lahr, Dr L Weiss, Dr Jahn, Dr Cacho, Professor Thompson, Professor Andrews, Professor Byrne

## **MINUTES**

### **UNRESERVED BUSINESS**

The Master asked the Governing Body to note that the Gold and Silver Teams have been disbanded. The College is moving into the Crimson recovery phase in step with the University, which is looking at various planning scenarios from best to worst case. To deal with this new phase a Standing Committee has been created in Clare that will meet every Thursday. The members of the new Committee are the Master, Bursar, Senior Tutor, Academic Dean and President of the Fellowship. The Standing Committee will create four new working teams to cover Capacity (buildings/social distancing); Services (Catering); Health & Safety; and Education & Tutorial. The Master attends the weekly Friday morning Heads of House meeting. Other College Committees will meet as usual.

1. ***Declarations of Interest***

There were no declarations of interest.

2. ***Unreserved Minutes***

Minutes of a meeting held on 10 February 2020 were approved.

3. ***Matters Arising from the Minutes of 10 February 2020***

There were no matters arising.

4. ***College Finances Update***

The Bursar outlined the current state of the College's finances.

He explained that while the times were extremely challenging, the College was in a better position than some others, largely because the endowment is invested in liquid assets such as stocks and shares, rather than property, and because we held substantial amounts of cash in the operational bank accounts at the start of the year. The College financial position has grown increasingly difficult over the last five years following the introduction of the £9000 undergraduate fee for undergraduate students. In the period 2014-19 the College's expenditure grew by 38%, against an overall income increase of just 5%, and as a result the College slipped into deficit in 2017-18 and 2018-19. The deficit would have been much worse, but for conference income which in the same period grew by 48%.

The outlook is currently bleak. Conference income, which was £4m for 2018-19, will virtually disappear in 2020-21, and there is a strong possibility that it will not recover for several years. Owing to the loss of this income, and even with controls on expenditure, the deficit for 2020-21 is now projected to be £4.3m, as opposed to a projection of £1m for 2019-20.

In order to mitigate this scenario a number of actions have been approved: there will be no staff bonus in 2020; the annual cost of living salary increase has been set to 0%; there will be no new headcount; and the staff and Fellows' entertainment allowances have been cut. In addition, the annual capital expenditure budget has been reduced and the transfers from college reserves into the Old Court fund have been suspended. The Bursar added that the appeal to Fellows to raise money for zero hours and casual staff during the lockdown has been extremely successful, and there are currently no plans to make any staff redundant.

The better news is that the College is currently sitting on £33m in cash and this will enable us to continue with the Old Court and St Regis projects. However, by December 2020 it may become necessary to dispose of some property assets to provide additional cash to fund operational activities in 2021.

5. ***Old Court Update***

The Chair of the Estates Committee said that the contractors had returned to the Old Court and St Regis projects on 4 May.

The tender date for Old Court Phase 1B has been pushed back and a decision will be made at Finance Committee on 15 June. As construction companies face a huge downturn in business next year, the bids received so far are extremely competitive.

The work on Phase 1B is still scheduled to start at the end of June 2020. There will be delays on the St Regis project, however, and the focus will be on completing the student accommodation first.

The Bursar said he was confident that there was enough money available to undertake Old Court Phase 1B, which is projected to cost £22m. In addition, given the reduced prices in the construction tenders, it was possible that the overall £39m Old Court budget might come down a bit.

#### 6. ***Senior Tutor's Report***

The Senior Tutor outlined the procedures put in place in response to the pandemic, including the closure of the Colony and the redistribution of remaining students to small 'households' within Memorial Court, Clare Court and the external houses. Around one third of graduate students stayed in Cambridge, including those in private accommodation; a very small number of undergraduates now remain in College.

It is important to note that students who left have not been charged rent from the end of March. Rapid departure meant that most rooms have not been cleared. This is a contributing factor to the cancellation of the Rooms Ballot. The College is aware that this is a disappointment to some students. The Capacity Group will consider what further steps might be taken.

The shutdown went very smoothly. The Silver Team met every day and there was constant communication between Silver and Gold Teams. College staff have put in many hours ensuring student safety and wellbeing. Particular thanks should go to the Head Porter, Brenan Morgan, and the College Nurse, Helen James. In addition, thanks should go to the out-going MCR President, Jonty Townson, who acted as an essential liaison between the MCR and College.

As the College moves into the Crimson recovery phase, the Tutorial Office is in contact with all students. Tutors are in touch with those students in need of assistance. The College has gone successfully online with teaching, welfare meetings, clinics etc. Dr Dunajski and Professor Griffiths recently hosted a very successful maths Open Day on Zoom, and the College may wish to consider retaining such events as part of future access and outreach planning.

#### 7. ***Development Office Update***

The Development Director reported that the College is in a good position from a fund-raising point of view, in spite of the cancellation of the annual telethon. A further £650k in cash has recently been received. The Development Office is in regular touch with alumni, who have not stopped giving, and an Emergency Fund has been launched. Plans for a virtual Gala Day are also taking shape.

#### 8. ***Any other Unreserved Business***

There was no other unreserved business.