

The additional work involved in developing and implementing a detailed project plan would be undertaken by a newly established Project Management Office (PMO) under the leadership of the Director of Strategy and the Bridge and to include other seconded personnel. The PMO would report to Council and it was likely that it would be required until at least the end of 2020.

The President asked that Council approve the overall strategy and the recovery plan's five main goals (and associated action plans as detailed in the paper):

1. Innovate to provide space and communal catering according to student need and health guidance
2. Engage staff and Fellows, and other Colleges, to replace lost Departmental educational support
3. Rebuild the community through enhanced pastoral care and social activities, with a focus on the first eight weeks
4. Adopt flexible, resilient and cost-effective approaches to transitioning in and out of lockdown
5. Invest selectively in technology, communications, fundraising and income generation

Council approved the crisis recovery plan.

95.6.2. COVID-19 Risk assessment (CC95 06)

The Bursar reported that a series of COVID-specific risk assessments had been undertaken to help manage the risks that the virus posed to the College community and to inform decision-making. She explained that the Chair of the University's COVID Management Team had advised on the format and content of these risk assessments, and that the detail of the specific risks identified and the control measures applied to mitigate them had been provided by College staff.

The Bursar asked that Council review and approve the College-wide risk assessment; any future updates would be brought to Council for further review. (Individual operational risk assessments would be reviewed and updated by the College Silver Operations Team at its bi-weekly meetings.)

In response to questions the Bursar agreed that the assessment of the level of risk made by any individual was in danger of being subjective. However, she explained that all decisions would be subject to review by a wider group who would consider the evidence and relative risks with the aim of establishing a consistent approach. She added that all colleges would be following the specific advice provided by Public Health England.

Council approved the College-wide risk assessment given in Appendix 1 of the paper.

95.6.3. Temporary structures (CC95 07)

Dr Roughley reported that the Space and Operations Strategy Sub-group of the Recovery Task Force had considered the need for additional space in the coming academic year to allow studying, teaching, dining, and social activities to continue within the rules of social distancing. Having considered the costs and benefits of a range of options the Sub-group recommended buying a marquee (option 1) with the possibility of hiring a second marquee (option 5) should greater levels of social distancing need to be observed.

Council approved the option of purchasing a marquee, with the contingency plan of hiring a second marquee should it prove necessary. It was noted that planning permission would be required if a marquee were to remain in place for more than 28 days.

95.7. Operational arrangements over the summer

The President observed that members of staff had been exceptionally busy over the past few months, taking on additional tasks in response to the crisis. He said that the pace should slow down over July and August and that the Bursar and line-managers should encourage staff to take any remaining annual leave.

95.8. Collection of declarations of interests and other information from Trustees

The College Secretary sought Council's approval for asking GB Fellows to provide a declaration of all their interests instead of the usual annual update of any changes. This was to allow the information to be held electronically since, to date, declarations of interest forms were held in hard copy only. Council gave its approval and in addition agreed that information about skills and areas of expertise should be collected from each Trustee so that a skills matrix might be developed.

95.9. Annual report from the Senior Boat Club Treasurer (CC95 08)

Council received the Senior Boat Club Treasurer's report.

95.10. Management accounts update (CC95 09)

The Bursar presented the management accounts to 31 May 2020. She noted that since the last update presented to Governing Body on 10 June the forecast outturn had seen an increase in the deficit. This was mainly explained by planned increases in expenditure (summarised in her report). However, the forecast excluded the grant from the Colleges' Fund, which owing to the pandemic, could exceptionally be used as operational income in 2019-20 and, when included, moved the current year-end forecast deficit to a surplus. In view of the financial challenges envisaged for 2020-21 the Bursar advised bringing forward additional expenditure on refurbishment work (reviewed and approved by Estates Committee and detailed in the Appendix to her report) from 2020-21 to 2019-20.

Council approved bringing forward expenditure of approximately £98k from 2020-21 to 2019-20.

95.11. Minutes of Committees

Council received the minutes of the following committees without discussion:

95.11.1. *Confirmed minutes Estates Committee, of 10 February 2020 (CC95 10a)**

95.11.2. *Confirmed (revised) minutes Admissions Committee, of 26 November 2019 (CC95 10b)**

95.11.3. *Confirmed minutes Admissions Committee, of 3 March 2020 (CC95 10c)**

95.11.4. *Unconfirmed minutes Bridge Committee, of 13 May 2020 (CC95 10d)**

95.12. Any other Open Business

There was no other Open Business.

End of Open Business WS