



HUGHES  
HALL

UNIVERSITY OF CAMBRIDGE

## GOVERNING BODY

### Confirmed minutes

### Eighty-fourth meeting of Governing Body 26 October 2022

#### Pavilion Room at 5.30pm

*{}* indicates that this item will be removed prior to publication on the College website.

**Present:** Sir Laurie Bristow (President, Chair), Prof Nidhi Singal (Vice-President), Dr Farah Ahmed, Dr Stephen Axford, Dr Jimmy Chan, Mr William Charnley, Dr Bart de Nijs, Prof Gishan Dissanaïke, Prof John Doorbar, Dr Peter Dudley, Dr Mish Ebrahim, Ms Emily Farnworth, Prof Tamsin Ford, Prof Emanuele Giovannetti, Prof Sara Hennessy, Dr Sarah Hoare, Dr Sonia Ilie, Prof Bill Irish, Dr Agnieszka Iwasiewicz-Wabnig, Dr Yury Korolev, Dr Alastair Lockhart, Ms Mahnaz Malik, Dr David McCay, Dr Tori McKee (Senior Tutor), Mr Jonathan Newby (Bursar), Prof William Nuttall, Mrs Laurel Powers-Freeling, Dr Perla Pucci, Dr Corinne Roughley, Prof Ricardo Sabates, Prof Jorge Santos, Dr Carole Sargent, Prof Eugene Shwageraus, Dr Jeffrey Skopek, Prof Paul Tracey, Prof Caroline Trotter, Prof Suzanne Turner, Dr Lars Vinx, Prof Rupert Wegerif, Dr Clive Wells, Dr Claire West, Dr Jessica White, Dr Nigel Yandell.

**In Attendance:** Prof Neil Mercer (Senior Independent Fellow, to item 84.8).

**On leave:** Dr Paula Banca, Dr Markus Gehring, Prof Kishore Sengupta.

**Apologies:** Mr Mark Anderson, Prof Michael Barrett, Mr William Conner (Director of Institutional Advancement), Prof Riikka Hofmann, Prof Ajith Parlikad, Prof Jonathan Powell, Mrs Wendy Solomou (Secretary), Prof Jacob Stegenga, Prof Andreas Stylianides.

**Absent:** Dr Othman Cole, Dr Martin Steinfeld, Dr Livia Tomova.

## OPEN BUSINESS

### 84.1. Introduction

#### 84.1.1. Welcome

The President welcomed Dr Ebrahim, Dr Pucci, and Prof Santos to their first meeting.

#### 84.1.2. Declarations of interest (Open Business)

There were no declarations of interests.

## **84.2. Minutes and Matters arising from the Open Business of the Special meeting of Governing Body, of 17 August 2022**

### **84.2.1. Approval of minutes (GB84 01)**

Governing Body approved the minutes as an accurate record.

### **84.2.2. Governing Body action list: Open Business**

There were no items on the action list.

### **84.2.3. Matters arising not otherwise on the agenda**

There were no other matters arising.

## **84.3. President's report**

The President, in making his first report at his first Governing Body meeting, introduced a number of issues, which he saw as important in helping the College look to what he would hand over in 2030, at the end of his tenure.

He highlighted the need for discussions on the future of Hughes Hall, during the current troubling times. Fireside Chats would help him organise his own thinking – and his ambition is for interim conclusions by the end of term. He noted some key features observed so far: our difference and opportunities; our values of fairness and equity; our preparing people for the world.

He indicated a need to focus on two big things: risks facing the whole world; and education for effective citizens (beyond the curriculum).

He questioned how we build reputation and influence, working through others, and the need to identify who we draw in.

He signalled the forthcoming stock-take of the Bridge, to set direction over the coming years.

He reminded GB of the ongoing challenges with Estates, and the need for interim solutions.

The President concluded by emphasising the need to tell the story of the College, and what we are known for.

In the subsequent discussion, the following points were made:

- A need to look to the future; it is good to refresh the strategic plan; how is this articulated?
- A need to tell the story showcasing the face of Hughes Hall, and the internal narrative.
- Identity is important – what are our strengths? Our advantages as a mature college; our informality. A PR exercise might be useful.
- Whatever we promise we must deliver, especially for student experience.
- Highlights from the Fellows' Survey (held in the summer) would be provided to Governing Body and the President.
- A Governing Body awayday was proposed, with the comment that it must be inclusive.

On two final points, the President highlighted that in looking at the student experience, there will be choices on Estates, to be discussed by Governing Body before engaging students; and in reaching any consensus on identity, we can look to examples such as Newnham College, where their purpose is clear.

The President signalled that all further thoughts were welcome.

#### **84.4. Year-end management accounts to 31 July 2022 (GB84 02)**

The Bursar introduced the item. He emphasised this had been a cautious budget (for example, on conferencing forecasts). The position at the year-end was a net surplus of ~£200k, which would lie in the reserves.

**[REDACTED].**

In discussion, it was questioned whether there were plans to increase funds for items such as student hardship. It was pointed out that the University hardship fund had increased, and that the College fund was underspent last year. The Bursar was confident there would be sufficient headroom.

The Bursar confirmed the salary uplift was budgeted for future years; it is anticipated that the biggest 'forever' increase would be in energy costs.

Governing Body was reminded that internal recharges had been removed, and that costs and income at the centre, for College-wide activities, would be monitored.

#### **84.5. Re-stated budget 2022-23 (GB84 03)**

Fellows were requested to submit any detailed questions to the Bursar in advance of the meeting.

The Bursar explained the budget is primarily driven by student numbers, and he had looked at all areas where there are differences from the original budget, for example, salary adjustments.

He highlighted the move away from cash accounting to a more standard treatment of capital, with depreciation allocated across a number of years and a statement of profit and loss that more clearly reflects actual expenditure. A more rigorous approach to accruals would also be adopted. Grants would also be allocated by year, and income matched to real-time expenditure.

It was asked whether there could be an analysis of the difference this makes, compared to last year's cash-based budget.

**ACTION: The Bursar agreed to bring an analysis to GB.**

The Bursar highlighted three further features: increased overhead recovery (from the increased income from the Centre for Climate Engagement); the fact we have more early and late arriving students; and more confidence in conference trade income in the coming year.

The restated budget was approved.

The President thanked the Bursar and his team for the work on the budget.

**84.6. \*\*\*Cost of Fellows' research expenses programme, 2021-22 (GB84 04)**

Governing Body received the report of Fellows' research expenses without discussion.

**84.7. {[REDACTED]}**

**84.8. Any other Open Business**

A question was raised asked about the negative impact on staff and staffing of cuts to local public transport. The Bursar agreed to explore this issue.

End of Open Business, SA