

Bursars' Committee

Minutes of a meeting held at 2.00 pm on Thursday 22 October 2020 by teleconferencing from all participants

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute taker was Matthew Russell (Office of Intercollegiate Services).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	David Ball Martin Spooner	Magdalene	Steven Morris Helen Foord
Churchill	Tamsin James	Murray Edwards	Rob Hopwood
Clare	Paul Warren	Newnham	Christopher Lawrence
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Jenny Raine Sue Ainger-Brown David Secher	Peterhouse	Ian Wright
Darwin	John Dix Giles Greenfield	Queens'	Jonathan Spence Andrew Bainbridge
Downing	Gavin Flynn Rob Beardwell	Robinson	Fiona Brockbank
Emmanuel		St. Catharine's	Nicola Robert Helen Hayward
Fitzwilliam	Rod Cantrill Alan Fuller	St. Edmund's	Joy Ferreira
Girton	James Anderson Maureen Hackett	St John's	Chris Ewbank Helen Murley
Gonville & Caius	Robert Gardiner	Selwyn	Martin Pierce
Homerton	Deborah Griffin	Sidney Sussex	Sarah Bonnett Albie Ray
Hughes Hall	Victoria Espley Andrew Grieve	Trinity	Rory Landman Jeremy Fairbrother Edward Knapp Richard Turnill
Jesus	Richard Anthony	Trinity Hall	Tim Harvey-Samuel
King's	Keith Carne	Wolfson	Joanna Cheffins
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	Marina Frasca-Spada
		Colleges' Ctte	David Yates
Margaret Beaufort		Westcott House	Michael Wolton-Carr
Ridley Hall		Westminster	
Wesley House	Alistair Oatey		
University	David Cardwell		

There was no reserved business.

Matthew Russell (OIS) declared an interest in minute 3659(f) and excused himself from the meeting for that item.

3654. Welcome & Apologies for Absence

The following Bursars were welcomed to their first meeting:

Rod Cantrill (F)
Gavin Flynn (DOW)
Joy Ferreira (ED)
Marina Frasca Spada (Senior Tutors' Committee) *following her formal appointment as Secretary*
Jenny Raine (CC)
Margaret Sallis (Margaret Beaufort)
Martin Spooner (CHR)
Richard Turnill (T)

3655. Terms of Reference

The Committee received and re-affirmed its current terms of reference:

Paper 1 Terms of Reference

3656. Minutes of the meeting held on 30 July 2020

The minutes of the meeting on 30 July 2020 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3657. COVID-19 Escalation planning

The Committee noted that the University and Colleges are still awaiting clearer guidance from the Department for Education and Public Health England about what circumstances might trigger an escalation of tiers in either (DfE) a move to fully online teaching and/or a quarantine period at the end of term or, (PHE) the quarantining of one or more Colleges as a result of "outbreaks" and/or a regional change of tier to "high" or "very high". The Chair reported that the University, through its COVID-19 Gold Team, had approved earlier in the week a revised "Response Framework" and that early work had begun on developing a College-level document to supplement this, noting the supplementary work will make reference to a University-wide response level and not replace it. It was hoped this would be discussed and approved at an extraordinary meeting of the Colleges' Committee on 31 October 2020, and a draft would be circulated to Bursars for information and comment as soon as practicable. The document would note explicitly that Colleges' response levels will inevitably be different to each other, and even within Colleges may be different for separate buildings.

The Committee noted that at the informal meeting of Bursars earlier that day, a number of Bursars shared their individual contingency plans and how they had had to operate in practice.

3658. Financial Support for Colleges

The Chair noted he had been invited to an extraordinary Colleges Fund Committee meeting earlier in the week, at which it had been agreed:

- for 2020-21 to 2022-23, grants would be permitted to be used for operational purposes;
- a commitment to making grants available for this year by the end of the calendar year 2020;
- that conference income would not be considered when assessing College need this year;
- to provide guarantees to current recipients for future years with a compromise position (i.e. a 90% guarantee for 2021-22 and a lower rate guarantee of 65% for 2022-23), noting the risks that guarantees would have if a number of other Colleges became recipient Colleges under the Scheme;
- the Colleges Fund would act as a guarantor should the proposed loan scheme (see below) need to be activated.

The Committee recorded its gratitude to the Colleges Fund Committee for the agreed commitments, noting that longer-term discussions relating to the reform of the scheme would need to continue at some point, and that Bursars would welcome a review of the level of transparency over the current calculations for both taxation of donor Colleges and grants for recipient Colleges. The Chair confirmed that sessions to inform Bursars about both the taxation and distribution mechanisms would be investigated.

In addition, the Chair updated the Committee on progress towards developing a funding mechanism to ensure poorer Colleges can be assisted to meet their financial and educational obligations:

Paper 2 COVID-19 College Support Proposal v10

The Chair emphasised that the loan scheme proposal might only need to be activated in only the more severe projections of financial impact as a result of the COVID-19 pandemic. He noted that a legal overview of the proposal would be undertaken, noting that the likelihood of legal action would also be unlikely.

In response to questions, it was noted:

- advice on references to the loan scheme in College accounts (i.e. any contingent liability) had been sought, concluding that any loan would need to be declared by a recipient College, but that the risk for guarantor Colleges was unlikely to be sufficient to warrant an explicit declaration;
- the maximum limits in the scheme (for individual loans and total liability) were determined from reviewing the intercollegiate survey of College accountants looking at a number of different scenarios and the impact on College finances;
- the maximum liability for an individual College is approximately three times its current contribution to the Colleges Fund;
- consideration would be given in individual circumstances about whether this “backstop” scheme would be used over other pragmatic alternatives;
- the existence of the loan facility will, even if not used, assist the less wealthy Colleges in discussions with external auditors and other stakeholders.

3659. Additional COVID-related and in-year (2020-21) intercollegiate financial requests

The Chair updated the Committee on the status of a number of previous and new requests for funding received since the onset of the COVID pandemic, noting the majority are one-off in-year single requests (and are therefore needing to be addressed outside of the annual levies process):

a) Asymptomatic testing programme 2020-21 (£500,000) **COVID-19-related; one-year only**

It was noted that the funding request, discussed at previous meetings, was intended to cover the costs of running the asymptomatic testing programme and the related activities of the COVID Operations Centre, and that it had previously been agreed by the Committee to fund this in principle.

The Committee discussed the methodology for sharing the costs of this resource: the Business Committee had suggested a 50% share from Colleges (of the estimated £1M cost presented to the Financial Implications Task Force) was appropriate and that it should be allocated according to the number of students resident in College accommodation (with Colleges paying for their members rather than the College location of residence, where intercollegiate deals have been struck).

The Committee agreed to underwrite the estimated contribution, and the proposed distribution of costs across Colleges (amounting to a maximum of £35 per resident student), on the understanding that detailed costs would need to be provided. Given the size of the request, the recommendation would need to be endorsed also at the Colleges' Committee, which will meet on 31 October 2020.

b) Biodiversity Baseline Assessment (£30,000) **one-year only**

It was noted that, on the recommendation of the Environment Sub-Committee, the Committee was requested to fund in the region of £30,000 towards a co-ordinated biodiversity project to establish a baseline of biodiversity across the Colleges. It was proposed that Colleges considered making a voluntary contribution according to the size of their relevant estates.

As further context, the originator of the proposal (Mike Rands, the new Master of Darwin College) noted:

My recommendation would be that we explore how best to assist all the colleges (on an opt in basis, but try quite hard to get them all signed up) to carry out a baseline assessment of their biodiversity during the 2020-21 academic year. We might be able to get a post-doc from the CCI community, guided by one of Joanna's team, to do the legwork of collating existing surveys, working with College gardeners and interested Fellows etc to achieve this for both their rural and built estate, and use the University's Ecological Advisory Panel experience to streamline the process. Once a baseline exists, in a form compatible with the University assessment (see https://www.environment.admin.cam.ac.uk/files/biodiversity_summary_baseline1411_2019_report_0.pdf), then we could work with the colleges to develop a shared Biodiversity Action Plan.

The Chair of the Environment Sub-Committee noted the proposal fitted with the Sub-Committee's new brief of addressing strategic environmental matters, and that this specific proposal and activity was time-dependent (hence the timing of the request now and not through the levies process): work will need to start in the winter and run through to the spring. Notwithstanding the financial context of the COVID-19 pandemic, he noted it was a modest cost for Colleges, with a high value in demonstrating a serious commitment to environmental sustainability.

Whilst there was support from a number of Bursars, others raised issues about the relative importance of this exercise at the moment and the depth and clarity of the proposed plan in the context of alternative projects that land-owning Colleges are engaged in (for large tracts of rural land not included in the current plan).

The Committee agreed to recommend the proposal be worked into a levy request for the 2021-22 round.

c) E-books (£500,000 estimated and queried)

COVID-19-related; one-year only (in the first instance?)

It was noted that a detailed proposal for funding had yet to be received by the Senior Tutors' Committee for consideration.

d) Nudge behaviour research (£15,000)

COVID-19-related; one-year only

The Bursars' Business Committee concluded there was little appetite to support this request.

e) Other rumoured financial requests

The Chair noted two further requests that might be forthcoming, noting that in neither case had any specific proposal been put forward:

- i) the COVID Management Team had proposed the central employment of a bank of one or more nurses, to substitute for current College provision should any absence or incapacity take place. It was noted that the COVID Operations Centre would be employing nursing staff to provide advice (see item a above) and that there had otherwise been reports of shortages of agency nurses.
- ii) UIS were undertaking a "Digital Admissions" project that included two potential elements: the provision of IT infrastructure to support remote interviewing; and a facility for the safe electronic submission of documents. It was not currently clear whether either of these two elements would require financial support from the Colleges, and it was otherwise reported that a common approach to remote interviewing had not been adopted across the Colleges, despite much discussion to converge individual approaches. No request had been discussed or received.

f) Resourcing of the Office of Intercollegiate Services**Recurrent**

The Committee considered a proposal from the Colleges' Standing Committee to increase resourcing for the Office of Intercollegiate Services, with the creation a Deputy Head post as soon as practical. Minute BBC.20.7 of the Bursars Business Committee on 8 October 2020 is set out below:

The Committee was notified of a discussion on 6 October 2020 at the Colleges' Standing Committee relating to concerns about the resourcing levels within the Office of Intercollegiate Services (OIS) and the ability of the current staffing levels to maintain current levels of support to the various intercollegiate committees and the associated project work. The Chair reported the strong view that the OIS requires greater resilience that would need to be reflected by an increase of staff.

In its discussion, the Business Committee noted:

- an increase of staffing levels would increase the annual intercollegiate levy on Colleges for OIS, at a challenging time when there was pressure to reduce levy expenditure;
- a clear case to demonstrate that OIS was not undertaking unnecessary tasks, and otherwise undertaking tasks with maximum efficiency would be needed: it was otherwise noted that displacing activities from OIS would likely place additional work on individual Bursars, or on all Colleges;
- the Head of the Office estimated a realistic request would be for a Deputy Head post, estimated at £100,000 annually;
- the role of the Head of the Office was a vulnerable point of resilience: recent unexpected absences had highlighted the risk of key activities not being undertaken;
- an additional member of staff could also be used to bolster relationships with the University and improve links between the intercollegiate committees.

The Committee concurred with the views of the Colleges' Standing Committee and agreed to support a business case for an additional member of staff (deputy Head) at a senior level.

The Committee received a case prepared by the Chair:

Paper 3 The Office of Intercollegiate Services

There was widespread appreciation for the role of OIS and for the excellent work undertaken by the Head of the Office in particular. The Committee concurred with the concerns raised about resilience. Some Bursars expressed concern that an additional post in OIS might lead to 'mission creep' but there was also acknowledgement that there are increasing demands on OIS, many of which are necessary for the better operation of the collegiate University. In particular, it was noted that since the onset of COVID, there had been a very heavy workload for the Head of OIS as the Office fulfils a critical role in coordinating the Colleges' responses and is often used as the key interface with the University.

The following actions were agreed:

- there should be a review of the salary of the Head of OIS ;
- a review of OIS should be undertaken by the Standing Committee focusing upon its role and appropriate resources to deliver this, including addressing the issue of resilience; and
- some immediate additional support should be recruited on a fixed-term basis to be funded from OIS reserves, with a ceiling of £30k

3660. Student rents: common positions

The Business Committee, at its meeting on 8 October 2020, noted support expressed at recent informal Bursars' discussions to reaching a common statement on rent charging, notwithstanding the very different structures and policies of individual Colleges in normal times. The Committee considered a paper incorporating ideas received at the meeting:

Paper 4 Student Rents: Example principles for rent statements

The Committee noted the principles outlined in the paper and concurred that a clear position would likely be needed before the end of the Michaelmas Term 2020. **Bursars were invited to provide comments to Matthew Russell, so that the Business Committee might consider and propose a final formulation.**

OTHER MATTERS FOR DECISION

3661. Proposal to subsidise tuition fees for UKRI-funded international postgraduate students

The Chair reported that, at a recent meeting of the University and Colleges Joint Committee on 19 October 2020, the University had requested Colleges' approval of the use of UKRI studentships following a relaxation of its funding rules.

The University had proposed that to use UKRI funds to offer places to up to 20 international students (where these funds had been restricted previously to those on home fees). The conditions set out by UKRI included that the students should not be charged additional fees (and therefore that the institution bears the difference in costs).

The Chair highlighted that, for Cambridge, this would mean the University and the Colleges. The total cost of this specific proposal to the Colleges was modest (representing 0.2% of the Colleges income from PG fees). It was further noted that this would not increase the number of PhD students overall, and was proposed partly to address concerns about lower numbers of PhD students from the European Union following Brexit.

The Committee approved the proposal for a maximum of 20 international PhD funded students to have fee waivers in this way, on the understanding that, if alternative replacement sources of monies are found (i.e. effectively offering fee bursaries rather than fee waivers), the Colleges would receive their 25% fee portion.

The Committee also noted that a broader and more-long-term proposal was being considered by the University – to extend this approach to studentships funded from specific sources of income and to

extend it beyond UKRI and DTC-funded students, to those also funded through the Vice-Chancellor's Awards and the Cambridge Trust. The broader aim was to identify high-quality international PhD students by offering them lower fees and thus find ways to increase PhD numbers. This would essentially create a third fee status category of "overseas but charged home" to attract them. **The Committee agreed to consider this proposal in due course, with no commitment given to it at this time.**

3662. Progress towards the reform of the Cambridge Bursary Scheme (CBS2)

The Chair of the Fees Sub-Committee updated the Committee on progress towards the implementation of CBS2.

Minute 5 of the Fees Sub-Committee meeting on 9 October 2020 is set out below for information:

- Progress towards CBS2: before the onset of the pandemic, 28 (of 29) Colleges had committed to CBS2, but little progress had been made in recent months. A substantial amount of work remained outstanding, especially by the University and the Committee agreed the appointment of a lead contact would aid progress. As a result of the ongoing financial uncertainties faced by Colleges, it was noted that it was too soon to be confident that CBS2 could be implemented as planned in 2021-22. Trinity College had generously agreed to fund PTUBS for a further year (2020-21) but the Committee recognised that this scheme was time-limited and a transition period would be necessary in due course.

In order to maintain College momentum behind CBS2:

- **the Chair agreed to progress discussions with SWAP, and to convene a meeting with the Master of Corpus Christi and the Senior Tutor of Trinity College (as key College representatives on SWAP);**
- **the Chair agreed to liaise with the University to establish a resource or lead person for the project, noting the list of tasks included in Paper 2;**
- **the Chair and Secretary agreed to organise a PTUBS / CBS2 refresher session for Bursars and Senior Tutors.**

He noted that, should CBS2 not proceed in 2021-22, further thought would need to be given to how to maintain momentum for the project and the continuation of the PTUBS scheme, which now covered more than half of the Colleges.

On a related matter, Richard Anthony (JE) also reported that the number of Digital Gateway Grants (made through the Harding Intercollegiate Fund) had been in line with previous modelling for the Education Premium element of CBS2. He reported that there was a residual amount of money (~£20,000) from the monies collected by the Colleges for bursaries research: **the Committee agreed that this money could be used to fund research into the impact of Digital Gateway Grants on the condition this funding was matched by the University.**

3663. Committee Terms of Reference

The Committee considered and approved proposals to clarify the remit and membership of the Fees and Legal Affairs & Employment Sub-Committees, approved at their meetings on 2 and 9 October 2020 (noting the amendments and the reasons highlighted in the comments):

- | | |
|---------|--|
| Paper 5 | Fees Sub-Committee: Terms of Reference |
| Paper 6 | Legal Affairs & Employment Sub-Committee: Terms of Reference |

It noted that the Bursars' Business Committee had reviewed and re-endorsed its terms of reference. (Chairs of other Sub-Committees were asked to ensure that an annual review of terms of reference is otherwise conducted.)

3664. Membership of Sub-Committees and Other Bodies

The Committee noted that the vacancy created by the resignation of Edna Murphy (ED) from the Business Committee had been filled by Sarah Bonnett (SID), elected unopposed in a by-election.

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
General Purchasing Sub-Committee	Martin Pierce (SEL)	Edna Murphy (ED)
General Purchasing Sub-Committee	James Anderson (G)	Andrew Powell (F)
Legal Affairs & Employment Sub-Committee	Jo Cheffins (W)	Edna Murphy (ED)
Exec Cttee of the Counselling Service	Jenny Raine (CC)	Edna Murphy (ED)
University Postgraduate Admissions Committee *	Joanna Cheffins (W)	Christopher Lawrence (N)
COVID Management Team	Shelley Surtees (CHU)	<i>Additional</i>

* Nominated to the Colleges' Standing Committee for approval

Attention was drawn to the following current or impending vacancies:

<i>on...</i>	<i>replacing...</i>
Board of Scrutiny*	Edna Murphy (ED)
GPSC Secretary	Victoria Espley (HH)
GPSC Insurance Working Group	
University Card Committee	Christopher Lawrence (N)
UIS Education Portfolio Steering Group	

* This is an elected position from the Regent House, but we aim to field a Bursar (but only one...)

The Committee received the following papers for information:

- Paper 7 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 15 October 2020 (with vacancies shown in bold type)
- Paper 8 List by Bursar of current memberships as at 15 October 2020

Bursars are asked to check (and update) the lists for accuracy. Both of these reports are always available from the website, along with a contacts list and a spreadsheet showing committee memberships for all Bursars. These reports are automatically updated when changes are made to the database and reflect the most up-to-date information available.

STANDING BUSINESS – BURSARS’ COMMITTEES**3665. Bursars’ Business Committee**

The Committee received for information the minutes of the Business Committee:

- Paper 9 Minutes of the emergency meeting on 2 July 2020
- Paper 10 Minutes of the emergency meeting on 9 July 2020
- Paper 11 Minutes of the emergency meeting on 23 July 2020
- Paper 12 Minutes of the emergency meeting on 17 September 2020
- Paper 13 Minutes of the meeting on 8 October 2020

Attention was drawn to the following items not raised elsewhere on the agenda:

Emergency Bursars’ Business Committee 2 July 2020		
min ref	title	note
2	COVID-19 Gold Team and Financial Implications Task Force update	Discussion of projected accommodation needs for 2020-21, and possible financial support for Colleges using the Colleges Fund.
4	Continuing frequency of emergency meetings of the Business Committee	Agreement to cease emergency meetings from 9 July but to continue with informal meetings.
5	COVID-19 University “decision grid”	Review of plans by the University to create a “decision grid” to communicate decisions taken over the Long Vacation.
Emergency Bursars’ Business Committee 9 July 2020		
min ref	title	note
2	Development of University and intercollegiate mechanisms of critical financial support	Detailed discussion of confidential framing paper and presentation of proposals to provide financial support to ensure Colleges remain financially viable throughout the COVID-19 pandemic and beyond.
Emergency Bursars’ Business Committee 23 July 2020		
min ref	title	note
2	COVID-19 Gold Team and Financial Implications Task Force update	Substantial applications for funding submitted to the Financial Implications Task Force by the University Library and the CVMT.
5	Intercollegiate supervision rates 2020-21	Approval of revised intercollegiate supervision rates (as delegated to the Business Committee by the Bursars’ Committee).
6	Public information on rents	Receipt of template to standardise public information on rent.
7	Brokering College accommodation for 2020-21	Review of data relating to uptake of College accommodation.

Emergency Bursars' Business Committee 17 September 2020		
min ref	title	note
1	Interpretation of guidance from the Department for Education (DfE)	Discussion of guidance document interpreting recent changes to legislation and guidance from DfE. Feedback to be provided to CVMT for consideration.
2	Management of student-organised events	Discussion of preparations to ensure student College events comply with COVID safety measures and risk assessments. Feedback to be provided to CVMT for consideration.
3	Collegiate University "track and trace"	Discussion of implications and anticipated impact on Colleges of providing support for national "track and trace" programme.
4	Temporary structures and long-term use (longer than 28 days)	Tim Harvey-Samuel co-ordinating discussions with City Council on behalf of Colleges to expedite planning permission.
5	Divestment Report	Publication of latest Divestment Report expected on 21 September 2020.
6	COVID-related intercollegiate financial requests (one-off for 2020-21)	See agenda item 8
7	COVID-related intercollegiate financial support	See agenda item 7

Attention was also drawn specifically to:

a) 8 October 2020 - BBC.20.2: Topics from the informal meetings

Matters of note not appearing elsewhere on the agenda:

Need for consistent COVID-19 statements in 2019-20 College accounts: The Technical Sub-Committee of the ICCA (TSC) reviewed advice from PEM and agreed to produce example of statements to assist Colleges. These were circulated on behalf of the Secretary of the TSC to Bursars on 14 October 2020.

Employment-related operational matters relating to COVID-19 and Brexit: Informal feedback from the meeting would be fed back by John Dix (DAR) to the University's Staff Steering Group.

b) 8 October 2020 - BBC.20.6: COVID Desktop Exercise

The desktop exercise undertaken by the University's Silver Team was reviewed. The Committee agreed it would be helpful to discuss the experiences of Colleges who had conducted their own desktop exercises at the next informal Thursday meeting.

c) 8 October 2020 - BBC.20.8: Covid-19 guidance for business - NHS Track and Trace

The Committee received for information correspondence sent to the Principal Environmental Health Office of Cambridge City Council, regarding the suggested mandatory

nature of using NHS Track and Trace posters. This was circulated to Bursars by email on 8 October 2020.

d) 8 October 2020 - BBC.20.9: Update from the General Purchasing Sub-Committee

The new Chair of the General Purchasing Sub-Committee (GPSC) drew attention to three current areas of activity (further context is provided under agenda item 13):

- a) Review of insurance cover: GPSC was working with the University's Insurance Team and a new Head of Insurance to seek to mitigate market rate increases in insurance. It was investigating alternative risk financing options (including different models of self-insurance). It was not currently clear what the timescale of this work would be.
- b) Implications of Brexit: GPSC was currently seeking clarification and feedback from its main consortium suppliers about their preparations for potential supply chain disruptions as a result of Brexit. It would be reviewing contingency plans in due course, with an initial focus on catering supply chains, and was otherwise working with the University's Head of Procurement. A report would be provided to the Bursars' Committee on 22 October 2020.
- c) Surveying College estates for disability accessibility: GPSC was working with the Disability Resource Centre to assess the value for money of services already provided to the University by AccessAble. The Committee was reminded that previous discussions to extend this service into the Colleges (through the Senior Tutors' Standing Committee on Welfare and Finance) had not been able to resolve a relatively expensive model that applied to Colleges: it was hoped a more attractive preferential rate system might emerge from the discussions.

3666. Reports of Sub-Committees

The Committee received the following reports and minutes since the last meeting:

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment	John Dix (DAR)		17 June 2020
Fees	Richard Anthony (JE)	Paper 14	9 October 2020
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Victoria Espley (HH)		18 June 2020
Legal Affairs & Employment	John Dix (DAR)	Paper 15	2 October 2020
Pensions	Richard Anthony (JE)		
Planning	Tim Harvey-Samuel (TH)		4 June 2020
Taxation	Robert Gardiner (CAI)		6 March 2020
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

General Purchasing (in addition to the matters recorded in minute 3665d above)

- a) Implications of Brexit: It was reported that the Sub-Committee was disappointed in the lack of written assurances from its catering suppliers in relation to Brexit and had escalated its concerns. Bursars were encouraged to contact Victoria Espley (HH) about any concerns.
- b) Insurance cost and cover for new buildings: there were ongoing discussions to try and identify and resolve issues relating to the difficulties in getting comprehensive cover for new buildings, partly as a consequence of the Grenfell fire in 2017.

Legal Affairs and Employment

- c) Fellows Stipend and Staff Salary Surveys: the Sub-Committee had agreed to recommend to suspend these two surveys for 2020-21. **The Committee agreed with this recommendation.**

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS

3667. Student Support Initiative

The Committee is reminded that this is a standing item of business, noting the business covered in minute 3662. It received for information:

Paper 16 SWAP minutes, 6 October 2020

3668. Undergraduate Admissions Committee and Cambridge Admissions Management Group

The Committee is reminded that this is a standing item of business. Andrew Cates (PEM) confirmed there was nothing to report.

3669. Reports of Other College Committees and Joint Committees

The Committee received the following reports and minutes since the last meeting:

	<i>Meetings since last BC</i>
Colleges' Committee	4 July 2020
Colleges' Standing Committee	23 June 2020 6 October 2020

3670. Reports from Committee Representatives on University Committees

The Committee received the following reports and minutes since the last meeting:

	<i>Minutes received since last BC</i>
Colleges Outreach Strategy Group	8 October 2020
Postgraduate Admissions Committee	11 June 2020

3671. Intercollegiate Expenditure Report

The Committee noted that usually the annual intercollegiate expenditure report was received at this meeting, but this had not yet been produced by OIS. It further noted it would be presented by circulation when it was available.

FINAL DISCUSSIONS

3672. Farewell

The Committee re-iterated unashamedly its warm wishes to Rory Landman (T) for his retirement from being Senior Bursar at Trinity College at the end of this calendar year.

The Committee bade farewell *in absentia* to Edna Murphy (ED), and thanked her for her valued contribution to the bursarial community in recent years and to the collegiate University over a long period of time.

3673. Future meetings

Meeting dates for 2020-21 are listed below:

18 February 2021
27 May 2021
24 June 2021

2020-10-22 BC minutes

Dr M Russell
26 October 2020

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 18 February 2021 by teleconferencing from all participants

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute taker was Matthew Russell (Office of Intercollegiate Services).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	David Ball Martin Spooner	Magdalene	Steven Morris Helen Foord
Churchill	Tamsin James	Murray Edwards	Rob Hopwood
Clare	Paul Warren	Newnham	Wendy Evans
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Jenny Raine Gemma Donaldson Sue Ainger-Brown	Peterhouse	Ian Wright
Darwin	John Dix Giles Greenfield	Queens'	Jonathan Spence Andrew Bainbridge
Downing	Gavin Flynn Rob Beardwell	Robinson	Fiona Brockbank
Emmanuel	Mike Gross	St. Catharine's	Nicola Robert Helen Hayward
Fitzwilliam	Rod Cantrill Alan Fuller	St. Edmund's	Graham Watson
Girton	James Anderson Maureen Hackett	St John's	Chris Ewbank Helen Murley
Gonville & Caius	Robert Gardiner Jennifer Phillips	Selwyn	Martin Pierce
Homerton	Deborah Griffin	Sidney Sussex	Sarah Bonnett
Hughes Hall	Victoria Espley	Trinity	Jeremy Fairbrother Edward Knapp Richard Turnill
Jesus	Richard Anthony	Trinity Hall	Tim Harvey-Samuel Glen Sharp
King's	Keith Carne	Wolfson	Joanna Cheffins
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	Marina Frasca-Spada
		Colleges' Ctte	

Margaret Beaufort	
Ridley Hall	
Wesley House	Alistair Oatey

Westcott House	
Westminster	Magalie Cooper

University	Alice Benton, Head of Education Services David Cardwell, Pro-Vice-Chancellor (Strategy and Resources)
-------------------	--

OIS	Beatrice Jamnezhad (for minute 3676)
------------	--------------------------------------

There was no reserved business.

There were no declarations of interest.

3674. Welcome

The following Bursars are welcomed to their first meeting:

- Gemma Donaldson (CC)
- Graham Watson (ED)

3675. Minutes of the meeting held on 22 October 2020

The minutes of the meeting on 22 October 2020 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3676. Annual Report of the Data Protection Officer for the Colleges

The Committee received for information the annual report of the Data Protection Officer for the College and a copy of the minute of the discussion at the Legal Affairs & Employment Sub-Committee:

Paper 1 Annual Report 2021
Paper 2 LA&E minute

Beatrice Jamnezhad, Data Protection Officer for the Colleges reported that the annual report and the individual College reports arising from a recent accountability and compliance exercise demonstrated that Colleges were generally compliant with their statutory duties under current UK legislation on data protection: she had advised individual Colleges on areas for enhancement or improvement. She further highlighted the introduction of an online reporting tool for personal data incidents. The Committee further noted the risks highlighted by the Legal Affairs and Employment Sub-Committee in their review of the Annual Report.

In response to a question relating to the challenge of individual Colleges being able to conduct robust impact assessment on the use of third party platforms and software tools, it was noted that it was difficult to provide expert advice from OIS due to the complexities of the individual products, their mode of deployment in Colleges and their detailed operations. It was noted that the Colleges IT Managers Group (CITMG) had discussed this as a long-term issue and **the Committee agreed to refer the matter for further discussion at the Colleges' IT Committee**: Downing College offers support for other Colleges who had found this especially challenging.

The Committee thanked Beatrice Jamnezhad for the well-received services that she provided for the Colleges.

3677. Financial Support for Colleges

The Committee received for information a copy of the agreed funding mechanism to ensure poorer Colleges could be assisted to meet their financial and educational obligations:

Paper 3 COVID19 College Support Proposal v10

In its discussion, it noted the following points:

- at present, there were no agreed or confirmed maximum levels of support identified for the mechanism and that these were likely to be firmed up as and when any requests materialised: the current estimate was that the fund would provide no more than £5M for any one College and no more than £30M overall;
- equally, it was currently unclear over what period access to the mechanism would be available: it was posited it might be 2-3 years, but was dependent on the course of the COVID-19 pandemic: it was re-iterated the mechanism was specifically for financial challenges as a result of the pandemic and not for other reasons or purposes.

3678. Additional COVID-related and in-year (2020-21) intercollegiate financial requests

a) e-books (£333,000)

The Committee received a detailed and revised proposal for funding the provision of e-Books from the University Librarian, which is supported by the Senior Tutors' Committee and recommended to the Committee by the Business Committee:

Paper 4 Funding E-Books 20 January 2021

It noted:

- the request was strictly a one-off contribution in 2020-21 as a consequence of the COVID-19 pandemic, and that longer-term consideration of the ongoing need and funding of e-book provision would be a subject for consideration through the forthcoming intercollegiate levies process: no commitment beyond the current funding request was expected at this time;
- in spite of its revisions, it had proven elusive to measure the impact or take-up of e-book provision;
- the University Librarian might require some assistance from Bursars and Senior Tutors in the framing of any future request, especially in the identification and management of metrics that could demonstrate value for money and an appropriate and fair distribution of costs, both between the University and the Colleges, and between Colleges. It was noted that the Senior Tutors' Education Committee had already approached her in this regard.

The Committee agreed that the Business Committee be asked to identify a Bursarial representative to engage alongside this offer and otherwise agreed to support the in-year request for funding, as set out in the Annex to the paper.

b) Resourcing of the Office of Intercollegiate Services

The Secretary reported that the Colleges' Standing Committee had deferred the review of OIS until the Easter Term 2021, but that additional support on a temporary basis had been secured, and that the Board of OIS Ltd had reviewed the salary of the Head of OIS. The Chair further noted that the review would also look at the support levels required for the Senior Tutors' Committee and its interconnectivity with other intercollegiate committees, and the levels of support that might be provided through OIS.

The Committee noted the more detailed discussion at the Business Committee (minute BBC.20.31, 4 February 2021).

c) University Counselling Service

Alice Benton noted that the University Counselling Service had recently recruited an additional counsellor in response to the COVID-19 pandemic, and that the costs for this would be funded fully by the University for one year (i.e. until Lent Term 2022). The Committee otherwise noted this in the context of the current review of mental health provision across the University.

d) Student requests for enhanced IT provision

One College reported an increase in requests from students for support for purchasing upgraded IT resources for the purposes of taking assessments on-line, specifically larger screens.

3679. Proposal for UKRI-funded international postgraduate students

The Committee received and approved a request for funding from the University, in the form of fee waivers for a limited number of international PhD students:

Paper 5 UKRI international studentships proposal

It noted that it was difficult to calculate or otherwise predict the implications for overall fee income, but that the maximum reduction was not significant as a proportion of this, and noted the commitment to reviewing the impact after the first intake. The Pro-Vice-Chancellor (Strategy and Resources) noted that rapid timescales on which decisions had been made had unfortunately precluded a more timely engagement with Colleges.

3680. Reform of the Cambridge Bursary Scheme (CBS2)

The Committee received and commended to College governing bodies the final proposal for the implementation of a reform of the Cambridge Bursary Scheme from 2021-22:

Paper 6 Proposal: Reform of the Cambridge Bursary Scheme

It noted that CBS2 required a 10-year commitment from the Colleges and the University (with the University's 50% contribution hypothecated against a combination of tuition fee income and the Harding Intercollegiate Fund). The Chair of the Fees Sub-Committee confirmed that a review of CBS2 would therefore likely be needed in 6-7 years' time, unless significant (and likely) changes to the landscape of regulated fees brought forward the timing of such a review.

Members noted that some governing bodies had, in the previous year, approved its support for the introduction of CBS2, and prior to its subsequent delay. It was recognised that taking the proposal through College governing bodies for a second time was a matter for individual Colleges to resolve. It was emphasised that the modification of the proposal to include full funding of the first cohort from the Harding Intercollegiate Fund may have been agreed after previous governing body discussions.

OTHER MATTERS FOR DECISION

3681. Membership of Sub-Committees and Other Bodies

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
GPSC Secretary	Andrew Enticknap (PEM)	Victoria Espley (HH)
GPSC Insurance Working Group	Andrew Enticknap (PEM)	Andrew Powell (F)

The Committee received the following papers for information:

- Paper 7 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 15 October 2020 (with vacancies shown in bold type)
- Paper 8 List by Bursar of current memberships as at 15 October 2020

STANDING BUSINESS – BURSARS' COMMITTEES

3682. Bursars' Business Committee

The Committee received for information the minutes of the Business Committee:

- Paper 9 Minutes of the meeting on 5 November 2020
- Paper 10 Minutes of the meeting on 4 February 2021

3683. Reports of Sub-Committees

The Committee received the following reports and minutes since the last meeting:

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment	John Dix (DAR)		12 November 2020
Fees	Richard Anthony (JE)	Paper 11	29 January 2021
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Victoria Espley (HH)		18 June 2020
Legal Affairs & Employment	John Dix (DAR)	Paper 12	22 January 2021
Pensions	Richard Anthony (JE)		
Planning	Tim Harvey-Samuel (TH)		11 November 2020
Taxation	Robert Gardiner (CAI)	Paper 13	8 December 2020
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

Environment

- a) Survey on the use of science-based targets and use of renewable energy: a short survey would be issued shortly and Bursars were encouraged to complete it.

Fees

- b) Revised fee status Regulations: since its last meeting, the Education (Student Fees, Awards and Support) (Amendment) Regulations 2021 had been published: OIS would work with the University and provide guidance to Colleges in due course. Matthew Russell also noted that a project to ensure the consistent application of the Regulations across the University had stalled, and he was awaiting confirmation on who would be leading on this from the University. Alice Benton reported this was likely to be a post in Education Services, but this was yet to be confirmed.

General Purchasing

- c) Tender exercise for insurance procurement: work was progressing on this.

- d) Catering supplies procurement: the Sub-Committee was working with the Catering Managers' Committee to improve procurement arrangements.

Pensions

- e) USS: the USS trustee proposals to the Joint Negotiating Committee had been delayed as a result of the involvement of the Pensions Regulator.

Planning

- f) Cambridge Metro project: the mayor would be attending a meeting next week to discuss plans.
- g) Temporary marquees: Bursars were reminded to update Tim Harvey-Samuel on their ongoing use of marquees to assist him in liaising with the City Council about planning permits.
- h) County Council planning services and archaeology: the Committee noted staff shortages leading to significant delays in taking forward planning permission.
- i) Traffic management restrictions: it was noted a number of these would be continuing and that a consultation about city centre deliveries was expected soon.
- j) City Council proposal for central Cambridge renovation: early notice of a proposal going to the City Council was given.
- k) ANUK engagement: Darren Smith (W) had agreed to succeed Wendy Evans (N) as the point of contact for the Colleges with ANUK. Wendy Evans was thanked very warmly for her extensive and helpful engagement on behalf of the Colleges.
- l) Engaging with the City Council over planning procedures: it was noted that the Sub-Committee had developed a number of ideas with which to engage positively with the Council, but this was likely to have to wait until after the COVID-19 pandemic.

Taxation

- m) Head of House accommodation: the cost of the Sykes Opinion to the Cambridge Colleges had been £20,000 (+ VAT) and a quote for further work (relating to a technical analysis and review of relevant witness statements) was awaited.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS**3684. Student Support Initiative**

The Committee received for information:

Paper 14	SSISG minutes, 1 December 2020
Paper 15	SSIDG minutes, 10 December 2020

3685. Undergraduate Admissions Committee and Cambridge Admissions Management Group

The Committee noted the discussion at the Business Committee on 4 February 2021 (minute BBC.20.36), which had since been resolved satisfactorily.

The Secretary of the Senior Tutors' Committee reported that the agreed audit of the admissions assessment project was proceeding. The steering group for the audit would be chaired by Rob Wallach (K) and included representations from Heads of House, Bursars and Senior Tutors. The steering group would be supported by Emily Tomlinson (CHR) and OIS.

3686. Reports of Other College Committees and Joint Committees

The Committee received the following reports and minutes since the last meeting:

	<i>Meetings since last BC</i>
Colleges' Committee	4 December 2020
Colleges' IT Committee	11 November 2020
Colleges' Standing Committee	17 November 2020

3687. Reports from Committee Representatives on University Committees

The Committee received the following reports and minutes since the last meeting:

Paper 16	Report of the Postgraduate Admissions Committee
----------	---

	<i>Minutes received since last BC</i>
Joint Network Management Committee	19 November 2020

3688. Intercollegiate Expenditure Report

The Committee received for information:

Paper 17	Intercollegiate Expenditure Report 2019-20
----------	--

FINAL DISCUSSIONS**3689. Farewell**

3690. Future meetings

Meeting dates for 2020-21 are listed below:

27 May 2021

24 June 2021

2021-02-18 BC minutes

Dr M Russell
18 February 2021

Bursars' Committee

Minutes of a meeting held at 9.00 am on Thursday 25 March 2021 by teleconferencing from all participants

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute taker was Matthew Russell (Office of Intercollegiate Services).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	David Ball Martin Spooner
Churchill	Tamsin James
Clare	Paul Warren
Clare Hall	Ian Strachan
Corpus Christi	Jenny Raine Gemma Donaldson Sue Ainger-Brown
Darwin	John Dix Giles Greenfield
Downing	Gavin Flynn Rob Beardwell
Emmanuel	Mike Gross
Fitzwilliam	Rod Cantrill Alan Fuller
Girton	James Anderson Maureen Hackett
Gonville & Caius	Robert Gardiner Jennifer Phillips
Homerton	Deborah Griffin
Hughes Hall	Victoria Espley
Jesus	Richard Anthony
King's	Keith Carne
Lucy Cavendish	Lesley Thompson Christine Houghton

Magdalene	Steven Morris Helen Foord
Murray Edwards	Rob Hopwood
Newnham	Wendy Evans
Pembroke	Andrew Cates Andrew Enticknap
Peterhouse	Ian Wright
Queens'	Jonathan Spence Andrew Bainbridge
Robinson	Fiona Brockbank
St. Catharine's	Nicola Robert Helen Hayward
St. Edmund's	Graham Watson
St John's	Chris Ewbank Helen Murley
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Jeremy Fairbrother Edward Knapp Richard Turnill
Trinity Hall	Tim Harvey-Samuel Glen Sharp
Wolfson	Joanna Cheffins
Senior Tutors' Ctte	Marina Frasca-Spada
Colleges' Ctte	

Margaret Beaufort	
Ridley Hall	
Wesley House	Alistair Oatey

Westcott House	Michael Wolton-Carr
Westminster	Magalie Cooper

This meeting contained **only** items of reserved business.

There were no declarations of interest.

Minutes of the meeting held on 19 February 2021 will be considered at the next meeting.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3691. Interim report and minutes from the Levies Panel

The Committee noted that the Levies Panel had met on Monday 15 March 2021 and received the following papers arising from that meeting:

Paper 1	Interim report of the Levies Panel to the Bursars' Committee
Paper 2	Levies Panel minutes, 15 March 2021
Paper 3	Levy request received by the Levies Panel for the "digital admissions" project
Paper 4	Relevant Colleges IT Committee minute, 10 March 2021

Attention was also drawn to the minute BBC.20.41 from the Business Committee, which had met on 18 March 2021 (as recorded in Paper 5).

Prior to the discussions of the matters raised in Paper 1, the Committee noted that the concept of setting a budgetary envelope for levies had again been put aside this year as a consequence of a continuing number of new levies and the extraordinary budgetary circumstances as a result of the COVID-19 pandemic. The Chair of the Levies Panel (Robert Gardiner, CAI) noted that the concept of a budgetary envelope would be highly relevant where there were not significant changes requested for intercollegiate expenditure.

The Committee considered the issues raised by the Levies Panel relating to specific levy requests:

CSU Sexual Health Scheme

- a) the Committee noted the repeated ask for sexual health products and a new request for the provision of free menstrual products.
- b) it recognised that the provision of a centralised, and mandatory, scheme run by CSU would avoid issues and concerns raised about unfair provision between Colleges, but that it also removed choice from JCRs and MCRs about which issues it felt were of a higher priority to fund and support.
- c) in this context, it noted that about half of the Colleges currently provided free menstrual products, and it was not clear whether a universal scheme would be supported by a majority of JCRs and MCRs.
- d) in a straw poll, there was no clear support for continuing or expanding the current levy or introducing an additional levy for free menstrual products. On that basis, the Levies Panel would need to assume that the expansion of the overall spend to accommodate this levy would not be supported for 2021-22.

University Counselling Service

- e) the Committee noted the repeated ask for additional funds to support a number of temporary counsellors.
- f) it noted that this was over and above the current levy amount supporting one temporary counsellor, and that additionally the University had agreed to fund one temporary counsellor for ten months as a response to the COVID-19 pandemic.
- g) a number of vacancies were also reported, and the Bursarial representatives on the UCS Executive Committee reported serious concerns about the wellbeing of staff given their current case loads.

It was further noted that the UCS still had some financial reserves it could draw down on, but that these would not fund their full ask for two additional temporary counsellors.

- h) attention was drawn to the critical 2019 external audit by PA Consulting on current mental health provision, as well as the current Strategic Review on Mental Health Provision, which was expected to provide an interim report in the next few months.
- i) a number of members commented that it would be imprudent to commit to additional resources before any report from the Strategic Review had been received.
- j) the Secretary of the Senior Tutors' Committee reported that her impression from a recent meeting of Senior Tutors had recognised the pressure on student mental health but were not necessarily convinced that increasing the number of counsellors in the UCS was the most appropriate response.
- k) in a straw poll, there was no clear support for expanding the current levy. On that basis, the Levies Panel would need to assume that the expansion of the overall spend to accommodate this levy would not be supported for 2021-22.

Sports Centre

- l) the Committee noted that the annual report for the Sports Centre had recently been circulated by email: attention was drawn to the section of the report that outlined sources of income and expenditure.
- m) it further noted that the current arrangement of a *per capita* levy was long-standing and that concerns about it had been raised in a number of meetings in recent years, drawing attention particularly to the part of the agreement where the University had expected to raise substitutionary funding (for sports clubs and societies) philanthropically.
- n) Deborah Griffin (HO) noted that there were two Bursarial members on the University's Sports Committee, and that she had recently been asked to chair a new Finance Sub-Committee: this would be reviewing the funding structures associated with sport and would be making recommendations to the Sports Committee in due course.
- o) in a straw poll, the consensus appeared to be to support the levy for this one further year, in the expectation that an alternative proposal would be received for the 2022-23 levies round.

Disability Resource Centre: Reasonable Adjustments Fund (RAF) and International Disabled Students Fund (IDSF)

- p) the Committee noted that this year saw improved financial transparency about the expenditures in both funds, and that it had revealed an ongoing operational deficit as a result. (In previous years, the true costs of the fund had been masked by a mixture of including committed (but unspent) amounts, and a migration of cohorts into the new arrangements.)
- q) the Committee also recognised the statutory requirements of the funds, and otherwise noted the rebalance of the likely expenditure requests, being significantly greater than in previous years.
- r) it supported the proposal to review with the University the most appropriate split of funding going forward, noting its predication to tuition fee income, and the amount to which the funds supported the academic needs of postgraduate students. This might also result in a difference in the way costs are allocated across Colleges, in the context of the extent of affordability and reasonableness, and to take account of the use of the funds by undergraduates and postgraduates.
- s) it further noted the wider issues and discussions that would take place about the better management and oversight of services provided by the University, but funded jointly with (or solely by) the Colleges.

Cambridge Admissions Office: extension of temporary resource

t) the Committee noted the necessary extension of the temporary staff resources for two further years.

“Digital Admissions” project

u) prior to the meeting Bursars were asked to consider a number of questions relating to the digital admissions project proposal (Paper 3): these included:

1. how comfortable are Colleges with the proposed governance arrangements?
2. how strongly should the Bursars push back and argue for clarity about project deliverables and outcomes, given the current lack of a functional specification (this will depend on how comfortable Senior Tutors are with the proposal and any briefing they’ve received from the Admissions Forum)?
3. is there sufficient evidence or confidence that the costings represent good value for money?
4. should Colleges fund in the first instance only the development of a clear functional specification – and then seek answers to the value for money question above?

v) the Committee agreed with the assessment of both the Levies Panel and the Colleges’ IT Committee of the lack of clarity in the proposal about the need for clearer project outcomes, appropriate and effective project governance, and an understanding of the ongoing costs and management of any eventual “service”.

w) concerns were also expressed by the assumptions being made about the level of resource requirement and the overall costs that would normally result in the consideration of alternative suppliers. It noted that UIS clearly had advantages over other possible suppliers (given its work to date and its understanding of both the University and CamSIS) but that nevertheless the case would need to be made to waive the requirement of considering alternative providers. The Chair of the Levies Panel had already discussed these points further with the requester (Sam Lucy), and noted that some additional documentation not presented as part of the proposal existed that might mitigate some of the concerns.

x) the Chair further reported that the project and its funding by the University had been considered at the Planning and Resources Committee the previous day, and that he had engaged with a number of pre-meeting discussions. He proposed that the Colleges should commit only to one year of funding in the first instance (matched to the agreed PRC commitment), but only on the basis that the concerns expressed in point w) above were addressed and confirmed in improved documentation presented to the Levies Panel at its next meeting.

y) more widely, concerns were expressed about whether the priorities of the Colleges would be addressed adequately through the new UIS Portfolios management structure. This point, in the context of this project and the Graduate Allocator, should be taken up further by the Colleges’ IT Committee.

z) in a straw poll, the Committee supported the proposals of the Chair set out in point x) above.

STANDING BUSINESS – BURSARS’ COMMITTEES

3692. Bursars’ Business Committee

The Committee received for information the minutes of the Bursars’ Business Committee:

Paper 5 Minutes of the meeting on 18 March 2021

Attention was drawn particularly to:

a) BBC.20.45 Appointment of the next Secretary of the Bursars' Committee

The Committee congratulated Richard Anthony (JE) on his appointment from October 2021.

b) BBC.20.46 Membership of Committees

The Committee noted that the Business Committee was seeking key appointments, from October 2021 to:

- the Chair of the Fees Sub-Committee
- the Chair of the Colleges' IT Committee
- the Investments Convenor
- an elected member of the University's Finance Committee
- the Student Support Initiative Steering Group

c) BBC.20.47 Conduct of meetings in the Easter Term 2021

The Committee noted the recommendations of the Business Committee:

- a) meetings (for the Bursars' Committee and the Business Committee) should either be held remotely for all, or in-person for all (i.e. they should not be conducted as "hybrid meetings");
- b) Bursars would be consulted about their appetite for "Thursday at 9"; it was anticipated that meetings might be held less frequently in due course;
- c) all meetings will likely be remote for the Easter Term 2021, but the Bursars' Committee meeting on 24 June 2021 might be planned to be an in-person meeting should government restrictions allow, and would be a valuable opportunity to have a post-meeting gathering to note changes in Bursarships and officer roles since the beginning of the COVID-19 pandemic.

FINAL DISCUSSIONS

3693. Future meetings

Meeting dates for 2020-21 are listed below:

27 May 2021
24 June 2021

Meeting dates for 2021-22 are listed below:

21 October 2021
17 February 2022
26 May 2022
23 June 2022

2021-03-25 BC minutes

Dr M Russell
29 March 2021

Bursars' Committee

Minutes of a meeting held at 9.00 am on Thursday 27 May 2021 by teleconferencing from all participants

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute taker was Matthew Russell (Office of Intercollegiate Services).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	David Ball	Magdalene	Steven Morris Helen Foord
Churchill	Tamsin James	Murray Edwards	Rob Hopwood
Clare	Paul Warren Emma Easterbrook	Newnham	Christopher Lawrence
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Jenny Raine Gemma Donaldson Sue Ainger-Brown	Peterhouse	Ian Wright
Darwin	John Dix Giles Greenfield	Queens'	Jonathan Spence
Downing	Gavin Flynn Rob Beardwell	Robinson	Fiona Brockbank
Emmanuel		St. Catharine's	Nicola Robert Helen Hayward
Fitzwilliam	Rod Cantrill	St. Edmund's	Graham Watson
Girton	James Anderson Maureen Hackett	St John's	Chris Ewbank Helen Murley
Gonville & Caius	Robert Gardiner Jennifer Phillips	Selwyn	Martin Pierce
Homerton	Gary Sharp	Sidney Sussex	Sarah Bonnett
Hughes Hall	Victoria Espley Andrew Grieve	Trinity	Richard Turnill
Jesus	Richard Anthony	Trinity Hall	
King's	Keith Carne	Wolfson	Joanna Cheffins Darren Smith
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	
		Colleges' Ctte	David Yates

Margaret Beaufort	
Ridley Hall	
Wesley House	

Westcott House	Michael Wolton-Carr
Westminster	Magalie Cooper

University	David Cardwell, Pro-Vice-Chancellor (Strategy and Resources)
-------------------	--

There was no reserved business.

There were no declarations of interest.

3694. Minutes of the meeting held on 18 February 2021 and 25 March 2021

The minutes of the meeting on 18 February 2021 were approved as a true record.

The minutes of the meeting on 25 March 2021 were approved as a true record.

3695. Matters arising not elsewhere on the agendaa) Reform of the Cambridge Bursary Scheme (CBS2) (18 February 2021, minute 3680)

The Committee noted that all Colleges and the University had now approved the introduction of reforms to the Cambridge Bursary Scheme from October 2021. It also noted that the Bursars' Fees Sub-Committee was overseeing an implementation plan, as recorded in its minutes (18 May 2021), and that the Student Support Initiative Steering Group was overseeing a communications plans, as recorded in its minutes (28 April 2021).

The Committee recorded its gratitude to those who contributed to the success of the introduction of the scheme, and particularly to Richard Anthony (JE), Mark Wormald (PEM) and Matthew Russell (OIS).

PRINCIPAL AND SUBSTANTIVE BUSINESS**3696. Annual levy proposals for 2021-22**

The Committee received and discussed the report of the Levies Panel with recommendations for 2021-22:

Paper 1	Report from the Levies Panel: intercollegiate levies 2021-22
Paper 2	Intercollegiate levies 2020-21 (PDF of workbook summary)
Paper 3	Intercollegiate levies 2020-21 (Excel workbook)

Its attention is drawn particularly to:

- | | | |
|------|---------------------------------|--|
| i) | paragraph 3 | Approval to collect £4,865,212 in levies in January 2022 |
| ii) | paragraph 6 (<i>for info</i>) | A summary of the types of expenditure |
| iii) | paragraph 7 (<i>for info</i>) | New levies for 2021-22 |
| iv) | paragraph 9 (<i>for info</i>) | Rejected requests |
| v) | paragraphs 10 and 11 | Approval of the proposed levy allocation methodologies |

Robert Gardiner (CAI), as Chair of the Levies Panel, introduced the report, noting:

- the difficulties of applying the agreed "levy envelope" principle, noting that work on re-establishing this will continue next year.
- the difference between levy and expenditure, due to timing differences between collection and expenditure across years.

- c) the new requests, including e-book provision (a one-off levy again pending consideration of an ongoing request), the digital admissions project (a three-year request, subject to assurances on project governance and clear documentation on the project structure) and the biodiversity baseline assessment project (a one-off levy).
- d) the substantial increases in disability-related grants, noting that discussions about the fair division of costs between the University and the Colleges will continue next year.
- e) the rejection of a CSU request to fund menstrual products: members of the Committee were encouraged to raise such provision with their JCRs and MCRs as appropriate.
- f) the rejection of a request from the College Development Directors Committee, noting that funds for the request had been identified from alternative sources.
- g) the rejection of a request to increase funding provision for the University Counselling Service: it was emphasised that the Chair of its Executive Committee, not wishing to reopen the matter of the financial request, wished the Committee to be aware of the pressures and resulting low morale of current staff providing a critical service to students. The interim report from the Strategic Review of Mental Health Provision found the services provided by individual counsellors to be good and effective but the university-wide structure into which it fits requires work.

In the discussion, the Committee noted:

- i. the importance of the levy envelope concept and its role in cost management.
- ii. a number of aspects relating to the possibility of a future e-books levy, including:
 - a. the need to manage the expectations of the University Library of a continuing levy.
 - b. the helpfulness of the engagement on the Committee's behalf by Nicky Robert (CTH), particularly in addressing questions of clear usage data and value for money, and the ongoing engagement of College representatives (including College Librarians and Senior Tutors) in the ongoing discussions.
 - c. the need for College representatives to encompass the full spectrum of views on the uptake and utility of e-books provision.
 - d. the need to recognise that e-book provision in some subject areas would be, and would remain, poor.
 - e. that the Colleges' financial contribution should be proportionate to provision for undergraduate students only – that might still require a significant contribution.

The Committee approved, for its part, the recommendations outlined in the report relating the collection of levies and the distribution of expenditure across the Colleges and recommended their adoption to Colleges' Committee.

3697. Update on discussions of the Joint Working Group on Size and Shape

The Committee received an update of the work of the Joint Working Group on Size and Shape, prepared for the Colleges' Standing Committee on 27 April 2021 and discussed by the Business Committee on 13 May 2021:

Paper 4 Update on the work of the Joint Working Group on Size and Shape

It noted the different appetites of growth of student numbers in different Colleges, and the high likelihood and expectation that the collective numbers would align with the University's growth aspirations. David Cardwell (Pro-Vice-Chancellor) reported he was confident that the current planning would continue to remain on schedule and felt the Collegiate University was currently in a good position to manage the developing plans.

The Chair reported on discussions at the Business Committee relating to the development and structure of a form of “financial backstop” to protect certain Colleges should numbers of postgraduate students be well below predicted levels in any one year. The Committee noted two elements of consideration:

- a) Circumstances where the overall numbers of postgraduate students fell short of the University’s commitments under the Memorandum of Understanding.
- b) Circumstances where individual Colleges took more than their predicted numbers of postgraduate students.

The Business Committee had noted:

...both circumstances would result in some Colleges (most likely, the “Accept All Colleges”) having fewer students, with consequential financial challenges. In the first case, discussions at the Size and Shape Working Group would result in an agreement about an appropriate transfer of funding, but the Colleges would need to work together to devise an appropriate mechanism to address the second case.

The [Business] Committee noted a number of challenges in devising such a mechanism including:

- The different “cover ratios” used by Colleges to predict actual arrivals from offers made, which is a result of a number of factors that may be different for different Colleges.
- The otherwise general volatility of cover ratios, though this was not the experience of all Colleges.
- The attitudes of postgraduate students and their perceived need to be part of a College community.
- The requirements of otherwise of postgraduate students for accommodation, and the ability of Colleges to meet those expectations in all cases.

The Committee felt it would be helpful for Colleges to share any good practice about stabilising any volatility of cover ratios. The Chair agreed to present an initial straw man model for an early discussion [at its next meeting].

The Committee noted that this work is progressing.

3698. Future of the asymptomatic testing programme

The Chair reported that the asymptomatic testing programme would continue until the end of the Easter Term 2021, when it will likely wind down over the Long Vacation (though in a way for it to be re-instigated at need); the symptomatic testing programme would continue unchanged. He further noted that the move of laboratory had not resulted in any negative impact.

It was noted that Colleges were otherwise able to promote the use of lateral flow tests at their discretion, noting that positive results could be referred to the University or general NHS PCR tests after.

3699. COVID-19 pandemic-related consequences for the financial support of research students with extensions.

The Chair reminded the Committee about the position of some funders (UKRI and the Gates Trust) and their expectations of the continuing funding for students requiring research extensions. He reported that the Financial Implications Task Force was concerned about other students, particularly self-funding students, and addressing hardship in a consistent way across the Collegiate University. A mechanism to provide financial support had not yet been agreed, but the University had received some government funding that could be used for this purpose.

OTHER MATTERS FOR DECISION

3700. Amendment to the description of the role of Investments Convenor

The Committee noted that the current appointment of David Ball (CHR) as Investments Convenor will end in September 2021. At the meeting of the Business Committee on 13 May 2021, it was suggested the role could be expanded to provide a focal point for the wider emerging issues relating to investment policy and perceived good conduct or practice. This was noted particularly in the context of ESG and its increasingly high profile and importance.

The Committee received and approved an amendment to the description of the role of Investments Convenor, and called for volunteers for the role:

Paper 5 Investments Convenor role description

3701. Appointment of the next Secretary of the Bursars' Committee

The Head of the Office of Intercollegiate Services, as Returning Officer, reported formally that Richard Anthony (JE) had been duly elected as the next Secretary of the Bursars' Committee.

3702. Membership of Sub-Committees and Other Bodies

a) Appointments made by the Bursars' Committee

The Chair emphasised that it was important for all members of the Committee to contribute appropriately to the work of the Committee and its Sub-Committees, as well as representing the Colleges collectively on other external bodies and committees. He encouraged all Bursars to reflect on their current levels of contribution.

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Colleges' IT Committee (Chair)	Keith Carne (K) – for 2021-22 Jennifer Phillips – from 2022-23	David Ball (CHR)
(linked to above: University's IS Committee)	Keith Carne (K) – for 2021-22	David Ball (CHR)

	Jennifer Phillips – from 2022-23	
Colleges' IT Committee	Martin Pierce (SEL)	New appointment
Fees Sub-Committee (Chair)	Andrew Cates (PEM)	Richard Anthony (JE)
General Purchasing Sub-Committee (Chair)	James Anderson (G)	Victoria Espley (HH)
Environment Sub-Committee	Fiona Brockbank (R)	Shelley Surtees (CHU)
General Purchasing Sub-Committee	Helen Hayward (CTH)	Jennifer Phillips (CAI)
Legal Affairs & Employment Sub-Committee (linked to GPSC above)	Helen Hayward (CTH)	Jennifer Phillips (CAI)
Pensions Convenor	Tim Harvey-Samuel (TH)	Richard Anthony (JE)
Technical Sub-Committee of ICCA (Secretary)	Nicola Robert (CTH)	Victoria Espley (HH)

continued...

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Technical Sub-Committee of ICCA	Rob Hopwood (MUR)	New appointment
Technical Sub-Committee of ICCA	Andrew Grieve (HH)	New appointment
COVID Management Team	Andrew Bainbridge (Q)	Shelley Surtees (CHU)
University's Buildings Management Group	Wendy Evans (N)	Shelley Surtees (CHU)

Attention was otherwise drawn to the following current or impending vacancies:

<i>on...</i>	<i>replacing...</i>
Cambridge in America (Treasurer)	Paul Warren (CL)
(linked to above: Cambridge in America Advisory Group)	Paul Warren (CL)
GPSC – Insurance Working Group	Victoria Espley (HH)
Investments Convenor	David Ball (CHR), from MT2021
University Card Committee (<i>noting its current abeyance</i>)	Christopher Lawrence (N)
University's Equality and Diversity Committee	Shelley Surtees (CHU)
Societies Syndicate	Shelley Surtees (CHU)
Colleges Fund Committee	David Ball (CHR)

Attention was also drawn to three vacancies that will occur on the Bursars' Business Committee from October 2021 – two natural full-term vacancies and one part-term vacancy until 30 September 2022 (following the resignation of Victoria Espley (HH)). Calls for nominations will follow in due course.

The Committee received the following papers for information:

- Paper 6 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 21 May 2021 (with vacancies shown in bold type)
- Paper 7 List by Bursar of current memberships as at 21 May 2021

b) Representatives on other bodies

The Committee noted an appointment:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
CCFPS Investment Committee	James Anderson (G)	Paul Warren (CL)

c) Election onto the University's Finance Committee

The Committee noted that a vacancy will arise on the Bursars-elected position on the University's Finance Committee (this is a University-held election, not a committee one). It further noted that, traditionally, it sought volunteers, held an informal election if the role was to be contested, and then agreed that one candidate would go forward unopposed. It was reported that the Head of the Office of Intercollegiate Services had received two expressions of interest, one of which agreed to step down.

Consequently, **the Committee agreed to put forward Ian Wright (PET) as an unopposed candidate, to serve until 31 December 2023.**

STANDING BUSINESS – BURSARS' COMMITTEES**3703. Bursars' Business Committee**

The Committee received for information the minutes of the Business Committee:

Paper 8	Minutes of the meeting on 18 March 2021
Paper 9	Minutes of the meeting on 13 May 2021

Matters arising from those minutes that require discussion were raised in Principal Items of Business.

3704. Reports of Sub-Committees

The Committee received the following reports and minutes since the last meeting:

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment	John Dix (DAR)	Paper 10	12 November 2020
Fees	Richard Anthony (JE)		12 March 2021 18 May 2021
Fire Protection and H&S at Work	Andrew Bainbridge (Q)	Paper 17	17 January 2020
General Purchasing	Victoria Espley (HH)	Paper 11	28 January 2021 11 March 2021 13 May 2021

Investments	David Ball (CHR)		
Legal Affairs & Employment	John Dix (DAR)		5 March 2021
Pensions	Richard Anthony (JE)		
Planning	Tim Harvey-Samuel (TH)		25 February 2021
Taxation	Robert Gardiner (CAI)	Paper 12	8 December 2020
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

Environment

- d) Support and guidance on environmental sustainability: attention was drawn to an open meeting planned for July 2021.

Fire and Health and Safety at Work

- e) Fire safety activities: the Committee was reminded of the importance of these in the light of additional external scrutiny from the Department for Education as part of its sectoral response to the Grenfell Tower incident.

General Purchasing

- f) Catering Managers Forum: Bursars were asked to encourage their catering managers to engage in this forum and its activities.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS

3705. Student Support Initiative

The Committee received for information:

Paper 13	SSISG minutes, 28 April 2021 [<i>to follow</i>]
Paper 14	SSISG minutes, 5 March 2021

Richard Anthony (JE), *in lieu* of receiving the minutes of a meeting held on 28 April 2021, reported that much discussion had taken place about plans for a public launch of CBS2 (likely to be end of June/beginning of July 2021). He noted that the material would need to take into account the recent announcement of the St John's College "Free Places" initiative.

3706. Undergraduate Admissions Committee and Cambridge Admissions Management Group

Andrew Cates (PEM) reported:

- a) Jon Beard had resigned as the Head of the Cambridge Admissions Office in February 2021: the University had re-structured the role, which would have a wider remit going forward and recruitment was underway.
- b) an audit of the admissions assessment initiative was ongoing and would recommend further developments and changes.
- c) the recent Department for Education consultation on post-qualification admissions had resulted in a Collegiate University response, but that its impact on admissions processes was currently unknown, but likely to be significantly disruptive.

3707. Reports of Other College Committees and Joint Committees

The Committee received the following minutes since the last meeting:

	<i>Meetings since last BC</i>
Colleges' Committee	26 February 2021 20 March 2021 8 May 2021
Colleges' IT Committee	10 March 2021
Colleges' Standing Committee	9 March 2021 27 April 2021

3708. Reports from Committee Representatives on University Committees

The Committee received the following reports and minutes since the last meeting:

Paper 15	Council response to the Board of Scrutiny's 25 th Report (Reporter extract)
Paper 16	Sports Centre Annual Report 2019-20

	<i>Minutes received since last BC</i>
Admissions Assessment Audit Steering Group	9 February 2021
Joint Working Group on Size & Shape	25 March 2021
Sports Committee	15 December 2021

FINAL DISCUSSIONS**3709. Farewell**

The Committee wished Shelley Surtees (CHU) well for her future career and thanked her for her many years of service.

3710. Future meetings

Meeting dates for 2020-21 are listed below:

24 June 2021 Darwin College (see note below)

Members noted that there were plans for the Bursars' Committee on 24 June 2021 to be held in person at Darwin College and that recently-retired Bursars will be invited to attend the post-meeting tea.

Suggested meeting dates for 2021-22 are listed below:

21 October 2021
17 February 2022
26 May 2022
23 June 2022

2021-05-27 BC minutes

Dr M Russell
27 May 2021

Bursars' Committee

Minutes of a meeting held at 9.00 am on Thursday 24 June 2021 by teleconferencing from all participants

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute taker was Matthew Russell (Office of Intercollegiate Services).

Attendance: Please note that blank cells below represent Colleges that were not represented at the meeting.

Christ's	
Churchill	Tamsin James
Clare	
Clare Hall	Ian Strachan
Corpus Christi	Jenny Raine Gemma Donaldson Sue Ainger-Brown
Darwin	John Dix Giles Greenfield
Downing	Gavin Flynn Rob Beardwell
Emmanuel	Mike Gross
Fitzwilliam	Rod Cantrill Alan Fuller
Girton	James Anderson Maureen Hackett
Gonville & Caius	Robert Gardiner Jennifer Phillips
Homerton	Deborah Griffin
Hughes Hall	Victoria Espley Andrew Grieve
Jesus	Richard Anthony
King's	Keith Carne
Lucy Cavendish	Lesley Thompson Christine Houghton

Magdalene	Steven Morris
Murray Edwards	Rob Hopwood
Newnham	Christopher Lawrence
Pembroke	Andrew Cates Andrew Enticknap
Peterhouse	Ian Wright
Queens'	Jonathan Spence Andrew Bainbridge
Robinson	Fiona Brockbank
St. Catharine's	Nicola Robert Helen Hayward
St. Edmund's	Graham Watson
St John's	Chris Ewbank Helen Murley
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Richard Turnill
Trinity Hall	Tim Harvey- Samuel
Wolfson	Joanna Cheffins Darren Smith
Senior Tutors' Ctte	Marina Frasca-Spada
Colleges' Ctte	David Yates

Margaret Beaufort	
Ridley Hall	
Wesley House	Alastair Oatey

Westcott House	Michael Wolton-Carr
Westminster	Magalie Cooper

University	David Cardwell, Pro-Vice-Chancellor (Strategy and Resources) Alice Benton, Head of Education Services
-------------------	--

There was no reserved business.

Andrew Cates (PEM) noted a potential conflict of interest, as he was in receipt of money from undergraduate supervisions. There were likely to be other members of the Committee with this same potential conflict. It was noted there was no need to be excluded from the decision.

3711. Minutes of the meeting held on 27 May 2021

The minutes of the meeting on 27 May 2021 were approved as a true record.

3712. Matters arising not elsewhere on the agenda

a) Annual levy proposals for 2021-22 (27 May 2021, minute 3696)

The Committee noted that, at the Colleges' Committee on 5 June 2021, approval was given to gather levies to the amount of £4,865,212 (minute CC.20.45). It was noted at that meeting that the levies envelope mechanism had not yet been fully implemented and that further work would be needed to establish this.

b) Resourcing of the Office of Intercollegiate Services (18 February 2021, minute 3678b)

The Committee was reminded that it was reported earlier that a review of OIS and its resources would look at the support levels required for the Senior Tutors' Committee and its interconnectivity with other intercollegiate committees, and the levels of support that might be provided through OIS.

It was now reported that the Colleges' Standing Committee had set up a review group, whose work was ongoing. Early indications were that additional funding of £100,000 annually for OIS would be needed to support the extra work and two new posts (a Deputy Head and another office assistant). It was confirmed that this would be on top of the current costs to the University for supporting the work of the Senior Tutors' Committee (which was largely related to its standing committees and its integration with University work, and which would be ongoing).

Marina Frasca-Spada and Alice Benton both confirmed that there was support for the emerging proposals. The Committee supported the proposed direction of travel.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3713. Student numbers financial backstop (was "Update on the Joint Working Group on Size and Shape) (27 May 2021, minute 3697)

The Committee received an updated model of the proposed financial backstop for information:
Paper 1 Dealing with variations in College Numbers

It noted the discussion of the evolving proposal at the of the Bursars' Business Committee on 10 June 2021 (minute BBC.20.62(c)):

In its discussion, the Committee noted:

- there were two proposed elements to the backstop – one where the University would provide financial support should the total number of full-time postgraduate students fall short of agreed numbers, and one where there would be an intercollegiate distribution of money should the actions of Colleges taking too many students otherwise leave other Colleges short of students.
- given the aspirations of Colleges and Schools, it was currently felt that it was highly unlikely that either mechanism would be used, but it was important to ensure that other matters relating to the Size and Shape discussions (including the functioning of the Graduate Allocator, and the number and purpose of Accept All Colleges) were agreed.
- target numbers were being expressed as populations and not entrants and the term “postgraduate” would be the University definition as used for its statutory returns. For clarity, population numbers would not include students who were writing up (and therefore had no fee liability).
- the proposal would not address the future challenges of meeting all College aspirations of an appropriate balance of one-year and longer-course postgraduate students.
- in the absence of any significant negative feedback from Heads of House or Bursars as a consequence of the circulation of the proposals, the Committee felt that the Chair and Secretary should proceed with working up a full proposal for consideration by the Financial Implications Task Force in the first instance. In developing this, it was noted that further thought should be given to whether all Colleges Fund recipients should be eligible for receipt of funding for the second mechanism.

In its discussion, the Committee noted:

- there was a general sense from those involved in the discussions on Phases 1 and 2 of Size and Shape that significant progress had been made in understanding how student numbers were counted across the collegiate University, and in collaborative discussions to agree student numbers planning in both the short and medium term.
- the proposed financial backstop was intended to operate only for the duration of any agreed extension to the current Memorandum of Understanding on Postgraduate Numbers, which was not expected to extend beyond 2023-24.
- the proposal had been supported in principle by the University’s Resource Management Committee: it was yet to be decided whether the University contribution to a shortfall of numbers would be all of the *per capita* College postgraduate fee portion, or a proportion of this.
- it was much more likely than not that neither of the proposed backstop mechanisms would need to be activated, as the University’s planned student numbers growth appeared to be aligned with the Colleges’ collective aspirations: this would be firmed up over the Long Vacation.
- the backstop mechanisms would be activated by actual student populations (and not offers made by the University or the Colleges): this had been raised and discussed in several fora, and the conclusion had been that student population numbers were clearer to ascertain and record, and directly related to financial income. It was acknowledged that Colleges (and the University) had no firm control on student numbers, and there was always a degree of uncertainty about conversion from offers.
- Colleges might appreciate, therefore, some form of “buffer” in the numbers, rather than a firm target (as included in the provisional numbers in the Appendix): there appeared to be no strong appetite in a straw poll for ensuring such a buffer, and it was otherwise acknowledged that the risk of allowing a small buffer for each College was that the aggregate impact of this could undermine the backstop position for the Colleges that needed it.

- should Colleges be aware that their student numbers were likely to be way out of line with their agreed number, there was the opportunity to discuss with students the possibility of moving Colleges rather than potentially incurring the financial backstop. Again, it was noted there was a high degree of uncertainty over student populations until well into Michaelmas Term.
- the numbers included in the current paper were still provisional – they may need to be amended (in consultation with individual Colleges) should the University’s projections on student numbers differ from the collective target in the paper. Bursars were advised to contact Matthew Russell (OIS) as soon as possible if they were concerned about the numbers presented in the paper.

The Committee, for its part, supported the further development of a clear proposal, subject to confirmation of target numbers, the University contribution, the Colleges to be in receipt of money through the mechanism (currently proposed in paragraph 5 of the paper) and the precise details of how the intercollegiate element would be activated.

3714. University-Colleges fund to support postgraduate research students requiring extensions as a result of the COVID-19 pandemic

The Committee’s attention was drawn to a fund instigated by the Financial Implications Task Force, and its discussion of the fund at the of the Bursars’ Business Committee on 10 June 2021 (minute BBC.20.64):

The Chair reported that the Financial Implications Task Force had estimated that a fund of £1M would be needed to support postgraduate research students requiring extensions as a result of the COVID-19 pandemic. Of this sum, £500k had been provided by the government for hardship funding that would be used for this purpose, and it had been suggested that the remainder be funded between the University and Colleges in proportion to the current share of the income from postgraduate tuition fees (i.e. a 79:21 split). It had also been suggested the funds were created by a top-slice of the doctoral tuition fees.

He noted that the eligibility for support had been outlined at present to include:

- a) the studies had been specifically disrupted as a result of the COVID-19 pandemic.
- b) the student had a reasonable chance of completing their students within the Term.
- c) it was a case of genuine hardship.
- d) other sources of financial support had been considered and exhausted.

In the discussions, the following concerns were noted:

- i) the lateness of the proposal might unfairly penalise the more proactive Colleges that had acted to provide financial support already. It was not clear the extent to which this may have happened, but it was noted that the funding councils had encouraged their own students not to seek funding until their last three months of study.
- ii) the use and management of a central fund would reduce the proximity of knowledge about the circumstances of the student and the veracity of any claim of eligibility. This could be mitigated by Colleges (and Departments) being consulted on the claims.

The Committee otherwise acknowledged that there was a need to provide equity for students, whose sources of funding and their own policies and mechanisms would differ substantially. It further noted that this short-term proposal might provide insight into whether a more permanent funding scheme for over-running students was necessary, and how that might be set up.

The Committee broadly shared and supported the views expressed by the Business Committee. In the discussion, it was noted:

- the currently-estimated cost to the Colleges would be 21% of £500,000 (~£100,000) across the 31 Colleges: this eventual portion would be divided across the Colleges according to PhD student numbers.
- the mechanism was expected to run only for Michaelmas Term 2021, and on the agreed criteria outlined in the minute of the Bursars' Business Committee.
- there was no appetite for this to set a precedent for the future management of all over-running ("writing up") students, but it did represent an opportunity to raise concerns about the financial burden of such students on Colleges, and to encourage the University to consider ways to reduce such numbers and otherwise provide sources of financial support.

The Committee supported the funding of this one-off COVID-related expenditure.

3715. Colleges Fund grants for operational expenditure

The Committee noted that, following discussion at the Bursars' Business Committee on 10 June (minute BBC.20.63), and in order to reassure auditors and Colleges in receipt of grants from the Colleges Fund, the Chair recently wrote to the University to request a repeat of its written reassurance of the ability for Colleges use Colleges Fund Grants for operational expenditure and confirmation of the proposed timing and mechanism of grants in 2021-22.

Bursars were also reminded of the COVID-related loan mechanism that had been outlined in case of need.

3716. COVID-19 Asymptomatic testing for 2021-22

The Committee received a proposal from the University's COVID Gold Team relating to the need for maintaining infrastructure over the Long Vacation in order to allow for a variety of options for testing in the Michaelmas Term 2021-22:

Paper 2 Gold Team Testing programme proposal for MT2021

The Committee noted that this was discussed at the Colleges COVID Task Force meeting on 17 June 2021, where it elicited general support. The Chair reported that the cost to Colleges for maintaining this infrastructure was ~£70,000, which would be divided across Colleges in line with the other COVID testing funding (Bursars were reminded of their £500,000 contribution to date through this mechanism). **The Committee supported the funding of this one-off COVID-related expenditure.**

The Chair further noted that clear spend of the testing funds would be presented to Colleges in due course, through the Financial Implications Task Force.

OTHER MATTERS FOR DECISION**3717. Supervision rates for 2021-22**

The Committee was reminded of the agreed supervision rates for 2020-21 (agreed by circulation on 12 August 2020 and by the Senior Tutors' Committee at its meeting on 31 July 2020), which will remain unchanged for the 2021-22 academic year, in line with the long-standing agreement to lift such rates in line with the previous year's cost of living rise of the University (0% in 2020-21).

Supervision size	2021-22 Proposed rates	% increase on 2020-21 levels
1	£31.17	0%
2	£36.83	0%
3	£42.50	0%
4+	£45.01	0%

3718. Membership of Sub-Committees and Other Bodiesa) Appointments made by the Bursars' Committee

The Committee approved:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Fees Sub-Committee	Graham Watson (ED)	<i>Additional member</i>
GPSC – Insurance Working Group	James Anderson (G)	Victoria Espley (HH)
Senior Tutors' Standing Committee on Student Finance and Welfare	Rob Hopwood (MUR)	Edward Knapp (T)

It noted that a number of terms of office (three years, renewable) had otherwise been confirmed as continuing for incumbent members of sub-committees following agreement between the Chair and the members concerned: these were not presented in full but are available on request to the Office of Intercollegiate Services.

Attention was otherwise drawn to the following current or impending vacancies:

<i>on...</i>	<i>replacing...</i>
Cambridge in America (Treasurer)	Paul Warren (CL) , from MT2021
Cambridge in America Advisory Group	Paul Warren (CL) , from MT2021
Investments Convenor	David Ball (CHR), from MT2021
Joint Committee on Development	Paul Warren (CL) , from MT2021
University's Equality and Diversity Committee	Shelley Surtees (CHU), from now
Societies Syndicate	Shelley Surtees (CHU), from now
Environment Sub-Committee	Albert Ray (SID)

The Committee was invited to note the Bursars' Business Committee had observed with some concern that a number of Colleges were under-represented on Bursarial committees, or as Bursar representatives on other Committees.

A helpful indication would be that the average number of commitments would be 3 per College, not counting those on which members had automatic membership such as ICCA. Bursars were urged to consider carefully to review their current volume of such contributions. To aid this review, the Committee received for information:

- Paper 3 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 17 June 2021 (with vacancies shown in bold type)
- Paper 4 List by Bursar of current memberships as at 17 June 2021

b) Elections to the Business Committee

The Committee noted that nominations to stand for elected positions on the Business Committee were open until 30 June 2021. The Chair reported that there were two elections and one bye-election, and that to date three nominations had been received for the three positions.

c) Bye-Election to the University's Board of Scrutiny

The Committee noted that a vacancy will arise on the Bursars-elected position on the University's Board of Scrutiny due to the imminent resignation of Ian Wright (PET) as he takes up a position on the University's Finance Committee (when elected). This is a University-held election, not a committee one and traditionally we seek volunteers, hold an informal election if the role is to be contested, and then allow one candidate to go forward unopposed. The Chair reported that Rob Hopwood (MUR) had expressed an interest in the position, but others were invited to do so.

STANDING BUSINESS – BURSARS' COMMITTEES

3719. Bursars' Business Committee

The Committee received for information the minutes of the Bursars' Business Committee, noting that items that required discussion were included elsewhere in the meeting:

- Paper 5 Minutes of the meeting on 10 June 2021

3720. Reports of Sub-Committees

Minutes have been received from the following Sub-Committees (and are available on the Bursars' website at <https://www.colleges.cam.ac.uk/ois>):

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment	John Dix (DAR)		12 November 2020
Fees	Richard Anthony (JE)		18 May 2021
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Victoria Espley (HH)	Paper 6	10 June 2021
Investments	<i>Convenor: David Ball (CHR)</i>		
Legal Affairs & Employment	John Dix (DAR)	Paper 7	11 June 2021
Pensions	<i>Convenor: Richard Anthony (JE)</i>		
Planning	Tim Harvey-Samuel (TH)		13 May 2021
Taxation	Robert Gardiner (CAI)		31 March 2021
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

Environment

- a) Open meeting planned for July 2021: this event had been delayed and would like take place late in the Long Vacation.

Fees

- b) College fees for year abroad students: it was noted that this matter had been referred to the Senior Tutors' Standing Committee on Student Finance and Welfare some time ago, and the matter should be pursued more actively.

General Purchasing

- c) Insurance renewal: in the context of the report containing updates on a number of tendering exercises, Bursars were invited particularly to provide feedback on whether to extend the current insurance broker contract or go out to tender.

Legal Affairs and Employment

- d) The role of the Office of Student Conduct, Complaints and Appeals (OSCCA): the Chair and Secretary would be meeting with OSCCA and the Secretary of the Senior Tutors' Committee to discuss ways to clarify the role that OSCCA plays in providing direct advice and support to Colleges, both for their policies and procedures and in particularly complex cases.
- e) Management of research-active Fellows and their activities: attention was drawn to the document circulated by the Sub-Committee, which outlined important matters of risk management relating to independent research conducted by the College (in contrast to research supported through the University).
- f) Undergraduate supervisors: attention was drawn to the prevailing understanding that most casual supervisors should be deemed to be self-employed. It was highlighted that the primary exception to this was postgraduate students on student visas (who, by their visa conditions, cannot be self-employed) – but Bursars were invited to consider that there may be small numbers of people who supervised regularly for their College – and only their College – that may justify a formal worker's agreement. It was further noted that an informal meeting of the Senior Tutors' Committee on 25 June was otherwise discussing the current UCU proposals for all supervisors to be offered employment contracts.

Pensions

- g) update on USS developments: Richard Anthony (JE) drew attention to the recent communications from USS about emerging proposals. He noted that it was likely that the UCU would provide a counter-proposal, and that they were otherwise considering industrial action relating to the current impasse. He reported that UCU were continuing to take a firm line about the inaccuracies of the current valuation and its methodology. He noted that the University was pushing hard for wider reform of the USS scheme, and this would form part of its response to the current consultation (which hopefully will be shared in due course and before the deadline for responses at the end of next week). He reported further that it was likely proposals relating to the question of *pari passu* would be forthcoming, and would welcome feedback on any unintended consequences of those proposals in due course.

Planning

- h) Greater Cambridge Partnership (GCP) consultation on freight deliveries in central Cambridge: Bursars were reminded of the current consultation, and Bursars were strongly encouraged to submit a response – see <https://forms.office.com/r/Z77mwbt27g>

Taxation

- i) VAT recovery: attention was drawn to an email from Mike Haddock (DOW) to College accountants about methodologies for maximising VAT recovery as a result of changes to income due to the COVID-19 pandemic.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS**3721. Student Support Initiative**

The Committee received for information:

Paper 8 SSISG – Minutes 5 March 2021

3722. Undergraduate Admissions Committee and Cambridge Admissions Management Group

Andrew Cates (PEM) reported:

- a) the University had recently made an appointment to the new role of Deputy Head of Education Services (Admissions and Participation): Mike Nicholson, coming from the University of Bath would start in October 2021.
- b) work was ongoing to improve the transparency of the finances of the Cambridge Admissions Office.
- c) the Easter Term meeting of the Undergraduate Admissions Committee would take place on 5 July 2021.

3723. Reports of Other College Committees and Joint Committees

The Committee received the following minutes since the last meeting:

	<i>Meetings since last BC</i>
Colleges' Committee	5 June 2021
Colleges' IT Committee	11 June 2021
University and Colleges Joint Committee	1 June 2021

3724. Reports from Committee Representatives on University Committees

The Committee received the following reports and minutes since the last meeting:

Paper 9 Report of the Postgraduate Admissions Committee

	<i>Minutes received since last BC</i>
Admissions Assessment Steering Group	7 May 2021

FINAL DISCUSSIONS**3725. Discussion of other items raised in advance****3726. Farewell**

The Committee wished David Ball (CHR) and Paul Warren (CL) well for their retirement and bid Victoria Easley (HH) farewell as she departs Cambridge for new adventures in Warwickshire. All three are warmly thanked for their many years of service. The Committee noted especially, Paul Warren's many years of service, including his role at Cambridge in America in recent years, as well as his recent stint as Chair of the Committee.

The Committee also noted the recent resignations of Albert Ray (SID) and Edward Knapp (T) and wished them well for their futures.

It also acknowledged and thanked the outgoing Chair, Keith Carne (K), for his many years of service to the Bursars' Committee, and in particular for his wise and calm counsel over the past 18 months during the COVID-19 pandemic. It was especially noted that he had achieved significant progress in working collaboratively with the University, while safeguarding the Colleges' position, which had resulted in great steps towards the "collegiate University" approach. Keith Carne (K) in response stressed that the Bursars' Committee worked extremely well in supporting each other, even when there were disagreements, and noted he would be remaining in his post as First Bursar at King's College for one more year and would continue to contribute to the intercollegiate endeavour.

3727. Future meetings

The Committee was invited to note the meeting dates for 2021-22:

21 October 2021
17 February 2022
26 May 2022
23 June 2022

2021-06-24 BC minutes

Dr M Russell
25 June 2021