

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 24 October 2019 at Clare Hall

The meeting was chaired by Keith Carne (K): the Secretary was Lesley Thompson (LC) and the Minute Secretary was Matthew Russell (Head of the 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	Helen Foord
Churchill	Shelley Surtees	Murray Edwards	Rob Hopwood
Clare	Paul Warren	Newnham	Christopher Lawrence
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Tim Harvey-Samuel	Peterhouse	Ian Wright
Darwin	John Dix	Queens'	Jonathan Spence Andrew Bainbridge
Downing	Susan Lintott Rob Beardwell	Robinson	Fiona Brockbank Nick Milne
Emmanuel		St. Catharine's	Nicola Robert
Fitzwilliam	Andrew Powell	St. Edmund's	Edna Murphy
Girton	Debbie Lowther Maureen Hackett	St John's	
Gonville & Caius	Robert Gardiner	Selwyn	Nick Downer Martin Pierce
Homerton	Deborah Griffin	Sidney Sussex	Sarah Bonnett
Hughes Hall	Victoria Espley	Trinity	Rory Landman Edward Knapp
Jesus	Richard Anthony	Trinity Hall	
King's	Keith Carne	Wolfson	Jo Cheffins Alan Fuller
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	Mark Wormald
Margaret Beaufort		Westcott House	
Ridley Hall		Westminster	Magalie Cooper
Wesley House			

University	
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Sam Lucy (N), Director of Undergraduate Admissions, attended for minute 3581.

Tim Harvey-Samuel declared an interest in minute 3585(f) as the current landlord for OIS Ltd.

3579. Minutes of the meeting held on 27 June 2019

The minutes of the meeting on 27 June 2019 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3580. Reform of the Cambridge Bursary Scheme

The Committee received a paper setting out proposals relating to the reform of the Cambridge Bursary Scheme:

Paper B(19)67 Cambridge Bursary Scheme modelling scenarios

It noted the following features:

- the first worksheet – “overall costs modelling” was a comparative tool for three different models (called A, C and E) of different overall affordability for the Colleges; (as outlined in the accompanying Chart 1. The worksheet also outlined the assumptions made for the models and highlighted questions for the Committee;
- worksheets “model A,C,E” showed each of these three models in more detail, estimating the costs for individual Colleges assuming that all (or almost all) of the additional spend is allocated across Colleges and the HIF via the mechanism agreed by the Bursars’ Committee in July 2019;
- worksheets “drawdown A,C,E” showed the impact of each model on the HIF over a ten year period, again assuming that all (or almost all) of the additional spend is allocated across Colleges and the HIF via the mechanism agreed by the Bursars’ Committee in July 2019.

In introducing the paper and responding to questions from members of the Committee, Richard Anthony (JE) also noted:

- a major challenge in the modelling had been estimating how many students annually would be eligible for the proposed “Educational Premium”. All models make an assumption that would be 200 per year (with 100 in years 4-6 once steady state is reached).
- the final worksheet of the workbook outlined a much wider range of alternative models considered at an earlier stage by a small group, taking into account feedback from the Bursars’ Fees Sub-Committee and the Bursaries Task Force;
- the relative simplicity of the eligibility parameters (SLC-assessed household income and eligibility for free school meals) was helpful both in being able to explain to applicants how the scheme might work, but also had been verified by the Bursaries Research Group in the Faculty of Education as good indicators of greater financial need;
- it has been decided not to consider models where the full bursary amount decreased from the current value of £3,500 for political and reputational reasons. It was noted that the maximum bursary had been held at that level since 2012;
- all models had worked on the assumption that the new bursary scheme would be phased in over time for new undergraduate students: this would help in the early years of the scheme of managing affordability. It was noted that the introduction of a new scheme in relation to the current PTUBS would require careful consideration;
- there was an aspiration to develop a pilot scheme for introduction for new students in October 2020, but that the timescales would be challenging given that the affordability and structure of any new scheme would require the consent of all 29 (undergraduate) Colleges and the University: this timetable would require consent in all cases before the end of the Lent Term 2020 for implementation;

- the Bursaries Research Group’s finding had supported the view that a relatively modest “top-up” for those students experiencing a funding gap between Cambridge student living costs and the total of loan eligibility and voluntary parental contributions encouraged higher participation: there was currently anecdotal evidence that those Colleges participating in PTUBS had experienced fewer financial hardship fund requests;
- the Education Premium figures of £1,000 and £2,100 in the two models had been selected for (a) for the £1,000 figure, the simplicity of a round number and (b) for the £2,100 figure, alignment to the current maximum enhanced bursary for independent students;
- it was recognised that the SLC assessment of household income was relatively crude, took into account siblings (though not necessarily to an appropriate level) but at least provided a consistent evaluation of all students at a low cost to the University: any alternative model of financial need evaluation (akin to a US model) would be resource-intensive, but may be warranted should the value of bursaries increase;
- any reformed scheme would still require a review of its technical operation and distribution, though there had been no suggestions these would be radically different to the current scheme.

The Committee discussed briefly the potential merits of a scheme that focussed on providing rent bursaries and saw merit in that being explored further. Experience at one College suggested a model of fixed amounts had worked better for students, but it was noted the rent variance across Colleges may make that less rather than more fair. It was noted that bursaries being applied to College bills rather than provided as cash via the SLC might facilitate good financial management for young people less familiar in managing money.

The Committee noted the questions being asked of it:

1. The models provide three potential levels of affordability for an overall Scheme (see separate worksheets for impact on individual Colleges). How generous can Colleges afford to be?
2. The current affordability lines are reached using different models of bursary enhancement. Are particular factors (FSM; household income; other?) strongly favoured over others?

(Bear in mind that once an overall "affordability ceiling" is identified, a model can be more accurately designed to fit that ceiling.)

3. What priorities might land well with (a) applicants, (b) donors and (c) College governing bodies? How much do we need to explain/defend the change - and to who?
4. Should other models be considered at this stage?

(An early suggestion is to move away from a fixed cash bursary to a consistent (pan-Cambridge) means-tested rent rebate model socialised financially across the Colleges.)

It agreed that these questions and the models should be discussed with senior officers within Colleges, and that informal feedback on the questions be provided to Richard Anthony as soon as practicable to enable further modelling to proceed.

3581. Matters relating to the future of admissions assessments

Sam Lucy (N), Director of Undergraduate Admissions, attended for this item.

The Committee received proposals relating to the immediate and future operation of the admissions assessments, prepared by the Admissions Assessment Steering Group:

Paper B(19)68	Admissions Assessments and Cost Recovery (revised)
Paper B(19)88	Minute of the Admissions Forum, 11 October 2019

Sam Lucy (N) outlined the options considered initially by the Admissions Forum, as set out in paper B(19)68, noting:

- a proposal to introduce a BMAT-style charging model for tests in science and engineering, which was felt to be politically less contentious than the Forum's initial proposal (option 1) to charge by school type;
- in other subjects to discontinue the current assessments and replace them with at-interview assessments, which would reduce the costs of the central project but revert those costs to the interviewing Colleges;
- a proposal to explore CTMUA as a model for Economics entrants;
- all proposals were awaiting feedback from consultations with the relevant Directors of Studies Committees, with the Admissions Forum and the Senior Tutors' Committee expecting to finalise its proposals later this Term, with the Senior Tutors' Committee, Undergraduate Admissions Committee and Colleges' Committee formally approving the changes before December 2019.

In the discussion, the Committee noted:

- a) the significant work and thought that had taken place in a relatively short space of time, and the very-welcomed reflection on evidence from the admissions research team;
- b) the actual costs for each proposal, taking into account both any intercollegiate levy and the costs transferred (back) to individual Colleges, should be made clearer in the final proposals;
- c) expressing the costs as a portion of regulated fee income would be a useful indicator;
- d) it was unclear how any dissent from individual Directors of Studies Committees would be managed, but this was not anticipated;
- e) concerns about whether a BMAT-style charge would put off students from applying to Cambridge had been considered as part of the developing proposal: evidence from BMAT itself had not shown any indications of this;
- f) the current proposals would significantly reduce the cost of admissions assessments to the Colleges, and the savings would need to be considered in the round given other admissions-related costs were likely to increase or be requested (e.g. admissions systems improvement and resource levels within the Cambridge Admissions Office): careful consideration of all admissions-related costs would be undertaken by the Levies Panel;
- g) consideration of costs in due course would require clear indications from the Senior Tutors' Committee of the academic validity of the final proposals, and clear costings from the Admissions Assessment Steering Group and the Cambridge Admissions Management Group;
- h) the work of the Strategic Review on Admissions and Outreach and the national enquiry into undergraduate admissions systems across the HE sector will likely have a bearing on future structures: the possibility of reduced regulated tuition fees would also need to be considered;

- i) the introduction of a BMAT-style charging model and a public announcement of this may represent moving from the current “time-limited project” of admissions assessment to a more permanent arrangement: the timing of this, and clarity over how and when to end the pilot needed to be established.

The Committee thanked Sam Lucy and Mark Wormald for their work on admissions.

3582. Update on the tax implications of Fellows’ accommodation

The Committee’s attention was drawn to the email sent by Robert Gardiner (CAI) to Bursars on 9 October 2019, and to the minute of the Business Committee from 10 October 2019:

Paper B(19)69 Tax on accommodation – update

Robert Gardiner (CAI) outlined the underlying issues in more detail and updated the Committee on more recent developments, including his efforts to engage the Colleges in Oxford in the case he is constructing around Section 99(2) of the Income Tax (Earnings and Pensions) Act 2003 for the HMRC. He noted the importance of historical and recent HMRC correspondence, citing specifically arrangements made with Trinity College and Robinson Colleges, and urged Bursars to provide his as soon as possible with any other written agreements to help build the strongest case around HMRC recognising the Oxford and Cambridge Colleges as a discrete sector.

It was also recommended to Bursars that they ensured they were managing appropriately the taxable benefits relating to the services provided (e.g. utilities, cleaning) to Fellows in College accommodation, noting the legal maximums of either 10% of the stipend or 1/3 of the service costs (if quantifiable), whichever is the lesser.

It was noted that the completion of the next P11Ds in April 2020 represented a deadline to work towards, but that progress depended on engagement both from Oxford and the HMRC.

3583. Joint Working Group on the Size and Shape of the University

Paul Warren (CL) updated the Committee on the current progress of the Joint Working Group on the Size and Shape of the University, which had met three times and recently finalised the scope of the exercise:

Paper B(19)70 Size and Shape Questions

He noted that there would be one or more consultations with Colleges on this later this Term and drew attention to a number of real or implied risks relating to the University’s approach and its surplus improvement programme: these included:

- aspirations of some Schools to increase undergraduate student numbers and/or introduce new Triposes: the University’s costs modellings would be quite different to those of Colleges, particularly due to the intensity of College teaching requirements at undergraduate level;
- a pre-supposition that EU students (at both undergraduate and postgraduate levels) should be replaced with international (and not UK) students: again, the support costs for students in the University and Colleges will be different;
- should there be a mismatch of aspirations for student numbers, the University may wish to raise again the possibility of establishing a new College. Such a College would need sufficient endowment to not qualify for support from the Colleges Fund;

- the University’s perceived classification of PGR and PGT (for funding and income purposes) was not necessarily aligned to the College’s cost analysis of different types of postgraduate student: it was suggested that “doctoral and non-doctoral” was a better indicator for Colleges, but also that different types of Masters students required different levels of teaching support;
- any suggestion that some categories of students should no longer require College membership should be strongly rebutted.

3584. Preparations for a no-deal Brexit

The Committee noted that there was still significant uncertainty as to whether the UK will be leaving the European Union on 31 October 2019 and under what circumstances. Its attention was directed to the report of the General Purchasing Sub-Committee (Papers B(19)74 and B(19)76) and the University’s most recent (commercially-sensitive) risk register circulated by Mark Wormald by email on 11 October 2019. It also noted a number of recent and planned all-staff and all-student emails, designed to provide reassurance.

STANDING BUSINESS – BURSARS’ COMMITTEES

3585. Bursars’ Business Committee

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

- Paper B(19)71 Minutes of the meeting on 18 July 2019
- Paper B(19)72 Minutes of the meeting on 10 October 2019

Attention was drawn to:

a) 18 July 2019– minute 7 – Potential restrictions to traffic on King’s Parade

Attention was drawn to potential changes to vehicular access to King’s Parade. The results of a consultation by Cambridge City Council are awaited.

b) 18 July 2018– minute 6 – Elections to the Business Committee

Following an election process conducted over the Long Vacation Edna Murphy (ED) and Victoria Espley (HH) had been elected unopposed to the Business Committee.

c) 10 October 2019 – minute 4b – Meetings with UCU representatives

Discussions with the Senior Tutors’ Standing Committee on Welfare and Finance (recently renamed to Student Finance and Welfare) about reforming the structure of intercollegiate supervision rates was ongoing. UCU had recently included a request that casual supervisors were paid for completing the supervision training if such training were deemed to be mandatory.

d) 10 October 2018– minute 5 – Strategic Review on Admissions and Outreach

It was likely that the Review Committee would consult widely as it progressed through its agenda: the Business Committee felt that it would likely wish to seek Bursars’ views through open meetings of Bursars and Heads of House as questions arose.

e) 10 October 2019– minute 7 – University’s Transport Strategy

The final version of the Strategy was now online at:

<https://www.environment.admin.cam.ac.uk/travel/find-out-about-universitys-transport-strategy>

College interest was likely to be focussed on future car parking management policies and the possibilities of collaborative working on deliveries. **The Committee agreed that Bursars should, in the short term, review the transparency of their own car parking management policies and share good practice on capacity-reducing practices through OIS.** It also noted that Bursars may want to consider the capacity for charging points for electric vehicles.

The Committee otherwise agreed that engagement with the Strategy would be a major piece of work for the new Environment Sub-Committee, and that Ian Leslie should be invited to engage with that Sub-Committee in the first instance.

f) 10 October 2019– minute 8 – OIS Ltd office costs

Rental costs for OIS Ltd (and, incidentally, Meet Cambridge) would increase by ~25% at the renewal of its lease in July 2020. The Business Committee had agreed that other College-owned properties should be considered as alternative: should any Bursars have potential office space for either OIS Ltd and/or Meet Cambridge, they were encouraged to contact Matthew Russell.

g) 10 October 2019– minute 12 – Head of House membership on Bursars’ Committee

Colleges’ Committee had appointed David Yates (Warden, Robinson College) to serve as their “link” representative on Bursars’ Committee.

h) 10 October 2019 – minute 16 – Appointment of the Chair to the University’s Planning and Resources Committee

At its meeting on 8 October 2019, the Colleges’ Standing Committee had appointed the Chair of the Bursars’ Committee to sit as a Colleges representative on the University’s Planning and Resources Committee.

3586. 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	<i>Vacant</i>		
Fees	Richard Anthony (J)	B(19)73 – Report	11 October 2019
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		15 February 2019
General Purchasing	Andrew Powell (F)	B(19)74 – Report B(19)75 – Update on energy matters B(19)76 – Brexit supplier overview	13 June 2019
Legal Affairs & Employment	John Dix (DAR)	B(19)77 - Report	4 October 2019
Planning	Tim Harvey-Samuel (CC)	B(19)78 - Report	
Taxation	Robert Gardiner (CAI)		21 June 2019
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

ANUK verification

- a) Bursars were encouraged to check and/or take forward as a matter of urgency the re-verification inspections.
- b) It was noted that the ANUK Co-ordinator should be recognised as a specific role undertaken on behalf of the Bursars' Committee.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS

3587. Student Support Initiative

The Committee received for information:

Paper B(19)79 SWAP minutes: 7 October 2019
Paper B(19)80 Bursaries Task Force minutes: 8 October 2019

Mark Wormald (Secretary, STC) noted that SWAP's focus was moving to look at fundraising to support widening participation for both overseas and postgraduate students. He also noted that the development of communications around the Harding Challenge had generated much discussion and that he was working with staff in CUDAR and College Development Directors to resolve the concerns that had been raised.

3588. Report from the Cambridge Admissions Management Group

The Committee received for information the most recent minutes of the Cambridge Admissions Management Group:

Paper B(19)81	CAMG minutes, 1 October 2019
Paper B(19)82	CAMG minutes, 9 October 2019 (Extraordinary meeting) plus appendix

3589. 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>
Admissions Assessment Steering Group	3 October 2019
Advisory Group on Access and Participation	12 July 2019
Cambridge Admissions Management Group	1 October 2019 9 October 2019
Cambridge Outreach Strategy Group	10 October 2019
Colleges' Committee	13 July 2019
Colleges' Standing Committee	8 October 2019
Joint Committee on Development	No minutes submitted
Joint Network Management Committee	25 July 2019
Senior Tutors' Committee	12 July 2019
Strategic Working Group on Access and Participation (SWAP)	6 June 2019 8 July 2019 7 October 2019
University and Colleges Joint Committee	25 June 2019

3590. Reports from Committee Representatives on University Committees

The Committee noted that the 24th Report of the Board of Scrutiny was available via the following link:

<https://www.admin.cam.ac.uk/reporter/2019-20/weekly/6563/section5.shtml#heading2-11>

Ian Wright (PET) highlighted that the report included recommendations on the University's budgeting and planning round arrangements, resourcing for the Unified Administrative Service and a return-on-investment analysis of CUDAR. Robert Gardiner (CAI) reported that the University's Audit Committee had identified the resourcing of CUDAR as a topic for internal audit.

OTHER MATTERS FOR DECISION

3591. New terms of reference

The Committee received and approved updated terms of reference for the following sub-committees (in each case, minor changes to membership are proposed):

B(19)83	Terms of reference – Bursars' Committee
B(19)84	Terms of reference – Fees Sub-Committee
B(19)85	Terms of reference – Legal Affairs & Employment Sub-Committee

3592. Membership of Sub-Committees and Other Bodies

The Committee received the following papers:

- B(19)86 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 17 October 2019 (with vacancies shown in bold type)
- B(19)87 List by Bursar of current memberships as at 17 October 2019

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Cambridge Admissions Management Group	Steven Morris (M)	Mike Gross (EM)
Joint Network Management Committee	Andrew Bainbridge (Q)	Helen Foord (M)
Council's Committee on the Supervision of the Student Unions	John Dix (DAR)	<i>Renewal of appointment</i>
Taxation Sub-Committee	Sarah Bonnett (SID)	Victoria Espley (HH)
Undergraduate Admissions Committee	Andrew Cates (PEM)	Mike Gross (EM)
Chair, Environment Sub-Committee	John Dix (DAR)	<i>New committee</i>
Secretary, Environment Sub-Committee	Giles Greenfield (DAR)	<i>New committee</i>

It also agreed to appoint:

- Tim Harvey-Samuel (CC) to a University review on mental health support for students;
- the Chair and Secretary to attend a University "strategy and planning" workshop on 20 December 2019.

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
Technical Sub-Committee of ICCA	Debbie Lowther (G)
Joint Committee on Development	Paul ffolkes Davis (TH)
CAM Advisory Group	Paul ffolkes Davis (TH) – linked to above
Investments Convenor	Paul ffolkes Davis (TH)

It noted that, following the announcement of his retirement later this year, there will also be a bye-election to replace Paul ffolkes Davis on the Business Committee for the remainder of his term (until September 2020).

OTHER MATTERS FOR REPORT

3593. Intercollegiate expenditure 2018-19

The Committee noted that the annual report on intercollegiate expenditure was not yet ready for circulation and would be received at its next meeting.

FINAL DISCUSSIONS

3594. Equality and Human Rights Commission report on racial harassment in UK universities

The Committee's attention was drawn to a recent report:

<https://www.equalityhumanrights.com/en/publication-download/tackling-racial-harassment-universities-challenged>)

The report had attracted substantial press interest and had been discussed recently at the University and Colleges Joint Committee. The importance of strong senior officer leadership in Colleges was noted, and Bursars were asked to work with their Senior Tutors to ensure that the agreed measures to ensure that racial harassment awareness and unconscious bias training had been received by all student-facing Fellows and staff. It was noted that CUSU had run an awareness-raising session for one College that had been well-received. It was further noted that pan-Cambridge expectations on the frequency of refresher training would need to be established.

3595. Future meetings

The dates and venues for 2019-20 were noted, with attention being drawn to the changed date for the June (July) 2020 meeting to avoid clashes with University Open Days:

13 February 2020	Corpus Christi College
21 May 2020	Darwin College
25 June 2020	Downing College

3596. Farewells

The Committee noted the retirement of Nick Downer (SEL) and Debbie Lowther (G) from their roles as Bursars, and from the Committee. It warmly acknowledged the many years of service both had contributed as both members and officers of the Committee and thanked them heartily.

3597. Record of thanks

The Committee thanked the President and Fellows of Clare Hall for their generous hospitality.

2019-10-24 BC minutes

Dr M Russell
25 October 2019

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 13 February 2020 at Corpus Christi College

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

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

Christ's	David Ball
Churchill	Tamsin James
Clare	
Clare Hall	
Corpus Christi	Tim Harvey-Samuel Sue Ainger-Brown
Darwin	John Dix
Downing	Susan Lintott Rob Beardwell
Emmanuel	Mike Gross
Fitzwilliam	Andrew Powell
Girton	James Anderson Maureen Hackett
Gonville & Caius	Robert Gardiner
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	Christopher Lawrence Wendy Evans
Pembroke	Andrew Cates Andrew Enticknap
Peterhouse	Ian Wright
Queens'	Andrew Bainbridge
Robinson	Fiona Brockbank
St. Catharine's	Nicola Robert Helen Hayward
St. Edmund's	Edna Murphy
St John's	Chris Ewbank Helen Murley
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Rory Landman Edward Knapp
Trinity Hall	Paul ffolkes Davis
Wolfson	Jo Cheffins
Senior Tutors' Ctte	Mark Wormald

Margaret Beaufort	
Ridley Hall	
Wesley House	

Westcott House	
Westminster	

University	David Cardwell, Pro-Vice-Chancellor David Long, Finance Division
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Ellen Quigley, Advisor to the Chief Financial Officer (Responsible Investment), attended for minute 3601.

Alice Benton, Head of Education Services, attended for minute 3613.

There was no reserved business.

Welcome

The following Bursars were welcomed formally to their first meeting:

James Anderson (G)
Martin Pierce (SEL)

3598. Minutes of the meeting held on 24 October 2019

The minutes of the meeting on 24 October 2019 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3599. Extinction Rebellion event

The Committee was reminded of the planned events of Extinction Rebellion commencing on Sunday 16 February 2020. Contingency plans of the University and the City Council were likely to be communicated at short notice, and Bursars should plan for this.

3600. Coronavirus planning

The Committee was reminded that planning and communications were being focussed through Dan Tucker (PEM) and that Colleges should maintain a collective and consistent approach to the management of contingency plans and actual and suspected cases. The Secretary of the Senior Tutors' Committee reported that its Business Committee had discussed plans relating to the potential need for a shared stock of rooms over the Easter Vacation, and that disruption to student travel plans (and any financial consequences) should predominantly be addressed through their own personal insurance. It was noted that planning may be needed to manage conference activity over that same period and the Secretary of the Senior Tutors' Committee undertook to raise this point with the University's Silver Team at its next meeting.

3601. Draft University Divestment Report, February 2020

Ellen Quigley [Advisor to the Chief Financial Officer (Responsible Investment)] provided an update on the progress of the production of the University's first Divestment Report. She thanked Bursars for their ongoing co-ordination and co-operation, and noted that the draft Report would be strongly fact-based in nature (as a requirement of the Grace that instigated it) and that it would include:

- An outline of the historical engagement of the collegiate University with the relevant issues;
- A discussion of the moral, practical and financial advantages and disadvantages of divestment.

Ellen Quigley requested that a small group of Bursars engage in more depth as the Report reached completion. She further outlined a number of other ongoing engagements including: building planning reviews; investment manager meetings and advice of shareholder motion responses.

3602. Reform of the Cambridge Bursary Scheme: CBS2 Proposal

The Committee received for information the outcomes of the recent consultation on the proposed CBS2 scheme:

Paper B(19)89 CBS2 Consultation summary

Richard Anthony (JE), as Chair of the Fees Sub-Committee, outlined the progress to date. In his report and the subsequent discussion, it was noted:

- the affordability exercise was part of a wider range of consultation exercises;
- the principal aim of the CBS2 proposal in meeting the objectives of the Harding Challenge and associated Harding Intercollegiate Fund (HIF);
- the broad (27 of 29 Colleges) support for affordability of the CBS2 proposal, and the general support for implementation to all students at the outset. It was noted that a sufficient number of Colleges were not confident of their ability to afford a full implementation to favour a phased introduction cohort by cohort. This decision had further implications for those Colleges currently participating in the Pilot Top-Up Bursary Scheme (PTUBS) and the concurrent management of several different bursary schemes going forward;
- further modelling on the impact of various financial scenarios on the spend-down of the HIF had been undertaken and would be circulated shortly: this indicated that even the most pessimistic projections indicated that the HIF could support CBS2 for a full ten-year period. It was further noted that a projection of 10 years was felt to be sufficiently far in the future that it was changes to the fees and funding landscape would likely prompt a revision of the scheme before that time;
- the implications of the fee status of EU students in future and the successful meeting of targets in the Access and Participation Plan were noted, and that these had not been factored into the current modelling: the overall effect of these were likely to be less significant and likely outcomes worked in opposite directions;
- the future support of PTUBS was currently under discussion, but that the scheme was anyway predicated on a year-on-year decision to continue to participate;
- implementation by October 2020 was currently favoured, but the necessary work to ensure full and robust implementation was known to be both complex and substantial: Colleges would not be asked to sign up to the reformed CBS2 until there was confidence robust administration was in place: in the event that an October 2020 start was not possible, it was likely at this time that an “extended PTUBS” would be proposed, funded by the HIF instead, but the details of that proposal had still to be finalised;
- further work would be needed for a strong communications plan for a formal launch of CBS2, in addition to addressing the evidence from the bursaries research that applicants and students were not necessarily aware of the financial support available to them;
- it was stressed that College governing bodies would be asked to enter CBS2 formally, once confirmation of the HIF commitment and operational viability of the scheme were confirmed: this was likely to be in the first half of the Easter Term 2020.

OTHER MATTERS FOR DECISION

3603. ANUK Peer Review Programme and its continuation

This item relates to minute 12 of the Bursars’ Business Committee meeting on 30 January 2020.

The officers of the Committee drew attention to concerns raised about the sustainability of the peer review system for ANUK accreditation. Specifically, it was proposed that all Colleges, as a condition of being in the peer review scheme, committed to providing at least one member of staff to be trained as an auditor (reviewer), noting the benefits to that member of staff both in their professional development and networking.

Various members of the Committee noted the significant benefits of the peer-to-peer review system (both in direct benefits to the College and development opportunities for staff), as well as alternative systems involving external accreditation.

The Committee endorsed the approach suggested by officers: Matthew Russell agreed to collate names of auditors from each College.

It was further noted that an experienced ANUK auditor (reviewer) was also needed to take on the role of ANUK Convenor (Co-ordinator), to replace Wendy Evans (N) who had expressed her intention to step down from the role after a considerable length of service. Wendy Evans was thanked for her hard and effective work in this area, and for her many years of service.

3604. Levies Panel: amended terms of reference

This item relates to minute 3 of the Bursars' Business Committee meeting on 30 January 2020.

The Committee approved the Levies Panel updated Terms of Reference, noting that it strengthened Senior Tutor input and oversight into the prioritisation of intercollegiate expenditure:

Paper B(19)90 Levies Panel: Updated Terms of Reference (January 2020)

3605. Retrospective fee status changes: policies and protocols

This item relates to minute 2a of the Bursars' Fees Sub-Committee meeting on 29 November 2020.

The Committee noted that, following a recent change in policy by the University, revised procedure had been drafted to take account of revisions by the University to the protocol of actions Colleges were expected to take to record changes in fee status in student records:

Paper B(19)91 Managing fee status changes for current students

Bursars were encouraged to circulate the paper to the relevant offices in Colleges for immediate implementation.

3606. Biodiversity Baseline Project

This item relates to minute 9 of the Bursars' Business Committee meeting on 30 January 2020.

The Committee noted an announcement launching a new University biodiversity initiative, where the University was planning to investigate the current biodiversity of land within the city. The Chair had, on behalf of the Colleges already signalled to the University that requests for access to College land were likely to be granted: there was no dissent from this view. **The Chair agreed to confirm this position to the University.**

Further information on the project can be viewed at:

<https://www.environment.admin.cam.ac.uk/biodiversity-and-ecosystems>

3607. Membership of Sub-Committees and Other Bodies

This item relates to minute 12 of the Bursars' Business Committee meeting on 30 January 2020.

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Environment Sub-Committee	Deborah Griffin (H)	<i>New appointment</i>
Fees Sub-Committee	Rob Hopwood (MUR) Tamsin James (CHU)	Nick Downer (SEL)
General Purchasing Sub-Committee	Giles Greenfield (DAR)	<i>New appointment</i>
Investments Convenor	David Ball (CHR)	Paul ffolkes Davis (TH)
Student Health and Wellbeing Committee	Mike Gross (E)	<i>Renewal of appointment</i>

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
ANUK Co-ordinator	Wendy Evans (N)
CAM Advisory Group	Paul ffolkes Davis (TH)
Childcare Bursaries Committee	Tamsin James (CHU)
Joint Committee on Development	Paul ffolkes Davis (TH)
Senior Tutors' Standing Committee on Student Finance and Welfare	Tim Harvey-Samuel (CC)

It further noted that the following have volunteered to serve:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Technical Sub-Committee of ICCA	Andrew Enticknap (PEM) Christopher Lawrence (N)	Debbie Lowther (G)

and received the following papers for information:

- B(19)92 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 6 February 2020 (with vacancies shown in bold type)
- B(19)93 List by Bursar of current memberships as at 6 February 2020

The Committee also noted that Edna Murphy (ED) had submitted a nomination for membership of University's Council.

OTHER MATTERS FOR REPORT

3608. Bursars' Business Committee

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

- Paper B(19)94 Minutes of the meeting on 7 November 2019
Paper B(19)95 Minutes of the meeting on 30 January 2020

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

- a) **7 November 2019 – minute 3a – Fellows’ Accommodation and tax implications (10 October 2019, minute 4a)**
30 January 2020 – minute 2a – Fellows’ Accommodation and tax implications (18 July 2019, minute 2b)

The Committee noted the Business Committee had discussed the matter in detail, including that:

- Following the Bursars’ Committee meeting on 24 October 2019, Robert Gardiner (CAI) continued to gather information and liaise with HMRC and Oxford.
- The anticipated response from HMRC by 31 January 2020, had not been received but the Committee discussed possible contingency measures should the final ruling of the HMRC be that Fellowship residences be deemed taxable benefits: it noted that one option would be to charge perceptually realistic market-value rents, notwithstanding the challenges of assessing what these should be and the consequent impact of the lower-paid employees of the Colleges.
- In a different context, it was reported that an HMRC inspection of Pembroke College had challenged the self-employed status of casual supervisors, and that discussions were ongoing. The Committee noted that this had far-reaching financial and operational consequences for the Colleges, including the prospect of significant disruption to the delivery of College teaching. Pembroke College was being supported by Robert Gardiner and Matthew Russell and would likely include tax advisers in future meetings with the HMRC.

Robert Gardiner (CAI) updated the Committee on more recent developments, drawing attention to an email to all Bursars sent on 12 February 2020. In discussing what was described as a “no-deal” possibility, where the HMRC did not change its view that accommodation was not “customary” for the Colleges (being the HMRC continued to consider that the Colleges were part of the Higher Education sector and not their own sector), the Committee discussed the required preparatory steps:

- the identification of “representative occupations” pre-1977 as clearly exempt;
- consideration of the HMRC guidance to taxable benefit calculations, which were complex and challenging to apply for many College rooms: Colleges may wish to consider applying a percentage deduction due to the rooms being offices as well as living accommodation (though it was noted there was no specific ruling on this but such practice might seem to be common sense);
- taxable benefits would need to be recorded on individual P11Ds by July 2020 (for the 2019-20 tax year): it was thought very unlikely that the HMRC would expect any retrospective application;
- management of the beneficiaries’ expectations and any consequent adjustments to their salaries or stipends would need to be considered carefully if Colleges felt obliged to do this (noting the grossing-up factor of income tax and national insurance contributions, as well as employer pension contributions) – or alternatively the application of rent costs to those individuals (with or without a salary adjustment);
- Colleges should bear in mind the risks of a PAYE audit in terms of any non-compliance and the consequences of that (lengthy and costly procedures), taking due account of the fact that the HMRC position is a non-statutory one.

The Committee discussed the practicalities and consequences of a continuing collective approach and the likelihood of further progress in the short term. One College noted that it had already acted to charge Fellows rent for their accommodation following an assessment of the risks.

- b) 7 November 2019 – minute 3c – OIS Ltd office costs (10 October 2019, minute 8)
30 January 2020 – minute 2c – OIS Ltd office costs (7 November 2019, minute 3c, 10 October 2019, minute 8)**

The Committee noted that in the absence of suitable alternative office accommodation, negotiations had been concluded with Corpus Christi College for OIS to renew its lease at 12b King's Parade for a further 5 year period.

- c) 7 November 2019 – minute 4 – Strategic Review on Admissions and Outreach
30 January 2020 – minute 2d – Strategic Review on Admissions and Outreach**

A number of drop-in sessions, attended by representatives of the majority of Colleges, were held in December 2019 to discuss points arising from the scoping paper.

- d) 7 November 2019 – minute 5 – Matters relating to the future of admissions testing
30 January 2020 – minute 2d – Matters relating to the future of admissions testing**

A joint meeting with the Senior Tutors' Business Committee was held on 9 January 2020. The agreed actions for the Bursars' Committee were limited to the production of robust financial information on the full costs of admissions and outreach, which was being taken forward through the Technical Sub-Committee of the ICCA.

It welcomed the inception of the Senior Tutors' Business Committee and expressed its hope that the Business Committee could help to influence the various parties that had already been requested to provide fully-costed and realistic alternatives to the current admissions assessments arrangements (both the possibilities of more economic proposals of the current arrangements, and alternative approaches to address the underlying drivers of applicant assessment).

- e) 7 November 2019 – minute 6 – Student places at the new Eddington Nursery**

In response to a request from the Manager of Childcare Services to underwrite the funding of eight additional places at the Eddington Nursery (in addition to those already underwritten at the West Cambridge Nursery), the Business Committee had, on behalf of the Bursars' Committee, agreed to underwrite the request for additional places, noting the low likelihood of the underwriting mechanism being used. (The request included an indication that it was highly likely all places would be taken up.)

- f) 7 November 2019– minute 4 – Porters taking Amazon deliveries and not wanting to sign for them**

The Committee noted that number of Colleges were discussing recent changes to Amazon's delivery policies and a mandatory signing of receipt for goods intended for over-18s: a number of Porters were reluctant to provide personal ID in order to sign for goods for a third party. Pembroke College's policy on receipt of such goods had been circulated to all Head Porters, Bursars and Senior Tutors.

g) 30 January 2020 – minute 4 – University’s Shared Equity Schemes

The Committee received an update from the University’s Assistant Director of HR (Strategy) regarding a review of the University’s Shared Equity Scheme. Information on the University’s proposals had been circulated to all Bursars on 4 February 2020.

h) 30 January 2020 – minute 5 – Implications of the University’s Employment-Justified Retirement Age

The Bursars’ Committee had been invited by the Colleges’ Standing Committee to consider whether information about the potential impact of changes to the University’s policy or practice of its Employer-Justified Retirement Age should be collated and, if so, what information would be helpful to collect. The Business Committee had authorised OIS to collect information at this early stage in any discussion, and had also requested the recirculation of the 2012 guidance on the EJRA and Fellow retirement policies.

i) 30 January 2020 – minute 6 – Collegiate University Energy Consumption Strategy

The Committee received for information an email sent to the Vice-Chancellor and copied to all Bursars, dated 24 January 2020. The Chair and Secretary had also recently held discussions with the Cambridge Institute for Sustainability Leadership (CISL) about current initiatives to reduce energy consumption.

The Committee noted that the email had been addressed to the Vice-Chancellor and that the University was considering the nature of its response, if any, to the email. Should a response be provided, it was likely to be drafted by persons very familiar with the current range of initiatives across the Colleges. The Business Committee had agreed to recommend to Bursars that the email did not require a response from individual Colleges.

j) 30 January 2020 – minute 7 – Cost Sharing Groups

The Committee noted that it wished to re-activate discussions about forming one or more cost sharing groups with the University, following the appointment of a new VAT Advisor to the University.

k) 30 January 2020 – minute 8 – Cambridge Trust

The Committee had received for information a copy of a letter from the Director of the Cambridge Trust to the Secretary of the Senior Tutors’ Committee, which had also been discussed at the Fees Sub-Committee at its meeting on 24 January 2020. The Cambridge Trust had raised concerns about both the rising cost of living and the anxiety that the different accommodation charges by Colleges caused to international students.

In its discussion, the Business Committee noted:

- the known variation of rents across Colleges, and the low value of all rents in comparison with the local housing market and accommodation offered by the University;
- the challenges of presenting rent information, as it generally did not – or could not – provide essential contextual information including: the quality of the accommodation; local College variations of contract lengths (which also varied in some cases between undergraduates and postgraduates, as well as the courses students may be on); and

associated service levels (including but not limited to cleaning services, access to other domestic facilities and other College amenities);

- the challenge of catering charges for College members in the context of the Tenant Fees Act 2019;
- the impact of Colleges that significantly subsidise all College rents on those Colleges that do not, either as policy decision or because of limited College resources and as a requirement of funding from the Colleges Fund.

The Bursars' Committee noted particularly the last point made in the above paragraph, taking into consideration an agreement some years ago to reduce such rent subsidies, and that the Business Committee will otherwise discuss with the Senior Tutors' Standing Committee on Student Finance and Welfare on how to progress ongoing discussions on rent transparency and variation.

3609. 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)		
Fees	Richard Anthony (JE)	B(19)96	24 January 2020
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Andrew Powell (F)	B(19)97	21 November 2019
Legal Affairs & Employment	John Dix (DAR)	B(19)98	17 January 2020
Pensions	Richard Anthony (JE) - <i>convenor</i>		N/A
Planning	Tim Harvey-Samuel (CC)		7 November 2019
Taxation	Robert Gardiner (CAI)	B(19)99	21 June 2019
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

General Purchasing

- Water Tender: It was confirmed that the GPSC was likely to proceed with the water tender outlined in the report, without the participation of the University at this time.
- ACCMO: the ACCMO appeared to be unsuccessful in gathering relevant information about lift servicing and this may require elevation of the issue to Bursarial level in due course.

Fire Protection and H&S at Work

- Fire Safety survey for government: It was confirmed that OIS would be circulating a survey to allow the University to collate information for its response to the government and its survey. As additional context, it was noted that the local fire service had written to the University and Colleges, offering guidance and assistance in what to consider (in the form of a helpful list).

Pensions

- a) JEP2 report and UUK consultation: Richard Anthony (JE) reported that the University's draft response to the UUK consultation would likely be finalised in the next few days and would be circulated to Colleges at the earliest opportunity thereafter, to inform them in terms of whether they would wish to submit their own responses. He noted that concerns had been expressed in the discussions about mutuality.
- b) UCU letter to the University and the Colleges: it was noted that a shared response was not appropriate, but Bursars were asked to remind Colleges that the current industrial action was not being taken against Colleges, that Colleges in all cases were minor employers within the scheme, and that the University was heavily engaged at both local and national levels in negotiating resolutions to the current positions of UCEA and UCU.

3610. Report from the Cambridge Admissions Management Group

The Committee was reminded of the ongoing Strategic Review on Admissions and Outreach.

3611. Student Support Initiative

The Committee received for information:

Paper B(19)100	SWAP minutes, 3 December 2019
Paper B(19)101	Undergraduate Bursaries Task Force minutes, 5 November 2019
Paper B(19)102	Undergraduate Bursaries Task Force minutes, 14 January 2020
Paper B(19)103	SWAP Financial Strategy Working Group minutes, 18 December 2019

Richard Anthony and Mark Wormald (both members of SWAP and AGAP) updated the Committee on other important developments, including:

- engagement by the Fees Sub-Committee on the calculation of costs for the proposed transition year, noting that the teaching arrangements were such that the costs would be different to the standard cost of an undergraduate education;
- the University was considering the introduction of a pilot scheme of income-contingent student loan provision, noting the prevalence of such schemes in the US: the pilot scheme would likely focus on small number of Masters courses that would focus the participation for a small number of Colleges.;
- SWAP was continuing to discuss the concept of widening participation for international students and postgraduate students, and ways to fundraise for meeting identified financial support needs;
- College development offices had been asked to provide gift amounts and other data relating to the Harding Challenge, which to date had revealed wide variation of experiences across the colleges: SWAP would be meeting with Development Directors in small focus groups to explore if and how the eligibility criteria should be changed for future phases of the Challenge.

3612. 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	30 November 2019
Colleges' IT Committee	12 November 2019
Colleges' Standing Committee	12 November 2019 21 January 2020
Postgraduate Admissions Committee	14 November 2019
Technical Sub-Committee of the ICCA	10 December 2019

3613. 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>
University Sports Committee	7 June 2019

The Committee received a paper prepared by the Bursarial representatives on the Executive Committee of the University Counselling Service:

Paper B(19)104 UCS Note to Bursars

The UCS Executive Committee had clear concerns about the immediate and future sustainability of the service given the sharp increase of both self-referred registrations, counselling case numbers and the increasing burden of casework on individual counsellors.

In the discussion, it was noted:

- an increase in resources for the UCS need to be placed in a number of contexts, including:
 - the risks and alternative resource costs of not increasing resources, in terms of student incidents and additional support provided by Colleges and other related services;
 - the high-profile nature of counselling, wellbeing and mental health;
 - the provision of mental health services across the University and the Colleges, which was the subject of a soon-to-be-published external audit commissioned by the Project Board for the Student Mental Health and Wellbeing Strategy: it was known already that the report raised a number of interesting points about the current delivery of services (in a wider context than the UCS alone);
 - the provision of mental health services nationally and, importantly, as secondary school level;
 - the structure of the current intercollegiate expenditure (levies) round, which predicated finite resources and the necessary prioritisation of needs, both in the area of student mental health, but other student and non-student related initiatives: it was a starting assumption that an increase in resources for UCS would require cost savings elsewhere;
 - a wide variety of views of whether reactive or preventative measures should be prioritised, and how this may differ for both the immediate and longer-term objectives and needs;

- while not yet finalised, it was likely that an additional levy request would be made to fund an additional two counsellors on a fixed-term basis (at a cost of £100,000 per year), increasing the UCS levy by approximately 12%;
- attention was needed on the different needs of undergraduate and postgraduate students, taking account of their proportionate use of UCS and set in the context of pastoral care and provision in Colleges: it was remarked that pastoral care for postgraduate students was less consistent both within and across Colleges;
- there was a general consensus that the wider issues, and the solutions, needed to be addressed as a collegiate University: other concerns raised by other parties in other fora included concerns over the resourcing levels in the Disability Resource Centre.

It was noted that the anticipated audit report would be discussed by Heads of House at a meeting on 22 February 2020, and by Senior Tutors at a meeting on 26 February 2020 in the first instance, and that these discussions would be helpful in providing additional advice, context and indications of levels of support in time for the first Levies Panel meeting on 20 March 2020. **Matthew Russell agreed to re-circulate the intercollegiate expenditure (levies) protocols and the mechanisms for agreeing future spend.**

FINAL DISCUSSIONS

3614. Intercollegiate Expenditure 2018-19

The Committee received for information:

Paper B(19)105 Intercollegiate expenditure, 2018-19

3615. Farewells

The Committee noted the imminent retirement of Paul ffolkes Davis (TH) as Senior Bursar of Trinity Hall and warmly thanked him for his many important contributions to the work of the Committee.

It further noted that Tim Harvey Samuel (CC) will be taking up the Senior Bursar post at Trinity Hall, having resigned as First Bursar of Corpus Christi College. David Secher would be returning to the Committee as Interim First Bursar of Corpus Christi College in his stead.

3616. ***Future meetings

The dates and venues for 2019-20 are listed below:

21 May 2019	Darwin College
25 June 2019	Downing College

The Committee agreed the dates for meetings in 2020-21:

22 October 2020
18 February 2021
27 May 2021
24 June 2021

3617. Record of thanks

The Committee thanked the Master and Fellows of Corpus Christi College for their generous hospitality.

2020-02-13 BC minutes

Dr M Russell
13 February 2020

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 21 May 2020 by teleconferencing from all participants

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

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

Christ's	David Ball
Churchill	Tamsin James
Clare	Paul Warren
Clare Hall	Ian Strachan
Corpus Christi	David Secher Sue Ainger-Brown
Darwin	John Dix Giles Greenfield
Downing	Susan Lintott Rob Beardwell
Emmanuel	Mike Gross
Fitzwilliam	Andrew Powell
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	Christopher Lawrence Wendy Evans
Pembroke	Andrew Cates Andrew Enticknap
Peterhouse	Ian Wright
Queens'	Jonathan Spence Andrew Bainbridge
Robinson	Nick Milne
St. Catharine's	Nicola Robert Helen Hayward
St. Edmund's	Edna Murphy
St John's	Chris Ewbank
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Rory Landman Jeremy Fairbrother Edward Knapp
Trinity Hall	Tim Harvey-Samuel
Wolfson	Jo Cheffins
Senior Tutors' Ctte	Mark Wormald
Colleges' Ctte	David Yates

Margaret Beaufort	
Ridley Hall	
Wesley House	Alistair Oatey

Westcott House	Michael Wolton-Carr
Westminster	Magalie Cooper

University	David Cardwell, Pro-Vice-Chancellor Anthony Odgers, Chief Financial Officer
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There was no reserved business.
There were no declarations of interest.

3618. Welcome

The following Bursars were welcomed formally to their first meeting:

David Secher (CC)
Michael Wolton-Carr (Westcott House)

3619. Minutes of the meeting held on 13 February 2020

The minutes of the meeting on 13 February 2020 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3620. Annual levy proposals for 2020-21

The Committee received the report of the Levies Panel with recommendations for 2020-21, and a supplementary paper of data for transparency (with attention drawn specifically to page 12 of that second paper):

Paper B(19)109	Report from the Levies Panel: intercollegiate levies 2020-21
Paper B(19)110	intercollegiate levies 2020-21

In introducing the report, Robert Gardiner (CAI), as Chair of the Levies Panel, noted:

- the Levies Panel had not defined a budget envelope for this year;
- £245k was included as new requests for intercollegiate spend, with £87k representing substitutionary spend;
- inflationary adjustments of 2% were used for both staff costs and operational costs;
- the total request amounted to £4.655k as the Colleges' contribution: the difference between this amount and the anticipated expenditure was noted;
- the reasons behind each of the requests for new or additional intercollegiate spend;
- the proposed methods of allocations across Colleges for the new levies;
- the Levies Panel had considered most of the requests to be uncontentious and had not accepted the requests in three cases, as outlined in paragraph 9 of the report.

In the discussion, the Committee noted:

- while the request for provision of equality and diversity seminars was not accepted, this was not because the members of the Levies Panel were opposed to the request, but more because it was felt a more comprehensive understanding of current College provision and activity in that area needed to be captured: this work was already being taken forward by the Bursars' Legal Affairs and Employment Sub-Committee and the HR Forum: **the Committee noted the request for funds was modest and could be addressed in-year by drawing down on OIS reserves in the short term and recovered through a future levy if necessary;**
- paragraph 8 of the report outlined the one-year savings by drawing down reserves from monies accrued from overseas applications: it was stressed that work was continuing to identify alternative sources of income to support admissions assessment going forward;
- the Office for Students had given permission for universities to allocate committed spends on outreach activity to be re-directed to student support: the Cambridge Admissions Office was reviewing its reserves and capacity to do this, and Colleges were encouraged to do likewise: the source of funds of such activity were key in addressing this "permission" from the Office for Students;

- some high-spend areas (notably admissions and mental health provision) were the subject of ongoing strategic reviews: there were expectations that requests in future years would be affected by the outcomes of these reviews;
- care would be needed in the communication of the outcomes from any decision, particularly for spends within the Education Division of the University: Matthew Russell (OIS) confirmed he would liaise closely with Alice Benton over such communications;
- several concerns relating to the lack of apparent response to the financial situations of Colleges as a result of the COVID-19 pandemic: it was acknowledged that the Levies Panel did not have knowledge of the length and depth of the disruption during its substantive consideration, but had raised the potential impact with high-sum requesters during its deliberations, noting that in most cases it was felt operations and costs would continue at the same or similar level: in this context, local College actions in response to the pandemic and its financial consequences were noted to include:
 - Colleges would be under severe financial pressure to recover from their current operational deficits, and costs savings wherever they can be found should be encouraged;
 - where Colleges do not follow the UCEA agreed inflationary figure on salaries, they were unlikely to increase College salary levels in 2020-21: wholesale acceptance of this for external grants would therefore be perceived as unfair within those Colleges;
 - it is anticipated that recruitment freezes across all areas would likely be in effect for much of 2020-21.

In the light of the discussion, and the last point in particular, the Committee considered whether to accept the recommendations outlined in the report. A significant majority of voting Bursars present at meeting felt that the sums offered to the various recipients should have the grants' inflationary figures reduced from 2% (in both cases) to 0% in both cases.

Consequently, the Committee accepted the recommendations of the Levies Panel, subject to adjustment for inflation for all relevant levies from 2% to 0%, and agreed to recommend this position to Colleges' Committee. It was not possible in the meeting to confirm the associated savings, but these were estimated to be just under £60,000 (bringing it to an estimated total of £4,595,000).

In all other respects, including the addition of new intercollegiate spends, the Committee accepted all of the other recommendations of the Levies Panel.

The Committee noted otherwise that the Levies Panel would meet to confirm the revised figures.

3621. Property Valuations for Annual Accounts

The Committee noted discussions between Steven Morris (M), as Chair of the Technical Sub-Committee of the ICCA, and the Sub-Committee's advisers. He reported that it had been raised with the advisers that it would be difficult to obtain proper valuations of commercial property for the annual accounts because of the disruption caused by the pandemic. A number of options had been explored with the conclusion that Colleges could either proceed with normal valuations, with the challenges these presented in the current environment, or forego valuations on the grounds of immateriality to the accounts, with the associated risks of auditors wishing to include qualifying statements in the accounts.

3622. Update from the Technical Sub-Committee of the Intercollegiate Committee on College Accounts

Steven Morris (M), as Chair of the Technical Sub-Committee, noted recent work including:

- advance notice of changes to the RCCA, mainly around trustee salary and related parties disclosures, and issues arising from the COVID-19 pandemic, with grateful thanks to PEM for their guidance and advice;
- the likelihood that auditors would this year wish to probe accounts to establish the risk of Colleges being going concerns, and the effect of the pandemic on their liquidity and solvency;
- an offer from PEM to conduct audits remotely or in a form of hybrid mode, as appropriate.

Keith Carne (K) also reported on related work, conducted under the aegis of the Financial Implications Task Force, on financial forecasting in line with the four scenarios proposed by the Recovery Task Force.

3623. Student Rents

The Committee received a discussion paper on student rents:

Paper B(19)111 Student rents

In opening the discussion, members were reminded of the importance of the Colleges not participating in collective rent-setting, as this would be anti-competitive. **The Committee agreed that the Business Committee should explore further how to progress a constructive conversation**, but in the meantime made the following points:

- rent levels were just one part of the financial picture for students, with different travel costs and access to College financial support being highlighted as two other significant factors;
- students considered primarily the micro-market of the Cambridge Colleges and were not necessarily cognisant on other comparators, including the wider higher education sector (and Anglia Ruskin University in particular) and the private rental market in cities such as Cambridge;
- Colleges could usefully share their methodologies for determining rents;
- the introduction of targeted rent bursaries (to those most in financial need) instead of low rents for all was an important consideration: there was a general sense that Colleges should move to being as transparent as possible;
- the pooling system (and postgraduate allocation system) were challenges for students who selected specific Colleges on grounds of low rents;
- Colleges reported different responses from their students in recent rent negotiations, with some student bodies recognising the financial pressure on Colleges and the need to increase rent levels;
- Gonville & Caius College had benefited from bringing in an external evaluator to provide evidence on their relatively low rental levels: Bidwells had previously provided information on the general private market in Cambridge.

3624. Cambridge in America: use of US 501(c)(3) Vehicles

Paul Warren (CL), as Treasurer of Cambridge in America (CAm) highlighted an emerging matter relating to the use of other US 501(c)(3) vehicles, as an alternative to Cambridge in America, citing one specific example being used by five Colleges. He highlighted that the CAm Board had expressed significant disquiet if Colleges were actively promoting another vehicle, and noted the risks to Colleges if the use of alternative vehicles were not compliant fully with both national and state regulations (noting that CAm had spent considerable effort to obtain compliance). He further noted that any expansion of the use of alternative 501(c)3 vehicles would undermine the Colleges and University agreement for the funding of CAm. Bursars were encouraged to discuss the risks with their College Development Directors.

3625. COVID-19 governance organogram

The Committee noted the University was continuing to work on an organogram setting out the University's COVID-19 governance structure, observing that there was significant lack of clarity and understanding at present.

OTHER MATTERS FOR DECISION

3626. Re-configuration of intercollegiate rates for undergraduate supervisions

The Committee, for its part, approved proposals for the re-configuration of rates of payments for undergraduate supervisions, noting approval of the proposal would also be sought from the Senior Tutors' Committee:

Paper B(19)113 Proposal: Undergraduate Supervision rates

It was noted that the re-configuration resulted in a linear progression relating to the number of students supervised.

3627. 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>
CAm Advisory Group	Nicola Robert (CTH)	Paul ffolkes Davis (TH)
Accommodation Syndicate	Alan Fuller (F)	<i>Renewal of appointment</i>
Colleges' IT Committee	Jennifer Philips (CAI)	Andrew Powell (F)

It also noted that, in the interests of time, the Bursars' Business Committee had acted to secure volunteers to serve on the Crimson Task Forces, appointed by the Bursars' Business Committee owing to their urgency. **The Bursars' Committee ratified these appointments.**

<i>On Task Force...</i>	<i>appointment of...</i>
Recovery	Richard Anthony (JE)
Education Admissions Numbers Remote learning and teaching Welfare and student experience	Lesley Thompson (LC) Keith Carne (K) Paul Warren (CL) David Ball (CHR) Edward Knapp (T)
People	John Dix (DAR)
Buildings	Richard Anthony (JE) Andy Bainbridge (Q)
Digital	David Ball (CHR)
Financial Implications	Keith Carne (K)
Colleges	Richard Anthony (JE)

The importance of communications and sharing good (and emerging) practice was emphasised with Bursars being asked actively to identify and share examples with the relevant Bursarial representative. It was noted that the Domestic Bursars network was particularly supportive and active. It was further noted that urgent clear guidance was needed on the management of research students returning to Cambridge, students travelling to collect belongings and the plans for testing and tracking.

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
ANUK Co-ordinator	Wendy Evans (N)
Childcare Bursaries Committee	Tamsin James (CHU)
Colleges' IT Committee	Christopher Lawrence (N)
Senior Tutors' Committee on Student Finance and Welfare	Tim Harvey-Samuel (CC)
Fees Sub-Committee	Rory Landman (T)
Executive Committee of the University Counselling Service	Andrew Powell (F)
General Purchasing Sub-Committee (Chair)	Andrew Powell (F)
General Purchasing Sub-Committee (Energy)	Robert Gardiner (CAI)
General Purchasing Sub-Committee (Catering)	Nick Milne (R)
Joint Committee on Development	Paul ffolkes Davis (TH)

The Committee further noted that the Bursars' Business Committee specifically discussed, at its meeting on 12 March 2020, the need for a detailed consideration of membership of the General Purchasing Sub-Committee, noting that Victoria Espley (HH) would likely take on the role of Chair next year. It also noted that it could usefully review those Colleges that were currently under-represented on committees, and that this may need to include raising the importance of such corporate citizenship with the relevant senior officers in those Colleges, and at Colleges' Committee.

The Committee received the following papers for information:

- B(19)114 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 15 May 2020 (with vacancies shown in bold type)
- B(19)115 List by Bursar of current memberships as at 15 May 2020

STANDING BUSINESS – BURSARS’ COMMITTEES

3628. Bursars’ Business Committee

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

B(19)116 Compendium of Emergency meetings (19 March to 14 May 2020)

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

Emergency Bursars’ Business Committee 19 March 2020		
min ref	title	note
1a	Rent rebates	Draft statement for Colleges
1c	Employment	Guidance on a general collective position
2	Private Bursars’ forum	Guidance on group communications
3	Levies Panel	Deferral of scheduled meeting and future consideration of Levy requests
6	Cambridge Bursary Scheme	Agreement to continue CBS in Easter Term and postponement of CBS2
Emergency Bursars’ Business Committee 26 March 2020		
min ref	title	note
1	Rent rebates	Discussion of merits of formulating a common statement for Colleges
2	Charity Commission- reporting of serious incidents	Analysis of guidance of reporting serious incidents to the Charity Commission
4	Government’s job retention scheme	Paper BBC(19)92 - guidance notes, to be reviewed and updated when the scheme is launched by the Government.
Emergency Bursars’ Business Committee 2 April 2020		
min ref	title	note
4	Letter from iCUSU to “Bursars”	Paper BBC(19)94 - agreement to formulate a collective response to iCUSU
5	Fellows’ accommodation and tax implications	Paper BBC(19)95 – communication from HMRC. Colleges to be reminded of the 5 July deadline for receipt of P11Ds
6	Legal updates relating to COVID-19 pandemic	Paper BBC(19)96
Emergency Bursars’ Business Committee 9 April 2020		
min ref	title	note
2	Variance in College policy and practice	Action agreed: i) Keith Carne and Matthew Russell to work with a small group of College Accountants to develop a modelling tool for Colleges ii) to approve a Colleges’ survey covering the other four points above by circulation. iii) to ask the Senior Tutors’ Committee to model applicant outturns compared to this time last year, and to capture College changes to predicted cover ratios as a result of the pandemic, and in order to assist the prediction of an accurate increase or decrease (separately) in undergraduate and postgraduate numbers;

		iv) that Matthew Russell (OIS) would review the current postgraduate fee income figures to predict the impact on the postgraduate <i>per capita</i> fee for 2020-21 with reduced postgraduate numbers.
Emergency Bursars' Business Committee 30 April 2020		
min ref	title	note
3	Recovery Task Force scenario planning exercise	Discussion of outcomes of the recent exercise and agreement to create a small working group to support the Advisory Group on Communicable Diseases
5	Fellows' accommodation and tax implications	Agreement to authorise costs of a joint action with the University of Oxford, endorsed by the Chair of the Legal Affairs & Employment Sub-Committee
Emergency Bursars' Business Committee 14 May 2020		
min ref	title	note
5	Accommodation for Heads of House	Counsel's opinion being sought. Questionnaire to Heads of House.
8	Admissions Review	How should we make binding, collective decisions?

The Committee also received for information the minutes of regular Business Committee meetings:

Paper B(19)117	Minutes of the meeting on 12 March 2020
Paper B(19)118	Minutes of the meeting on 7 May 2020

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

l) 12 March 2020 – minute 3a – Fellows' Accommodation and tax implications (30 January 2020, minute 2a)

[see emergency meetings: 2 April 2020 – minute 5, and 30 April 2020 – minute 5]

To aid the calculations of accommodation as a taxable benefit, Robert Gardener (CAI) had developed and circulated a flowchart to share with other Colleges (taking into consideration purchase price, current valuations, inflation and appropriate easements).

Various approaches had been discussed beyond responding to the HMRC's advice for the tax year 2018-19 and the current range of actual or proposed College responses, including charging for rent, paying the taxable benefit value, amending live-in Fellows' employment contracts. It noted that PEM had offered *pro bono* to draft a technical response to the HMRC.

The Committee had also agreed to authorise the cost of a joint action with the University of Oxford at its meeting on 30 April 2020.

Since the meeting, Richard Anthony (JE) had obtained some property valuations of central Cambridge properties, which he agreed to circulate to Bursars.

m) 12 March 2020 – minute 2d - Implications of the University's Employment-Justified Retirement Age (30 January 2020, minute 5)

The Committee agreed to transfer ongoing consideration of this matter to the Legal Affairs & Employment Sub-Committee.

n) **12 March 2020 – minute 3 – Contingency planning for the COVID-19**

A review of local and national preparations, including an early discussion of collegiate plans, various University emergency planning groups and other important responses to business continuity planning.

o) **12 March 2020 – minute 4 – OIS Budget 2020/21**

Paper BBC(19)88 OIS Ltd – Budget 2020-21
Paper BBC(19)89 OIS Ltd – Levy request form 2020-21

The Secretary reported the budget had been received and approved by the OIS Board, at its meeting on 10 March 2020, and drew attention to the inclusion of the possibility of additional staff costs to be requested for future expansion of the tasks performed by OIS. On this latter point, the Committee stressed the importance of the need for a proper business case and consideration of the request in the context of all intercollegiate expenditure. It urged the Colleges' Committee to consider carefully the resources the management of its business would need in the future.

It further noted a number of heading errors in the budget that would be corrected for the purposes of the levy request and its consideration.

3629. Reports of Sub-Committees and Convenors

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)	B(19)119	6 May 2020
Fees	Richard Anthony (JE)	B(19)120	6 May 2020
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Andrew Powell (F)	B(19)121 B(19)122 Value for Money Report <i>[to follow]</i>	21 November 2019
Legal Affairs & Employment	John Dix (DAR)	B(19)123	1 May 2020
Planning	Tim Harvey-Samuel (CC)		5 March 2020
Taxation	Robert Gardiner (MUR)		6 March 2020
Tourism	Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

Environment

- c) **Report on future activities:** Bursars were asked to consider the report carefully and provide copies to relevant environment and estates staff in their Colleges. It was noted the progress would only be achieved through concerted efforts across the Colleges.

General Purchasing

- d) Catering: Bursars were reminded of the proposal to extend the current catering procurement contract and to respond to the request for the authority to proceed.
- e) Procurement of PPE: It was noted that the needs of the University were considered to be different to the Colleges, so a joint procurement exercise would not be undertaken. The Colleges would otherwise use the contracted procurement manager to source PPE collectively.
- f) Water Tender: It was confirmed that the GPSC was proceeding with the water tender outlined in the report at the previous meeting, with a decision expected by the end of June 2020.
- g) Energy: The Committee wished to encourage its agent to secure 100% of its energy from renewables.

Planning

- h) Recent meetings with the City Council: some points of note were reported:
 - It was reported that conversations about safety in the city in the context of COVID-19 was a high priority for the Council and that it was working on Cambridge-wide protocols.
 - The resumption of construction projects was seen as a good catalyst for boosting the local economy, and the council was resuming its planning meetings to address the backlog of planning applications: there was an intention to prioritise commercial and academic applications.
 - The Council was seeking suitable housing for homeless people during the COVID-19 pandemic: Colleges should contact Suzanne Hemingway with offers of help. The University is also seeking accommodation for staff who would otherwise depend on public transport.

Pensions

- i) USS March 2020 consultation outcomes: Anthony Odgers was planning a meeting in the next couple of weeks with Colleges to discuss matters arising from the consultation: a date would be confirmed in due course.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS

3630. Student Support Initiative

The Committee received for information:

Paper B(19)124 SWAP minutes, 6 February 2020
Paper B(19)125 Undergraduate Bursaries Task Force minutes, 14 January 2020

Mark Wormald noted recent developments in the reform of the Cambridge Bursary Scheme, which had been deferred from 2020-21 for the time being: an emerging proposal was to discuss further the use of the Harding Fund top support the scheme further.

3631. 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	22 February 2020 25 April 2020
Colleges' IT Committee	9 March 2020
Colleges' Standing Committee	10 March 2020 21 April 2020
Joint Network Management Committee	23 January 2020
Postgraduate Admissions Committee	6 December 2019
Technical Sub-Committee of the ICCA	16 January 2020
University and Colleges Joint Committee	28 January 2020 17 March 2020 28 April 2020

3632. 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>
University Sports Committee	2 December 2019

FINAL DISCUSSIONS

3633. Consultation paper from the Strategic Review on Admissions and Outreach

Keith Carne (K) reported that the Review Committee had issued a consultation document on two different governance models for admissions and outreach: the paper would be discussed with the Chair at Colleges' Committee on 30 May 2020, and Bursars were otherwise to contribute to individual Colleges responses to the consultation. He stressed the importance of developing mechanisms for collective decision-making.

3634. COVID-19: College capacities survey

The Committee received the interim outputs of the first survey commissioned by the Working Group (consisting of Rob Beardwell (DOW), Wendy Evans (N), Russ Holmes (Head Porter, CAI) and Matthew Russell (OIS)). Guidance issued by the COVID Management Team was used to construct this survey of College accommodation capacity:

Paper B(19)126

Colleges Capacity Survey outputs

It noted that the capacity of Colleges to deliver services to students will require further consideration, including the feasibility of Colleges sharing staff at times of relative pressure on an individual College, and Bursars were encouraged to provide iterations of their figures to OIS as their thinking on households and communities developed. Advice and guidance should be sought from Rob Beardwell (DOW).

3635. Future meetings

Bursars noted future dates of meetings for 2019-20 as shown below, noting two additional dates highlighted in red:

25 June 2020

30 July 2020

27 August 2020

22 October 2020

18 February 2021

27 May 2021

24 June 2021

2020-05-21 BC minutes (unreserved)

Dr M Russell
21 May 2020

Bursars' Committee

Minutes of a meeting held at 3.00 pm on Thursday 4 June 2020 by teleconferencing from all participants

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

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

Christ's	David Ball
Churchill	Tamsin James
Clare	
Clare Hall	Ian Strachan
Corpus Christi	David Secher
Darwin	Giles Greenfield
Downing	Susan Lintott
Emmanuel	Mike Gross
Fitzwilliam	Andrew Powell
Girton	James Anderson
Gonville & Caius	Robert Gardiner
Homerton	Deborah Griffin
Hughes Hall	Victoria Espley Andrew Grieve
Jesus	Richard Anthony
King's	Keith Carne
Lucy Cavendish	Lesley Thompson

Magdalene	Steven Morris Helen Foord
Murray Edwards	Rob Hopwood
Newnham	Christopher Lawrence
Pembroke	
Peterhouse	Ian Wright
Queens'	Jonathan Spence
Robinson	Fiona Brockbank
St. Catharine's	Nicola Robert
St. Edmund's	Edna Murphy
St John's	Chris Ewbank
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett Alby Ray
Trinity	Edward Knapp
Trinity Hall	Tim Harvey-Samuel Glen Sharp
Wolfson	Jo Cheffins
Senior Tutors' Ctte	
Colleges' Ctte	

Margaret Beaufort	
Ridley Hall	
Wesley House	

Westcott House	Michael Wolton-Carr
Westminster	Magalie Cooper

University	
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There was no reserved business.
There were no declarations of interest.

3636. Welcome

The following Bursars were welcomed formally to their first meeting:

Andrew Grieve (HH)

3637. Minutes of the meeting held on 21 May 2020

The minutes of the meeting on 21 May 2020 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3638. Proposals for the introduction of revisions to the Cambridge Bursary Scheme (“CBS2”) for 2020-21

The Committee received a proposal, from the Strategic Working Group on Access and Participation (SWAP) relating to the reform of the Cambridge Bursary Scheme (“CBS2”), previously circulated by email on 1 June 2020 by Mark Wormald:

Paper B(19)127 *A PROPOSAL TO REVIVE PLANS FOR ROLL OUT OF CBS2 from October 2020*

Richard Anthony (JE) outlined the background to the proposals, which had also been discussed by the Colleges’ Committee at its meeting on 30 May 2020: he stressed that the proposal (not revised in form since the Committee’s last consideration of the reform proposals) had been amended only to propose that the costs of first year on operation (2020-21) would be borne fully by the Harding Intercollegiate Fund, and thereafter (from 2021-22) be funded by the HIF mechanism previously agreed by the Colleges.

In the discussion, the following points were noted:

- the proposal had been drawn together quickly, and partly in response to an offer from the Hardings for financial support as a result of the COVID-19 pandemic;
- the proposal still required a number of clarifications, including the University’s contribution to the scheme, and the operation of the scheme through the Student Loans Company mechanisms;
- while operating as a discrete scheme, Colleges currently participating in the Pilot Top-Up Scheme (PTUBS) may require clarity on whether and how that scheme might operate in 2020-21: while there had been suggestions of financial support from Trinity Colleges for the continuation of PTUBS, this had not yet been confirmed;
- the concurrent operation of CBS, CBS2 and PTUBS may be difficult to communicate clearly, though it was noted PTUBS Colleges had not experienced significant difficulties;
- Colleges were reminded that PTUBS was more expensive than the CBS2 proposal, and particularly for Colleges with a higher-than-average proportion of bursary recipients;
- should a unanimous decision by the Colleges be made to operate CBS2 for the new cohort of students entering in 2020-21, it did not necessary bind Colleges to continuing the scheme thereafter – but the political and reputations risks of reverting to CBS (or to another less generous scheme) were noted;
- it was extremely challenging to predict the costs of either CBS or CBS2 for the next few years: the extent and length of the downturn in the UK economy was likely to result in more students receiving a bursary, and more students receiving a higher bursary (in both CBS and CBS2): the current models presented in the papers were thought to be too crude by assuming the same rate of increase of costs over the next four years, and Bursars would welcome a more accurate model to be developed;
- the drivers for introducing CBS2 (at short notice) in 2020-21 appeared to be largely political: care would also be need to balance this against the significant financial impact of the COVID-19, the uncertainty of financial recovery (which was likely to be different for different Colleges) and the ability of Colleges to fund-raise for either bursary scheme.

The Committee concluded:

- it was not being asked to make a decision, but individual Colleges would be asked in due course to approve the proposal: the longer-term implications of the proposals were likely to be different for different Colleges and be strongly affected by the current and future ability of the College to fund bursaries from sources other than tuition fee income;
- while a decision about 2020-21 was fairly straightforward (in that there was no cost to the Colleges over and above any existing commitments to their CBS commitments), the likelihood of it being an irreversible decision for 2021-22 and beyond was high;
- Bursars would welcome a more sophisticated model, including clarity of the likely impact of changes to CBS spending levels and the impact of the revised proposal on the sustainability of the Harding Intercollegiate Fund;
- in reviewing the relative impact of the drivers outlined above, Bursars were encouraged to discuss the proposals with both their Heads of House and Development Directors.

The Secretary and Richard Anthony (JE) agreed to develop a refined model, to be reviewed by the Fees Sub-Committee at its meeting on 12 June 2020, if not earlier.

3639. Revised Coronavirus Job Retention Scheme

The Committee noted that the government had announced revisions to its CJRS, as outlined in this “factsheet”:

Paper B(19)128

Coronavirus Job Retention Scheme Factsheet

It was further noted that detailed rules on the more flexible parts of its revised scheme were expected by 12 June 2020: Bursars would discuss possible approaches for staff management, including the likelihood of redundancies and whether to retain the commitment to full pay for furloughed staff, at their informal meeting on 11 June.

Bursars were also reminded that, should they be contemplating redundancy exercises, they should alert John Dix (DAR), as a member of the Staff Task Force, largely to ensure that such information could be co-ordinated and communicated carefully.

3640. Future meetings

Bursars noted future dates of meetings for 2019-20 as shown below, noting two additional dates highlighted in red:

25 June 2020

30 July 2020

27 August 2020

Suggested dates 2020-21 are listed below:

22 October 2020

18 February 2021

27 May 2021

24 June 2021

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 25 June 2020 by teleconferencing from all participants

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

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

Christ's	David Ball
Churchill	Tamsin James
Clare	Paul Warren
Clare Hall	Ian Strachan
Corpus Christi	David Secher Sue Ainger-Brown
Darwin	John Dix Giles Greenfield
Downing	Susan Lintott Rob Beardwell
Emmanuel	
Fitzwilliam	Andrew Powell Alan Fuller
Girton	
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	Helen Foord
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	Edna Murphy
St John's	Chris Ewbank Helen Murley
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Rory Landman Jeremy Fairbrother
Trinity Hall	Tim Harvey-Samuel Glen Sharp
Wolfson	Jo Cheffins
Senior Tutors' Ctte	Mark Wormald
Colleges' Ctte	David Yates

Margaret Beaufort	
Ridley Hall	
Wesley House	

Westcott House	
Westminster	Magalie Cooper

University	David Cardwell, Pro-Vice-Chancellor
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There was no reserved business.
There were no declarations of interest.

3641. Minutes of the meeting held on 4 June 2020

The minutes of the meeting on 4 June 2020 were approved as a true record.

3642. Matters arising not elsewhere on the agenda

a) Annual levy proposals for 2020-21 (21 May 2020, minute 3619)

The Chair reported that Matthew Russell (OIS) would circulate shortly the final levies agreed for 2020-21, following the recommendations of the Committee at its meeting on 21 May 2020 and their approval by the Colleges' Committee on 30 May 2020. Matthew Russell reported that he had notified all levy recipients and had not received any significant feedback to date.

b) Proposals for the introduction of revisions to the Cambridge Bursary Scheme ("CBS2") for 2020-21 (4 June 2020, minute 3637)

Matthew Russell (OIS) reported that the College responses to the consultation on whether to introduce the reforms of the Cambridge Bursary Scheme (CBS2) were received at the Colleges' Standing Committee on 23 June 2020: while some Colleges were still to respond, it was clear that a small but sufficient number of Colleges had rejected the proposal to introduce CBS2 in October 2020, with one College rejecting the structure of the proposal in its entirety. Consultation on the introduction of CBS2 in October 2021 will continue into the next academical year.

Rory Landman (T) reported that, subject to confirmation by the Council of Trinity College the Pilot Top-Up Bursary Scheme (PTUBS) would continue to be supported by Trinity College in 2020-21 and that the College would look into the possibility of including more Colleges in the scheme for that year.

c) Consultation paper from the Strategic Review on Admissions and Outreach (21 May 2020, minute 3632)

Members of the Committee were invited to comment on the recent consultation of the Strategic Review on Admissions and Outreach, and update other members of the Committee on how their Colleges responded, or were intending to respond to, the consultation:

Paper B(19)129 Consultation from the Strategic Review on Admissions and Outreach

One Bursar provided a number of personal views on the proposal, which prompted both the Chair and Mark Wormald (PEM) – both members of the Review Committee – to emphasise that the consultation was to seek opinion on a number of emerging ideas, and was not to be interpreted as an interim report. The Chair urged all Bursars to in turn encourage their Colleges to respond to the consultation document before the end of June 2020. He noted that a number of issues, including but not limited to costs and value for money, were not included in the consultation document. It was also noted that the relationship of the Office for Students with the University (but not directly with the Colleges), and the style of their interactions presented significant challenges over the management of admissions.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3643. Brokering College accommodation for 2020-21

The current data relating to uptake of College accommodation was shared by the Secretary at the meeting, but can otherwise be viewed at:

https://universityofcambridgecloud.sharepoint.com/sites/INTERCOL_CollegesCovidRecovery/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2Fsites%2FINTERCOL%5FCollegesCovidRecovery%2FShared%20Documents%2FCollege%20Accommodation%20Availability

The Committee was reminded that the data will be used, over the next few months to facilitate bilateral deals between Colleges to secure, in each case, sufficient student accommodation, while maximising the use of all College accommodation. All Bursars were strongly encouraged to enter their best-guess data at this stage and update it as and when actual numbers and capacity became clearer.

It noted that the data and student number projections were too uncertain at this stage to know whether other alternative accommodation (including, for example, Madingley Hall and/or the Royal Cambridge Hotel) needed to be procured on a collective basis. It was also noted that a meeting to discuss such arrangements with the University's Accommodation Service would take place on 25 June 2020, and that the COVID Management Team would be reviewing its guidance in the light of changing government rules on social distancing at a meeting on 28 June 2020.

3644. Proposed framework for the consideration of matters by the Bursarial community

The Committee noted that the Business Committee, at its meeting on 18 June 2020, had agreed that recent events had highlighted more clearly the need for establishing when the Bursars' Committee (and/or the community of Bursars) were making formal decisions, when they were endorsing common practice and when they were sharing information.

It further noted that it would be valuable to have such a taxonomy written down and suggested it would be more valuable if the same taxonomy was also adopted by other senior College officers and their sister intercollegiate committees. Accordingly, it now recommends a proposed taxonomy to Bursars' Committee for adoption:

Paper B(19)130	Proposed framework for the consideration of matters by the Bursarial community
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The Chair reported that the taxonomy had also been supported by the Colleges' Standing Committee on 23 June 2020, where it was also noted that it might be useful for internal College purposes as well.

It was noted that the wording used to describe a "position" might be construed as being coercive in nature and **Matthew Russell (OIS) agreed to reflect on the current wording to avoid that interpretation.** The Committee otherwise supported the use of the taxonomy, noting that it would be important to signal at both the start and end of discussions what category of decision had been reached.

OTHER MATTERS FOR DECISION

3645. Committee Terms of Reference

The Committee approved proposals, for its part, to amend the terms of reference of the Colleges' IT Committee, to clarify its remit and membership:

Paper B(19)131 Colleges' IT Committee: Terms of Reference

It noted the changes also required the approval of the Senior Tutors' Committee and the University's IS Committee.

3646. BTh Matriculation Fee 2020-21

The Committee approved that the BTh Matriculation Fee to continue to be £607 (linked as it is to regulated fee increases, which remain unchanged).

3647. 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>
Childcare Bursaries Committee	Sarah Bonnett (SID)	Tamsin James (CHU)
Colleges' IT Committee	Rob Beardwell (DOW)	Christopher Lawrence (N)
Colleges' IT Committee	Jennifer Phillips (CAI)	Andrew Powell (F)
STC Student Finance & Welfare	Edward Knapp (T)	Tim Harvey-Samuel (TH)
Fees Sub-Committee	Edward Knapp (T)	Rory Landman (T)
GPSC (Chair)	Victoria Espley (HH)	Andrew Powell (F)
GPSC (Energy)	Giles Greenfield (DAR)	Robert Gardiner (CAI)
GPSC (Catering)	Chris Pope (MUR)	Nick Milne (R)
Exec Cttee of the Counselling Service	Edna Murphy (ED)	Andrew Powell (F)
ANUK Co-ordinator	Darren Smith (W)	Wendy Evans (N)
Buildings Task Force	Shelley Surtees (CHU)	Andrew Bainbridge (Q)
Joint Committee on Development	Chris Ewbank (JN)	Paul ffolkes Davis (ex-TH)
UCS Executive Committee	Edna Murphy (ED)	Andrew Powell (F)

Attention was drawn to the following current or impending vacancies:

<i>on...</i>	<i>replacing...</i>	
GPSC (Energy – sub?)	Giles Greenfield (DAR)	<i>As a result of the appointment above</i>
GPSC (Secretary)	Victoria Espley (HH)	<i>As a result of the appointment above</i>
GPSC Insurance Working Group		

The Committee received the following papers for information:

Paper B(19)132 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 18 June 2020 (with vacancies shown in bold type)

Paper B(19)133 List by Bursar of current memberships as at 18 June 2020

STANDING BUSINESS – BURSARS’ COMMITTEES

3648. Bursars’ Business Committee

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

Paper B(19)134	Minutes of the emergency meeting on 28 May 2020
Paper B(19)135	Minutes of the emergency meeting on 11 June 2020
Paper B(19)136	Minutes of the emergency meeting on 18 June 2020

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

Emergency Bursars’ Business Committee 28 May 2020		
min ref	title	note
4	COVID-19 Gold Team and Financial Implications Task Force update	Emerging need for collaboration on student accommodation and communications regarding furloughing/potential redundancies.
5	Strategic Review of Admissions and Outreach	Discussion of the Review Committee’s consultation paper (BBC(19)95).
6	Meet Cambridge: Use of 12b King’s Parade	Recommendation, to the Board of OIS Ltd, of a proposal to allow Meet Cambridge to use the facilities and offices of OIS.
Emergency Bursars’ Business Committee 11 June 2020		
min ref	title	note
2	Brokering student accommodation between Colleges	Need to formulate a mechanism for recording and sharing accommodation capacity and commitments. See item 5 on the agenda.
3	COVID-related Risk Assessments	Consideration of COVID template risk assessments under consideration by Domestic Bursars.
4	Staff re-structuring plans	Discussion of potential staff restructuring as a result of the coronavirus pandemic. Call for confidential notification of redundancies to the University to ensure sensitive communications.
Emergency Bursars’ Business Committee 18 June 2020		
min ref	title	note
4	Proposed framework for the consideration of matters by the Bursarial community	Identification of a taxonomy of “decisions” for future management of business. See item 6 on the agenda.
5	Brokering student accommodation between Colleges	Proposed regular communications to remind Bursars to update the data.

Attention was also drawn specifically to:

p) 28 May 2020 – minute 6 – Meet Cambridge: Use of 12B King’s Parade

The Committee noted that arrangements to permit Meet Cambridge to vacate 12C King’s Parade and use the facilities of 12B King’s Parade were now completed.

3649. 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)		6 May 2020
Fees	Dr Richard Anthony (J)	B(19)137	12 June 2020
Fire Protection and H&S at Work	Andrew Bainbridge (Q)		17 January 2020
General Purchasing	Mr Andrew Powell (F)	B(19)140	21 November 2019
Legal Affairs & Employment	Mr John Dix (DAR)	B(19)138	5 June 2020
Planning	Mr Tim Harvey-Samuel (TH)		4 June 2020
Taxation	Mr Robert Gardiner (CAI)		6 March 2020
Tourism	Mr Philip Isaac (K)		17 May 2017

Attention was also drawn to the following items:

Fees

- j) Publishing information on the use of tuition fees: In response to a question of the nature of the information, Matthew Russell (OIS) reminded the Committee that the format of the proposed information was unchanged from that communicated for the meeting on 27 June 2019 (Paper BC(19)55), but that the information intended for publication might not have included College expenditure: Matthew Russell confirmed he was awaiting clarification from the University.
- k) Use of the College fee: attention was drawn to the very late draft of this document, intended for publication to clarify to applicants and students what the College fee contributed to. It was clarified that the statement included reference to both undergraduate and postgraduate students.

General Purchasing

- l) PPE: Bursars were asked to contact Rob Beardwell (DOW) of any PPE requests or requirements in time for a meeting on 28 June 2020.
- m) Energy: Bursars were asked to note the significant move to sustainable resources for the procurement of electricity and to share that information as appropriate with environment-related committees in their Colleges;
- n) Insurance Working Group: a request was made for Bursars to volunteer for this Working Group;
- o) Value for Money report: **the Committee agreed that Andrew Powell (F) would circulate a final draft to all Bursars, but the formal approval of the report would be delegated to the Bursars' Business Committee.**

Legal Affairs and Employment

- p) Equality and Diversity Awareness Training: Bursars were asked to review their provision and discuss it with their Heads of House prior to a Colleges' Committee discussion on 4 July 2020.
- q) Coronavirus Job Retention Scheme: after some discussion, it was noted that there was unlikely to be a consensus of approach to the use of the scheme after 31 July 2020, owing to the different positions on staff management taken by Colleges.

Planning

- r) Traffic-reducing measures: Tim Harvey-Samuel (TH) has been co-ordinating non-exclusive interactions with both proposers of COVID-prompted traffic restrictions (Greater Cambridge Partnership (GCP) and the County Council), as well as liaising via the University's links to GCP. A video conference had been held between Colleges and the officials charged with implementing the scheme for the GCP on 24 June 2020. All Bursars were advised to continue to make technical and non-emotional responses as to the impact of the proposals on their Colleges as a matter of priority, noting that the GCP had already made it clear that neither they, nor the County Council would be swayed by complaints that amounted to inconvenience. Issues raised and taken into consideration from the call included:

- difficulties for staff working unsocial hours and the lack of public transport (and how cycling was not an option for those living beyond a certain distance);
- the challenges of the mass arrivals/departures at the start and end of Term;
- road closures in some cases seemed a disproportionate response to the issue (with suggestions that safety and pedestrian access would be improved more by removing parking and clearer demarcation of cycle lanes); and
- public health issues caused by the interaction of reversing/turning traffic with College operational traffic and the associated danger to cyclists and pedestrians (especially on Grange Road).

Further interaction had been requested with both GCP and the County Council and a note of key issues had been sent to the Chair and Vice-Chair of the Highways Committee at the County Council.

Taxation

- s) Tax on accommodation: Robert Gardiner (CAICAI) reminded the Committee that he had had no response from the HMRC about any retraction of their views on Fellows' accommodation, and that he was otherwise preparing material for Counsel's Opinion on the related matter of "representative occupation" for Heads of House;
- t) Tax status of payments to casual supervisors: He further noted that the planned audit of Pembroke College had been suspended, and the next meeting of the Sub-Committee would look at how it could advise Colleges on consolidating the current position;
- u) Rating revaluations: Bursars were reminded to allocate properties via the Government Gateway to Gerald Eve such that challenges to valuations could be made on a success fee-only basis by Gerald Eve. Indications were that 10-20% reductions in valuations may be available. Additional reliefs may be available for buildings put out of use during Covid.

- v) Rating re-evaluations: Gerald Eve Additional reliefs may be available for buildings put out of use during Covid.

STANDING BUSINESS – OTHER COMMITTEES AND REPORTS

3650. Student Support Initiative

The Committee received for information:

Paper B(19)139 SWAP minutes, 29 May 2020

Richard Anthony (JE) and Mark Wormald (PEM) (both members of SWAP) update the Committee on other important developments from a meeting held on 24 June 2020. They noted that, with the deferral of the launch of CBS2 (see minute 3636b above), an alternative proposal was under rapid development to spend some of the Harding Intercollegiate Fund on new students with free school meals eligibility status, with the intention of providing a one-off grant of £1,000 to address potential “digital poverty” as they entered a higher education course with a higher proportion of on-line learning. The details of the proposal were still to be developed but **the Committee agreed to support this use of the Harding Intercollegiate Fund.**

3651. 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	30 May 2020
Colleges’ IT Committee	10 June 2020
Colleges’ Standing Committee	<i>None</i>
University and Colleges Joint Committee	26 May 2020

3652. 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>
University Sports Committee	5 February 2020

FINAL DISCUSSIONS

3653. Farewells

Notwithstanding that meetings may be called in July and August (see dates below), the Committee expressed its thanks and gratitude to Rory Landman (T), Andrew Powell (F) and Susan Lintott (DOW) and wished them well in their respective retirements, noting that Rory Landman (T) would remain as Senior Bursar of Trinity College until January 2020. It also thanked Mark Wormald (PEM) for his very helpful and constructive engagement with the Committee and his liaison with the Senior Tutors’ Committee and other key committees in the past few years.

The Committee noted especially Susan Lintott’s many years of service as Chair of Bursars’ Committee, in times gone by, and her instrumental role in the establishment of the Office of Intercollegiate Services.

3654. Future meetings

Bursars noted future dates of meetings for 2019-20 as shown below, noting two additional dates highlighted in red, for which meetings may or may not take place:

30 July 2020
27 August 2020

Meeting dates for 2020-21 are listed below:

22 October 2020
18 February 2021
27 May 2021
24 June 2021

2020-06-25 BC minutes

Dr M Russell

Bursars' Committee

Minutes of a meeting held at 2.00 pm on Thursday 30 July 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 Diane Brooker (Office of Intercollegiate Services).

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

Christ's	David Ball
Churchill	Tamsin James
Clare	Paul Warren
Clare Hall	Ian Strachan
Corpus Christi	David Secher Sue Ainger-Brown
Darwin	
Downing	Susan Lintott
Emmanuel	Mike Gross
Fitzwilliam	Andrew Powell
Girton	James Anderson
Gonville & Caius	Robert Gardiner
Homerton	Deborah Griffin
Hughes Hall	
Jesus	Richard Anthony
King's	Keith Carne
Lucy Cavendish	Lesley Thompson

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	Helen Hayward
St. Edmund's	Edna Murphy
St John's	Chris Ewbank
Selwyn	Martin Pierce
Sidney Sussex	Sarah Bonnett
Trinity	Jeremy Fairbrother Edward Knapp
Trinity Hall	Tim Harvey-Samuel
Wolfson	Joanna Cheffins
Senior Tutors' Ctte	Marina Frasca-Spada
Colleges' Ctte	David Yates

Margaret Beaufort	
Ridley Hall	
Wesley House	

Westcott House	
Westminster	

University	David Long
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There was no reserved business

There were no declarations of interest (other than all Colleges having an interest in the Colleges Fund).

3655. Minutes of the meeting held on 25 June 2020

The minutes of the meeting on 25 June 2020 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3656. Financial support for Colleges

A number of meetings at various fora (including a small focus group of Bursars, the Colleges' Fund Committee and the Financial Implications Task Force) had been held to explore the long-term implications of the coronavirus on College finances. It had become apparent that as a result of the pandemic some Colleges would require support to meet their financial and educational obligations. The Chair introduced proposals developed by the Financial Implications Task Force in consultation with the Focus Group, together with a supplementary paper prepared by David Long providing details of the envisaged plan:

Paper B(19)141	A mechanism for supporting Colleges
Paper B(19)141.1	COVID19 – College Support Proposal

The aim of the proposal was to develop a scheme to that was measured, fair to both donor and recipient Colleges, and could be supported by all Colleges. It was envisaged that support could be met via two stages:

- A. Grants from the Colleges Fund or, should the situation worsen,
- B. Back-stop loan from the University.

The Colleges Fund Committee was acting quickly to distribute grants for this year, and funding would be available and guaranteed until 2023 on a sliding scale from 100% in 2020 to 80% in 2023. Colleges would be able to rely on support throughout this period and could borrow against that expectation. The Colleges Fund Committee will be asked to host a seminar in the near future to present details of the proposed scheme.

Additionally, the University had generously agreed to provide a back stop loan facility in the event of extreme need, should the effects of the pandemic worsen. These long term loans would be agreed by a committee comprising Bursars, University staff and independent advisers. It would be funded from the University bond and guaranteed by both the University and donor Colleges (via the Colleges Fund).

The fine detail of the mechanics of each scheme had yet to be agreed, and there would an opportunity at a later date for consultation with Colleges. The purpose of today's meeting was to provide Bursars with an opportunity to discuss the principles of these proposals and voice any concerns their individual Colleges may have.

Bursars widely welcomed the proposals and warmly thanked the Chair and David Long for their efforts in producing this scheme within a very short time frame.

In the discussion, the following points were noted:

- Clarity regarding how this year's contributions to the Colleges Fund had been calculated would be welcomed (the Chair confirmed that University contributions are set out in Statute G, Chapter II, and assessed by the Assessment Sub-Committee of the University Finance Committee);
- Some recipient Colleges may be wary of taking a loan especially if they already have borrowings and associated covenants;
- Clarity regarding the definition of endowment would be welcomed (the Colleges Fund Committee will be asked to explain how grants are assessed);

- The Chair confirmed the purpose of the loan was to provide operational assistance, and was not intended to enable Colleges to improve or restore their finances to pre-pandemic levels;
- Flexibility would be written into the scheme to ensure that once agreement had been given, funds could be drawn down as and when they were required;
- The immediate priority was to ensure that funds could be provided as a matter of urgency but there were issues that would require careful consideration in respect of longer-term solutions;
- The consideration of factors such as shared-services and other efficiencies would be vital to withstand future external scrutiny.
- The implementation and administration arrangements of the scheme would require further discussion and clarity.
- Greater engagement between Colleges and the University would be vital and this was acknowledged by the Financial Implications Task Force; in particular engagement in the Size and Shape discussion and Admissions. Lessons could be learned from the review undertaken recently by the University of Oxford.
- It would be important to ensure there was a quorum requirement for at least one independent member of the Board to be present at meetings;
- The Colleges Fund Committee had not formally ratified the proposal but could act quickly once a formal request was received.

The Chair agreed to write to the Chair of the Colleges' Committee, the Chair of the Colleges Fund and the University's Financial Implications Task Force to confirm the strong support of the Bursars' Committee. It was noted that the proposals would need further development prior to each Colleges being asked individually to accept them.

Bursars were encouraged to share the proposals within their own Colleges and pass on any comments to the Chair and David Long.

3657. Emergency Funding Requests Related to COVID-19

The Committee received two requests for support, to be funded via intercollegiate levies, arising as a consequence of Covid-19 pandemic:

Paper B(19)142	Emergency funding requests, including:
	a) Expanding e-book Provision for Undergraduate Students (in the order of £500,000)
	b) Support for the COVID-19 Management Committee (£50,000)

In both cases, costs would be shared with the University: it was emphasised that each proposal was a short-term one-off cost as a result of the COVID-19 pandemic and the collegiate University response to it during 2020-21 and neither was intended to form a long-term commitment. In spite of this, a number of Bursars expressed concerns at the risk of these requests being extended into further years.

a) Expanding e-book Provision for Undergraduate Students

While the Committee generally supported the principles of the proposal, a number of further concerns were expressed including:

- an apparent lack of consultation to date with College Librarians and Senior Tutors;
- given the size of the request, a lack of clarity over to what extent the proposal would represent substitutionary funding in existing library budgets (i.e. to what extent the e-book provision would replace the budget put aside for purchasing of hardcopy books);

- the lack of a clear rationale for the proposed sum of ~£500,000 as a proportion of the total cost otherwise met by the University;
- the lack of a clear process for approving the collective spend across Colleges: it was noted that the Levies Panel could be used in due course once a firm proposal was finalised (albeit outside the annual levies process).

The Committee agreed that Colleges should contribute to the costs of e-book provision for undergraduates. It asked for consultation between the University’s Librarian, College Librarians and Senior Tutors before a decision was to be taken by the Levies Panel.

b) Support for the COVID-19 Management Committee

The Committee noted that the application was for support towards funding a helpline, to be run by medically qualified staff. The evolving nature of government guidance required frequent re-interpretation to ensure appropriate responses from the University, the Colleges and their respective communities: this need required additional resources for the 2020-21 academic year.

Concern was expressed over the lack of clarity of the request, particularly about the nature of the employment of any individuals. Given that the request was for a relatively modest sum and that the work of the COVID-19 Management Committee was generally supported and valued, **the Committee agreed to fund up to 50% of the final request, possibly from a drawdown of the OIS reserves in the short term, subject to clarification of the nature of the employment and confirmation of the final figures.**

3658. Any Other Business

USS

A number of Colleges had sought guidance regarding the recent consultation by USS. Richard Anthony confirmed that Anthony Odgers had responded on behalf of the University and expressed Colleges’ concerns. However, he encouraged Colleges to respond separately. Previous concerns regarding debt monitoring and secured debt had been conveyed to USS and although the metrics contained in this consultation were perceived to be wrong, it provided an opportunity for Colleges to engage with USS.

3659. Future meetings

Bursars noted an additional date for 2020-21:

27 August 2020

Meeting dates 2020-21 are listed below:

22 October 2020
 18 February 2021
 27 May 2021
 24 June 2021