

## Bursars' Committee

### Minutes of a meeting held at 2.15 pm on Thursday 19 October 2017, Sidney Sussex College

**Present:** Mr P Warren (Clare, Chair), Dr TK Carne (King's, Secretary), Mr NJ Allen (Sidney), Mr DJ Ball (Christ's), Dr A Cates (Pembroke), Ms M Cooper (Westminster), Mr J Dix (Darwin), Mr NJA Downer (Selwyn), Mr A Enticknap (Pembroke), Mrs VA Espley (Hughes Hall), Mr CF Ewbank (St John's), Mr P ffolkes Davis (Trinity Hall), Ms H Foord (Magdalene), Mr RG Gardiner (Murray Edwards), Dr M Gross (Emmanuel), Ms M Hackett (Girton), Mr T Harvey-Samuel (Corpus), Mrs MC Houghton (Lucy Cavendish), Mrs T James (Churchill), Ms J Kibble (Ridley Hall), Mr RB Landman (Trinity), Mr CSM Lawrence (Wolfson), Dr SE Lintott (Downing), Ms D Lowther (Girton), Mr N Milne (Robinson), Mr SJ Morris (Magdalene), Mrs E Murphy (St Edmund's), Ms J Phelps (Clare Hall), Ms J Raine (Newnham), Mr A Ray (Sidney Sussex), Dr DS Secher (Gonville & Caius), Mr G Sharp (Homerton), Mr GJ Sharp (Trinity Hall), Mr I Strachan (Clare Hall), Mr SP Summers (St Catharine's), Mrs LM Thompson (Lucy Cavendish), Dr M Wormald (Senior Tutors' Committee), Mr INM Wright (Peterhouse) and Dr M Russell (Head of the Office of Intercollegiate Services).

**Apologies:** Mrs S Ainger-Brown (Corpus), Dr R Anthony (Jesus), Mr R Beardwell (Downing), Mr J Bourne (Trinity), Mr M Edwards (Darwin), Miss W Evans (Newnham), Mr A Fuller (Wolfson), Ms D Griffin (Homerton), Mr S Hawkey (Jesus), Mr P Howard-Jones (Westcott), Mr P Isaac (King's), Mr M Kanellas (Margaret Beaufort), Mr B Karakoulas (Queens'), Rev A McCoy (St Edmund's), Mr A Milne (Fitzwilliam), Mr A Oatey (Wesley House), Ms J Phillips (Gonville & Caius), Mr RA Powell (Fitzwilliam), Mr R Reason (Robinson), Ms SJB Surtees (Churchill), Mr J Spence (Queens') and Mr M Wells (St John's).

There were no declarations of interest.

#### **3452. Welcome**

Ian Strachan (Clare Hall) was welcomed to his first meeting.

#### **3453. Minutes of the meeting held on 7 July 2017**

The minutes of the meeting held on 7 July 2017 were confirmed as a true record.

#### **3454. Terms of Reference**

The Committee received for information its terms of reference:

B(17)88

Bursars' Committee Terms of Reference

## PRINCIPAL AND SUBSTANTIVE BUSINESS

### **3455. Extension of the Undergraduate Admissions Assessment pilot scheme**

The Committee received for information financial data relating to the first year of the Admissions Assessment pilot, financial projections for the second year of the pilot and proposed third-year extension to the pilot.

B(17)89 Undergraduate Admissions Assessment – financial data (to follow)

The Secretary of the Senior Tutors' Committee reported:

- the Senior Tutors' Committee would be considering a proposal to extend the pilot for a third year at its meeting on 27 October 2017, on the strong recommendation of the Steering Group of the pilot and the Admissions Forum, and following positive feedback from Directors of Studies Committees in subject areas and other groups;
- a decision to extend the pilot to a third year was required by the end of this Term, in order to implement and communicate that decision to schools and applicants: the projected costs in the paper for 2018-19 would be submitted to the Levies Panel early next year for formal scrutiny, and were provided here for approval in principle to enable the decision to be taken forward;
- while it had been the original intention that the costs of the project would decrease in the first year (due to set-up costs, and as reflected in the *per capita* costs for CAAT assessments), the introduction of remunerated centralised marking had in effect replaced that saving, as discussed and agreed by the Levies Panel and the Bursars' Committee earlier in the year;
- the 5% projected increase for 2018-19 reflected assumptions that application numbers would again increase (a 7% increase for 2017-18 was reported), and that more subjects would move to both pre-interview assessments and centralised marking;
- research conducted on behalf of the Steering Group had shown a strong correlation between Section 1 assessments and A-level results, which was helpful in taking forward discussions on robust pre-interview assessments, the abolition of AS-levels and the potential to use de-selection at that stage in order to sustain interviews for prospective high-quality applicants. The research would not be extended to review any potential correlation with Tripos results at the end of the first year;
- there was currently no credible alternative to the continuation of admissions assessments, particularly given the predicted increase in application numbers.

One Bursar noted that their College's Tutorial Office was sceptical of the research findings.

**The Committee agreed, for its part, to support the extension of the pilot for a third year.**

## MATTERS ARISING NOT ELSEWHERE ON THE AGENDA

### **3456. De-anonymisation of the Annual Development Questionnaire (7 July 2017, minute 3456)**

The Committee noted that the Colleges' Committee were supportive of the approach proposed by the Bursars' Committee (an opt-in access to a decoding key for the ADQ, on the condition that opting-in provides disclosure to all other Colleges who have opted in): it had concluded that the above approach should be taken forward – but instead on a opt-out basis – but agreed it wished to receive first the views of the Colleges Development Directors Committee (CDDC) on the matter before coming to a final decision.

The Chair reported that the CDDC had met on 11 October 2017 and had agreed to support such a process subject to a number of caveats and clarifications relating to confidentiality of the decoding key (i.e. limiting the information to Heads of House, Bursars and Development Directors) and appropriate communication of the limits of comparing College development activities with each other.

**3457. Registration with the Fundraising Regulator (7 July 2017, minute 3458)**

Dr Russell reported that, to date:

- 4 Colleges did not qualify for a levy or the associated registration, and 1 College had confirmed that it would not be registering;
- 2 Colleges had agreed to register retrospectively for year 1 (as well as register for year 2);
- 18 Colleges had agreed to register for year 2;
- no Colleges had confirmed they were intending not to register.

One Bursar queried whether there would be continuing discussions on whether there would be collective discussions of future continuing registration, and it was clarified that the situation would be kept under review and would depend on future intentions and engagement of the Fundraising Regulator with concerns and questions raised by the Colleges in their regular consultations.

The Chair noted that Technical Sub-Committee of the ICCA would review the guidance on calculating fundraising spend, given that it impacted on the size of the levy requested by the Fundraising Regulator.

**STANDING BUSINESS**

**3458. Bursars' Business Committee**

The Committee received the following minutes of the Business Committee:

B(17)90	Minutes of the meeting on 20 July 2017
B(17)91	Minutes of the meeting on 5 October 2017

Attention was drawn to the following items:

- **20 July 2017– minute 2 – Postgraduate numbers**  
**5 October 2017 – minute 3a – Postgraduate numbers**

The Committee received updated projected postgraduate numbers for individual Colleges, noting the changes in numbers for Robinson and Trinity Colleges:

B(17)92	Postgraduate numbers 2020-21
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It also noted that, at the last Colleges' Committee meeting on 15 July 2017, all Colleges except Trinity College signed up to the Memorandum of Understanding that was presented at that meeting, and that an exercise to capture College intentions of postgraduate admissions (for October 2018) is currently underway, with the intention that this would continue to be an annual exercise in which Bursars should engage. It was stressed that the projected numbers in the Memorandum of Understanding was a collective responsibility of the 30 Colleges and that it was understood the numbers for individual Colleges would be necessarily fluid.

The Secretary of the Senior Tutors' Committee reported that a Breakfast Meeting of the Senior Tutors' Committee would be held on 8 November 2017 to discuss the monitoring and oversight of postgraduate numbers and the fair allocation of applicants across Colleges.

- **20 July 2017– minute 3 – Calculating fundraising spend: Annual Development Questionnaire and public accounts (RCCA)**

- **5 October 2017 – minute 7 – Complaint to the Parliamentary Ombudsman**

The Committee noted the referral of the matter of calculating fundraising spend to the Technical Sub-Committee of the ICCA, and to the difficulties experienced by Girton College regarding the public information on College finances in the current beta website of the Charity Commission. It was notified that there was a current consultation of the Charity Commission on future annual returns, which would close on 24 November: the Business Committee will consider a collective response at its next meeting (on the advice of the Technical Sub-Committee and any comments received from individual Bursars).

- **20 July 2017– minute 4 – Colleges' contribution to the funding of the student unions**

The Committee received revised proposals of the Cambridge University Student Union (CUSU) and the Graduate Union (GU) about how best to manage Colleges' contributions to their activities, noting the strong support of the Senior Tutors' Committee and the Business committee of this new formulation:

B(17)93                      Proposal for funding the Student Advice Centre

In the discussion, the Committee noted:

- the latest proposals were the result of long-standing discussions and lack of resolution regarding the College JCR/MCR affiliation fees to CUSU and the GU, in that the proposal before the Committee was now relating to the direct support of the Student Union Advice Service (SUAS) rather than the general activities of the student unions – it had been posited that the support of advice to students were more directly relatable to the role of the Colleges;
- both the Bursars' Business Committee and the Senior Tutors' Committee had stressed to the student unions the expectation that costs relating to the SUAS should not rise beyond the annual inflationary increases relating to University salary scales;
- some Colleges, where the unions were independently responsible for the provision of student services, may still need to discuss the proposals in detail to identify particularly where budgets would need to be adjusted in line with the proposal: the Secretary of the proposal (who noted he was Chair of the Council's Committee for the Supervision of the Student Unions (CCSSU)) reminded the Committee that the law permitted individual students (but not the College unions) to disaffiliate from the University's student unions but nevertheless required that such students were not denied access to services;
- in connection with the above point, the Secretary also pointed out that SUAS had provided evidence of the value of its service to students and statistics indicated that students from all Colleges (at both undergraduate and postgraduate level) made good use of the service;
- SUAS was subject to oversight from the CCSSU and the Senior Tutors' Standing Committee on Welfare and Finance, and would (if the proposal was agreed) additionally be reviewed annually by the Levies Panel.

**The Committee agreed to support the proposal, subject to detailed scrutiny by the Levies Panel in due course.**

- **20 July 2017– minute 6 – Realignment of the Graduate Admissions Office**  
**5 October 2017 – minute 3c – Realignment of the Graduate Admissions Office**

The Committee received for information a note from the University’s Director of Undergraduate Recruitment outlining his assumption of management of the University Graduate Admissions Office from July 2017:

B(17)94                      Realignment of the Graduate Admissions Office

It noted and endorsed the concerns raised by the Business Committee, noting that the Colleges’ Standing Committee had requested a number of clarifications and assurances from the University about the new arrangements. In doing so, it emphasised that the nature of the concerns were primarily with the poor communications and explanation of the re-alignment, and not with the decision itself, of which there were mixed views about whether it would ultimately be of benefit to the Colleges or individual applicants, given the different cultures and processes associated with undergraduate and postgraduate admissions.

- **20 July 2017– minute 11 – Connect Library System**  
**5 October 2017 – minute 4 – Connect Library System (now “Discovery”)**

The Committee noted that, after a lengthy engagement over a period of time with the project representatives, the Business Committee now recommended that any decision to transfer individual College costs to an intercollegiate levy for the new library management system be deferred until 2020-21, in order for all parties to understand fully the costs and usage of the future system. It further noted that the proportion of the costs met by the Colleges, which had been proposed by the University, remained unchanged from historical levels, but that these may need to be adjusted in time if more Colleges made use of the new system.

**The Committee agreed to the recommendation.**

- **20 July 2017– minute 13 – General indexation marketing report by Gerald Eve**  
**5 October 2017 – minute 9 – General indexation marketing report by Gerald Eve**

The Committee noted that, following the receipt of feedback from Bursars on the report by Gerald Eve, the Business Committee now recommended that it cancelled the contract for future annual reports based on the majority view of its usefulness:

B(17)95      Bursars’ comments on the General Indexation Market Report

It noted that a local agency provided Cambridge housing prices and rents to the Bursar of Wolfson College, as part of his management of the annual rents survey, which could usefully be shared instead.

**The Committee agreed to the recommendation.**

- **5 October 2017 – minute 5 – Proposal to purchase new computer hardware for OIS and Meet Cambridge**

The Committee noted the need for IT hardware upgrades for 12B King’s Parade, which would result in increases in budgetary commitments for future years for both OIS and Meet Cambridge (approximately £5,000 annually for each), as a result of the decision to move to a serviced provision through UIS rather than the continued purchase and maintenance of stand-alone equipment.

- **5 October 2017 – minute 6 – Consistency of College Teaching Officer (CTO) buy-out for University duties**

The Committee noted the early discussions on how the Colleges might discuss with the University how to manage consistency across Colleges and Faculties and Departments for the formal buy-out of time for University duties (as opposed to additional employment for specific activities). It noted the suggestions of the Bursars' Committee that any discussions would need to consider the full costs associated with a buy-out, and the opportunities for joint appointments where practicable and appropriate.

In the discussion, it was noted:

- this was a live issue for a number of Colleges, where the concerns reported were both related to the *ad hoc* nature of negotiations and to the potential for real or perceived unfairness between CTOs in the same College;
- any discussions would need to co-ordinate with the views of the Senior Tutors' Standing Committee on Education, which had yet to consider the issues and concerns raised;
- there was a risk that moving towards a full-cost calculation for the buy-out of CTO time might make them too expensive for the University, and would result in them being excluded from University activities.

**The Committee agreed that further internal conversations in the intercollegiate committees would be helpful before any concerns were raised with the University and that, in the first instance, a survey of the Colleges to establish the frequency of buy-out requests and the agreed arrangements would be conducted by OIS.**

- **5 October 2017 – minute 10 – College 501(c)(3) status, CUEF and actions of the US Internal Revenue Service (IRS)**

The Committee noted the issued discussed at the Business Committee and that individual Bursars were invited to provide information and insight to Robert Gardiner and Tim Harvey-Samuel.

- **5 October 2017 – minute 11 – Fundraising from Canadian citizens**

The Committee noted the recent decision of the Canadian tax authorities to exclude the Colleges (but not the University) from tax-efficient giving, and that this was a live issue being taken forward by CUDAR on behalf of the Colleges.

- **5 October 2017 – minute 13 – Cost of an undergraduate education**

The Chair reported that the University had requested that, at its next meeting, the University and Colleges' Joint Committee discussed the transparency of College costs relating to the cost of an undergraduate education, and that the Business Committee and the Fees Sub-Committee had been made aware. The Committee noted that the detailed analysis of Colleges accounts undertaken by the Intercollegiate Committee on College Accounts, and the guidance on expenditure allocation developed by its Technical Sub-Committee, had provided a robust mechanism for the costs discussed at the annual meeting of the Finance Committee, and that Colleges had increasingly converged on their accounting practices as a result of those initiatives.

### 3459. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Mr Tim Harvey-Samuel (CC)		8 June 2017
Fees	Dr Richard Anthony (ED)	B(17)96	6 October 2017
Fire Protection and H&S at Work	Mrs Wendy Evans (N)		8 February 2017
General Purchasing	Mr Andrew Powell (F)	B(17)97	5 October 2017
Legal Affairs & Employment	Mr Matthew Edwards (DAR)	B(17)98	29 September 2017
Pensions	Mr Simon Summers (CTH)	B(17)99	
Taxation	Mr Robert Gardiner (MUR)		22 February 2017
Tourism	Mr Philip Isaac (K)		17 May 2017
Utilities Management	Mr Robert Gardiner (MUR)	B(17)100	14 March 2017

Attention was drawn to the following items:

#### Fees

- a) Future of the private College fee: international students [B(17)96: item 1]: the Committee was alerted to the early discussions relating to a scholarship scheme that may be associated with the introduction of a combined fee for international students, and that discussions were likely to take some time to come to fruition.
- b) Fee status verifications of undergraduate applicants [B(17)96: item 4: Bursars were reminded that the College making a formal offer of admission was responsible for the accuracy of the fee status assessment and that care should be taken when applicants are taken from the winter (and particularly) summer pools.
- c) Presentation on survey findings from Y13 and UG students on the attraction of bursaries [B(17)96: item 5: Bursars were encouraged to ensure College representation at the presentation at Newnham College on Friday 27 October 2017.

#### General Purchasing

- d) Catering Matters [B(17)97, item 2]: Bursars were requested to review carefully the document produced by the Catering Managers Committee on their procurement process (paper B(17)97.1), which had been produced to address the concerns about its transparency raised at a meeting earlier in the year. It was also noted that shared procurement consisted of £12.5M over the 33 members of the consortium, although the extent to which all members used the consortium was varied.

Attention was also drawn to a new commitment for individual Colleges to review and approve by 17 November 2017 (paper B(17)97.2): concerns were expressed that the wording of the commitment had not been reviewed by all catering managers, and that some Colleges may have difficulties in committing to the second bulletpoint outlined and particularly with the inclusion of the commitment to contract outside the consortium “only... on items unavailable within the contract”. The Sub-Committee was asked to review the wording further.

- e) Maintenance Managers [B(17)97, item 4]: Bursars were requested to encourage their maintenance managers to engage with the intercollegiate forum for discussion, as the Sub-Committee was keen to strengthen its relationship with this group.

Legal Affairs and Employment

- f) Intercollegiate surveys and other business: privacy and confidentiality statement: [B(17)98]: item 1 and annex]: **the Committee agreed to the adoption of the privacy and confidentiality statement, noting its relevance to requests under the Freedom of Information Act.**
- g) Annual Fellows Stipend and Staff Salary surveys: [B(17)98): item 4]: the Committee noted that these surveys (which also combined the questions from the Fellows Benefit survey) would be issued together in the near future, with a view to it being seen as a single “super-survey”. Bursars were also requested to respond to the maternity and parental leave survey, if they had not already done so.

Pensions

- h) USS: [B(17)99): items 1 and 2]: the Chair of the Sub-Committee reported that USS were now likely to change their assumptions, which would result in an increased deficit being reported and therefore pressure to increase contributions. He also reported that the University would be publishing its response to the recent USS consultation, with additional information being presented to place it in its wider context. He further noted that UUK/USS were planning a further consultation on mortality rates, to which he would prepare a brief response on behalf of the Colleges, and to which individual Bursars were invited to contribute if they were so inclined. The Legal Affairs and Employment Sub-Committee was asked to consider the issues relating to conflicts of interest of College trustees and the USS: some Colleges noted that they sought out specifically Fellows who were not in the USS to consider the matter.
- i) CCFPS: [B(17)99): item 3]: Bursars were reminded of a meeting to discuss the scheme’s revaluation on Tuesday 21 November.
- j) Contribution rates to auto-enrolment schemes: [B(17)99): item 5]: the Chair of the Sub-Committee drew attention to the requirement to increase contributions rates for the first time for these schemes.

**3460. Reports of Other College Committees and Joint Committees**

The Committee had received the following reports and minutes since its last meeting

Minutes:

	<i>Meetings since last BC</i>
Colleges’ Committee	15 July 2017
Colleges’ Standing Committee	3 October 2017



Reports:

B(17)101 Report of Meet Cambridge

**3461. Reports from Committee Representatives on University Committees**

The Committee had received the following reports and minutes since its last meeting

Minutes:

	<i>Minutes received since last BC</i>
Joint Network Management Committee	13 July 2017
University Card Committee	15 June 2017

**OTHER MATTERS FOR DECISION**

**3462. Membership of Sub-Committees and Other Bodies**

The Committee received the following papers:

B(17)102 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 12 October 2017 (with vacancies shown in bold type)

B(17)103 List by Bursar of current memberships as at 12 October 2017

**The Committee agreed to the following appointments:**

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Council Committee for the Supervision of the Student Unions (CCSSU)	John Dix (Darwin)	Extension of tenure for a further two years from 1 January 2018
Societies Syndicate	Shelley Surtees (Churchill)	Christopher Lawrence (Wolfson)
Accommodation Syndicate	Maureen Hackett (Girton)	Tim Harvey Samuel (Corpus Christi) and Lesley Thompson (Lucy Cavendish)

Attention was drawn to the following vacancy:

<i>on...</i>	<i>replacing...</i>
Fees Sub-Committee	Nick Allen (Sidney Sussex)

**FINAL DISCUSSIONS**

**3463. Intercollegiate levies and expenditure report 2016-17**

The Committee received for information:

B(17)104 Intercollegiate levies and expenditure report 2016-17

B(17)105 Annex (*for Bursars' Committee only*)

**3464. Future meetings**

The dates and venues for 2017-18 are listed below:

15 February 2018	St Edmund's
24 May 2018	Trinity
5 July 2018	Trinity Hall

**3465. Farewells**

Nick Allen (Sidney Sussex) was thanked for his contributions to the work of the Committee and he was wished well in his future role at the College. Christopher Pratt (Jesus), in his absence, was also thanked for his many years of service, both to the Committee and to a number of Colleges as Bursar.

**3466. Record of thanks**

The Committee thanked the Master and Fellows of Sidney Sussex College for their generous hospitality.

MGR/2017-10-19 BC minutes

20 October 2017

## Bursars' Committee

### Minutes of a meeting held at 2.15 pm on Thursday 15 February 2018 at St Edmund's College

**Present:** Mr P Warren (Clare, Chair), Dr TK Carne (King's, Secretary), Dr R Anthony (Jesus), Mr R Beardwell (Downing), Ms S Bonnatt (Sidney Sussex), Mr J Bourne (Trinity), Dr A Cates (Pembroke), Mr J Dix (Darwin), Mr NJA Downer (Selwyn), Mrs VA Espley (Hughes Hall), Mr P ffolkes Davis (Trinity Hall), Ms H Foord (Magdalene), Mr RG Gardiner (Murray Edwards), Dr M Gross (Emmanuel), Ms M Hackett (Girton), Mr T Harvey-Samuel (Corpus), Mrs MC Houghton (Lucy Cavendish), Ms J Kibble (Ridley Hall), Mr RB Landman (Trinity), Mr CSM Lawrence (Wolfson), Ms D Lowther (Girton), Mr SJ Morris (Magdalene), Mrs E Murphy (St Edmund's), Ms J Phillips (Gonville & Caius), Mr RA Powell (Fitzwilliam), Mr A Ray (Sidney Sussex), Mr R Reason (Robinson), Dr DS Secher (Gonville & Caius), Mr J Spence (Queens'), Mr I Strachan (Clare Hall), Mr SP Summers (St Catharine's), Mrs LM Thompson (Lucy Cavendish), Dr M Wormald (Senior Tutors' Committee), Mr INM Wright (Peterhouse) and Dr M Russell (Head of the Office of Intercollegiate Services).

**Apologies:** Mrs S Ainger-Brown (Corpus), Mr DJ Ball (Christ's), Ms M Cooper (Westminster), Ms E Easterbrook (Clare), Mr M Edwards (Darwin), Mr A Enticknap (Pembroke), Miss W Evans (Newnham), Mr CF Ewbank (St John's), Mr A Fuller (Wolfson), Ms D Griffin (Homerton), Mr S Hawkey (Jesus), Mr D Hearn (Newnham), Mr P Howard-Jones (Westcott), Mr P Isaac (King's), Mrs T James (Churchill), Mr M Kanellas (Margaret Beaufort), Dr SE Lintott (Downing), Rev A McCoy (St Edmund's), Mr A Milne (Fitzwilliam), Mr N Milne (Robinson), Mr A Oatey (Wesley House), Ms J Phelps (Clare Hall), Mr G Sharp (Homerton), Mr GJ Sharp (Trinity Hall), Ms SJB Surtees (Churchill), and Mr M Wells (St John's).

Dr Russell (as Head of the Office of Intercollegiate Services) and Dr Carne (as Chair of CASC) declared an interest in the items covered in minute 3474c: neither were required to leave the meeting.

#### **3467. Welcome**

Sarah Bonnett (Sidney Sussex) and Donald Hearn (Newnham) *in absentia* were welcomed to their first meeting.

#### **3468. Minutes of the meeting held on 19 October 2017**

The minutes of the meeting on 19 October 2017 were confirmed as a true record.

### **PRINCIPAL AND SUBSTANTIVE BUSINESS**

#### **3469. Protocol on Communications**

Mr Paul Mylrea, the University's Director of Communications, attended the meeting for this item.

The Committee received for a paper outlining the work of the Office of External Affairs and Communications (OEAC) and the current Protocol (dated July 2010) on *Communications between the University and the Colleges*:

Paper B(18)22	OEAC overview
Paper B(18)1	Protocol on Communications

Mr Mylrea outlined the items in the overview document (which was supplemented by a number of other contextual papers made available to members on the Committee's website), highlighting the wide range of activities of OEAC and the value for money OEAC represented to the Colleges. Members of the Committee spoke warmly and gratefully of the work of the staff in OEAC and the support they have received for specific incidents.

In response to specific questions, Mr Mylrea clarified:

- a. OEAC had a dedicated member of staff responsible for liaising with local stakeholders, and a number of staff had experience from local media organisations;
- b. OEAC was engaging more with local media across the UK, liaising with remote events attended by the Vice-Chancellor and/or the Colleges: more thought was being given to roadshowing mini-Festivals outside of the immediate local area;
- c. staff in OEAC was trained carefully to manage all incidents sensitively and confidentially and, where appropriate, sought advice under legal privilege: the Office had strong protocols relating to (short) information retention periods and disciplinary procedures for breaches of their code of conduct;
- d. the network of communication professionals across collegiate Cambridge was of value, in sharing contracts and training staff but it was not used to discuss specific or current issues.

The Committee recognised a need for better intercollegiate working, which was made difficult by the location of communication staff in different departments in different Colleges.

The Committee noted that the Protocol (agreed with the Colleges' Committee) was due for renewal in July 2018, and that the Bursars' Business Committee had reviewed the wording of the Protocol and had recommended its renewal without amendment (see Paper B(18)7, minute 7a). In discussing the wording of the Protocol, **the Committee agreed that Dr Russell should propose to OEAC revised wording for review from the Committee at its May 2018 meeting – the revised wording should take into account:**

- **(paragraph 1): a clear emphasis on the service provided by OEAC for the reactive and defensive media relations, separating this out from other services referenced;**
- **clarity on the professional levels and high standards of confidentiality related to the provided services.**

**3470. Fact-finding exercise concerning the communications and governance arrangements for shared admissions, outreach and widening participation endeavours (25 May 2017, minute 3441)**

Dr Hartle, Associate Secretary of the Senior Tutors' Committee responsible for admissions, attended the meeting for this item.

The Committee received a paper summarising the above fact-finding exercise that had been conducted over the last two years in relation to the communications and governance arrangements of admissions and widening participation, and a note from the Secretary:

Paper B(18)2	Review summary of admissions governance and communications
Paper B(18)3	Note prepared by the Secretary of the Bursars' Committee in advance of the meeting

In presenting the paper and the findings of the exercise, Dr Hartle noted:

- a. the acknowledgement of the circumstances leading to the initiation of the exercise (i.e. the communication and timeliness of proposals presented to the Bursars' Committee in Lent Term 2016 relating to admissions assessment, centralised access programmes and other matters);
- b. the exercise had been conducted in two Phases (as outlined in Annex 1 of Paper B(18)2);
- c. the overall summary of committees outlined in the organogram on page 3 of Paper B(18)2;
- d. changes implemented since Lent Term 2016 (some but not all as a result of the exercise), including:
  - (i) the introduction of an improved process for agreeing the OFFA Access Agreement (and now its successor), through the formation of a formal sub-committee of the Undergraduate Admissions Committee, which include a majority of members from the Colleges, was chaired jointly by the Associate Secretary of the Senior Tutors' Committee responsible for admissions and the Pro-Vice-Chancellor (Education), and had resulted in the process of formulation being brought forward in the calendar to allow for wider consultation;

- (ii) a formal Admissions Assessment Working Group to manage the 3-year project to completion, and which would review its success: the Working Group included membership from all stakeholders, including the Bursars' Committee, and (in common now with all proposed intercollegiate spends on admissions and widening participation) now channelled its projections of expenditure through the newly-reformed Cambridge Admissions Management Group (CAMG);
  - (iii) the CAO Management Group had refined its remit and terms of reference (as provided in Annex 2 of Paper B(18)2) and reformed itself as the Cambridge Admissions Management Group as parallel financial review body to the existing Colleges Outreach Management Group: both had Bursarial representation;
  - (iv) the Colleges Outreach Management Group now shared its minutes with the Undergraduate Admissions Committee's Outreach Management Group and was overseeing the universal incorporation of College activity into HEAT;
  - (v) paragraph 17 of the review summary (Paper B(18)2) outlined a number of additional suggestions to improve communications with the Bursars' Committee;
- e. the officers of the Senior Tutors' Committee had welcomed the exercise and felt that improvements had been made as a result of it: they were keen to continue to work with the Committee to make further improvements.

In responding to the questions presented by the Secretary in Paper B(18)3, Dr Hartle noted:

- f. the officers of the Senior Tutors' Committee believed that the governance routes within the committees of the Undergraduate Admissions Committee and the Admissions Forum (and thence to the Senior Tutors' Committee) were clear and effective, and noted that previously (but not under the new arrangements) requests for intercollegiate expenditure had not followed those same channels;
- g. the Director of Admissions had confirmed she was happy with the current arrangements, and the level and standards of secretarial support provided through the Cambridge Admissions Office (by staff employed as part of the Colleges' financial contribution to the CAO and its activities);
- h. the interconnectivity of School Liaison Officers was improving, and it was stressed that they did network and collaborate to a significant degree, including ensuring that the link scheme arrangements were comprehensive across the UK. The SLO Group liaised closely with the Colleges Outreach Management Group and reported into the Admissions Forum and, through the Forum, to the Senior Tutors' Committee for policy decisions: it was stressed that much of the work of the SLOs was not to improve access in specific Colleges but to raise aspirations for HE attendance in its broadest sense.

Dr Hartle further emphasised that there was a clear understanding of the likely future challenges to the management of admissions and widening participation, in the light of changes to government policy, increased political pressure and media attention, and that the formation of the Office for Students (combining as it did the powers of HEFCE and OFFA) all pointed to the need for greater and closer collaboration between the Colleges, the University and the intercollegiate committees.

Members of the Committee then made the following observations:

- i) the increased pressure described above argued more strongly for clear governance and communications;
- ii) the responsibility for ensuring good governance of admissions and widening participation was the responsibility of the Senior Tutors' Committee (not the Bursars' Committee) but nevertheless future failures to communicate financial implications of policy and procedural decisions would place additional pressures on Colleges being able to plan effectively for future spending requests: an example of this was the need for clear and realistic assessment and alternatives to the current admissions assessment project being provided in good time to allow for good decision-making in the intercollegiate committee and the individual Colleges;
- iii) some of the challenges relating to the circumstances in the Lent Term 2016 related to previous personnel in the current roles: the current system was heavily reliant on a reliable Colleges' Director of Admissions, with the current incumbent being noted for her efficiency and effectiveness;
- iv) while noting the terms of reference of the Cambridge Admissions Management Group and its membership as a focal point for expenditure on admissions, it was felt by some Bursars to conflate unhelpfully the operation and oversight of such activities: its membership did not appear to have sufficient independence to represent the interests of the stakeholders (rather than supporting the operations within CAO);

- v) citing the admissions assessment project, it was noted anecdotally by one Bursar that their Senior Tutor and Admissions Tutor did not appear to realise the implications of decisions made by the Senior Tutors' Committee and Admissions Forum respectively: it was acknowledged, however, that some of the discussions at Senior Tutors' Committee were made under extreme time pressures (for reasons outside of their control) and with new information being presented at the meeting;
- vi) the Senior Tutors' Committee should take seriously the concerns raised by the Schools Liaison Officer Group in relation to their working practices and career development.

The Secretary of the Senior Tutors' Committee noted in closing that structures, committee operations and the performance of specific individuals were all important for ensuring effectiveness in governance and communications, and that the officers of the Senior Tutors' Committee and the Admissions Forum would continue to review all such matters. He stressed the importance for improved extra-committee communications by committee representatives, both within individual Colleges and in the context of the intercollegiate committees.

### **3471. Update on progress relating to a review of undergraduate bursary provision**

The Committee noted that, following the presentation of the research commissioned by the Colleges' Committee's Working Party on Home and EU Undergraduate Bursaries on 27 October 2017, the Colleges' Standing Committee had instigated a "Bursaries Task Force" to review the future possibilities of bursary provision and fundraising towards them. The Committee further noted that the Task Force had now met twice, and had identified a number of streams of work and research to be conducted: it received for information the notes of the first two meetings:

Paper B(18)4

Bursaries Task Force meeting notes: 8 January and 1 February 2018

Mr Anthony and Dr Wormald drew attention to:

- a. a clear desire for bursary reform, especially for students on partial Cambridge Bursary (or narrowly missing out on them), stressing that it was acknowledged clearly the motivation for this was not to improve widening participation, but to improve the student experience;
- b. the evidence reinforcing the view that bursaries in and of themselves did not drive student recruitment;
- c. the development of pan-College bursary proposals was progressing slowly, largely due to complexity of a number of interlocking issues, but there was consensus that the Colleges should avoid further diversity of different bursary provision at different Colleges if possible;
- d. the Cambridge Bursary Scheme was acknowledged as being in need of reform, to take account of the changes in government policy for student financial support and a review of the suitability of the eligibility criteria (including whether additional criteria could be used to ensure that money is targeted to those most in need initially through overlapping SLC parental income data with CAO/UCAS widening participation data);
- e. any enhanced bursary provision was predicated on securing significant monies through additional fundraising: again, this was a complex picture with Colleges having different capacities and conflicting priorities;
- f. rapid decisions were likely to be hindered by the government's planned review into student funding and tuition fees;
- g. the University was clear it wanted to target groups of low historic participation (i.e. financial support to improve widening participation) and it was as yet unclear how it was planning to do this;
- h. there was a potential clash with a planned postgraduate studentships initiative, although the most recent information was that both initiatives (and others) may form part of a wider "student support" fundraising campaign in the next academic year.

In response to a question about the likelihood of reviewing student accommodation charges as part of any support scheme, it was confirmed that the Task Force had moved quite quickly away from that as a feasible proposition. It was noted that in future the Colleges Fund Committee may consider student accommodation charges as a factor in determining allocation of grants from the Colleges Fund.

It was also clarified that the Task Force, and the University and Colleges Joint Strategic Working Group, had been made aware that a large number of Colleges would need to receive a compelling case of the likely success of fundraising initiatives if they were asked to contribute more money to bursary schemes.

## **MATTERS ARISING NOT ELSEWHERE ON THE AGENDA**

### **3472. Extension of the Undergraduate Admissions Assessment pilot scheme (19 October 2017, minute 3455)**

The Committee noted that Colleges' Committee (on the recommendation of the Senior Tutors' Committee and the Bursars' Committee) had agreed to the extension of the admissions assessment pilot to a third year. At the last Colleges' Standing Committee on 23 January 2018, it was reported that the pilot was still operating within budget. The Chair reported that the next levies request (for 2018-19) was likely to be above inflation as a result of a higher projected increase in student applications.

### **3473. De-anonymisation of the Annual Development Questionnaire (19 October 2017, minute 3456)**

The Committee received for information a confidentiality statement, approved by the Intercollegiate Committee on Development and recommended to Colleges' Committee for its meeting on 24 February 2018, following agreement for an opt-out mechanism to be managed by OIS:

Paper B(18)5 ADQ confidentiality statement

## **STANDING BUSINESS**

### **3474. Bursars' Business Committee**

The Committee received the following minutes of the Business Committee:

Paper B(18)6 Minutes of the meeting on 2 November 2017  
Paper B(18)7 Minutes of the meeting on 1 February 2018

Attention was drawn to the following items:

- **1 February 2018– minute 2 – Membership and election process for the Business Committee**

In the light of the recent bye-election, the Business Committee had taken the opportunity to review the protocol for election to the Business Committee, noting that the details of the election process are not currently articulated clearly. The current terms of reference of the Bursars' Committee and its Business Committee were received for information:

Paper B(18)8 Terms of reference: Bursars' Committee  
Paper B(18)9 Terms of reference: Bursars' Business Committee

**Following discussion, the Committee agreed to the following to be applied to future elections:**

- each College should have one vote in any election (to ensure parity between Colleges with one or two members on the Bursars' Committee), with the designated "senior" Bursar being issued with the voting paper;**
- where more than two candidates are offered, a single transferable vote system would be applied;**
- where a position is made vacant by the resignation or early retirement of a member, a bye-election would be held to fill the remaining term of that position.**

The Committee also discussed related matters concerning the election of officers and the future membership of the Committee (see also minute 3474b below) **and agreed:**

- iv) **in electing officers of the Bursars’ Committee, the Appointments Committee may recommend up to two candidates, and any election should also include a “re-open nominations” category;**
- v) **the membership of the Bursars’ Committee should be expanded to include all Bursars (or equivalent posts by other titles as determined by the senior Bursar of the College), providing that no more than two members from any one College can be present at any meeting of the Committee;**
- vi) **all terms of membership of sub-committees of the Bursars’ Committee should be of three years in duration, but renewable upon the end of any one term (with no limit on the number of terms that can be served).**

The Secretary of the Senior Tutors’ Committee observed that it was best practice that any Appointment Committee should not include the current holders of the posts being considered.

Revised terms of reference would be presented at the next meeting of the Committee for confirmation, following an initial review by the Business Committee.

- **1 February 2018– minute 5 – University attendance at Bursars’ Committee meetings**

The Committee noted the list of University attendance at Sub-Committees:

<b>Sub-Committee</b>	<b>Attendance</b>
Environment & Planning	a member of University staff nominated by the Registry.
Fees	
IT (Joint)	three members of University staff, chosen by UIS.
Legal Affairs & Employment	a member of staff from the Legal Services Office.
Fire & Safety	a representative of the University’s Safety Office; and a representative of the University’s Fire Safety Compliance Office.
Pensions	Director of Finance and others, as appropriate for agenda items.
Purchasing	the Head of Procurement in the University Procurement Office.
Taxation	a member of University staff nominated by the University’s Director of Finance.
Tourism	

**The Committee agreed to the recommendations of the Business Committee, in that the current Senior Pro-Vice-Chancellor and the new Director of Finance and Chief Financial Officer should be invited to present on the University’s financial strategy at a meeting of the Bursars’ Committee later this year, and that they subsequently be invited to remain as observers for the remainder of that meeting, at which point a further discussion on the usefulness of University attendance at future meetings be explored. The Bursars’ Committee also agreed its preference would be invited attendance at all future meetings, noting that this would necessarily introduce a category of reserved business.**

- **1 February 2018– minute 6 – Resource implications for Colleges of implementing the General Data Protection Regulation (GDPR)**

The Committee received two papers prepared by Dr Russell, the Head of the Office of Intercollegiate Services:

- Paper B(18)10 Ongoing financial and resource implications of the GDPR [Paper BBC(18)6]
- Paper B(18)11 Appointment of Statutory Data Protection Officers [Paper BBC(18)7]



Dr Russell drew attention to the ongoing financial and resource implications following the enactment of the GDPR on 25 May 2018, and the consideration Bursars may need to give in their individual Colleges for operational matters relating to the new data protection legislation.

The Committee considered an early proposal for a common on-line personal data breach recording/reporting tool and **agreed to defer the introduction of such an approach, pending clearer indications of the complexity and frequency of personal data breaches.** Dr Russell noted that he would instead developing a reporting template that Colleges may wish to adopt, to ensure their internal procedures complied with the expectations of GDPR and the Information Commissioner's Office. It was further noted that were such a tool to be developed it might usefully be broadened to cover all incident reports within a College.

The Committee considered the options set out in Paper B(18)11 relating to the appointment of statutory Data Protection Officer(s) for the Colleges, noting the recommendation of the Business Committee to appoint a 0.5FTE Grade 11 post for a fixed term of two years in the first instance in preference to his preferred option of a full-time post at the same grade. In the discussion, the Committee noted:

- a) a full-time Grade 11 post would cost £90,000 p.a. (including on-costs), broadly £3,000 per College;
- b) attempts by Dr Russell to find external firms willing and suitable to provide such services had not yet borne fruit (though he had further meetings with a firm providing support for one of the Colleges next week);
- c) it was more important to secure a person with the right levels of skills and knowledge than to be considered about the percentage of time the post would take up;
- d) the time estimates included by Dr Russell were highly speculative and only experience would clarify the intensity of the post.

**The Committee agreed to support the appointment of a 0.5FTE post at Grade 11 for two years in the first instance, and authorised the Business Committee to widen the recruitment to a full time post should recruitment at part-time be unsuccessful.**

- **2 November 2017– minute 2b – Registration with the Fundraising Regulator**  
**1 February 2018– minute 3a**

The Committee noted that all Colleges that attract a fundraising levy had now registered (or committed to register) with the Fundraising Regulator. In addition, one other College had voluntarily registered.

- **2 November 2017– minute 2f – Visit Cambridge and Beyond**  
**1 February 2018– minute 3b**

The Committee noted that the Business Committee supported the recommendation of the Tourism Sub-Committee (see minute 3475).

- **2 November 2017– minute 2f – Early conversation about a request for additional funding for the Disability Resource Centre**  
**1 February 2018– minute 3c**

The Committee noted that, following discussions with the University, it had been agreed that University-related intercollegiate levies would be considered in advance of the Levies Panel by the University and Colleges' Joint Committee, for it to advise the Levies Panel on University priorities. The Chair noted that the Levies Panel (and therefore the Colleges) should expect to see a number of significant new or increased levy requests this year, and that as a consequence, the Levies Panel may have to consider prioritising levies rather than necessarily supporting all of them.

- **1 February 2018– minute 4 – Transparency of the “Cost of an Undergraduate Education”**

The Secretary indicated that, prior to the meeting of the Intercollegiate Committee on College Accounts (ICCA) on 20 February 2018, the Business Committee wished to give notice that it had recommended to the ICCA a greater degree of transparency around the intercollegiate figures relating to the cost of an undergraduate education, following discussions with the University about the internal and external pressures it has been facing relating to transparency. It was also recommending the harmonisation of allocation percentages to Education Expenditure.

Some concerns were expressed about whether such a recommendation relating to the methodologies to be used in determining allocation percentages, or whether identical allocation percentages were to be proposed, and that the latter would have complex effects on College accounts. The Secretary stressed that the ICCA would be asked to agree an approach for its Technical Sub-Committee to develop further.

- **1 February 2018– minute 8 – Intercollegiate levies: concerns relating to the JISC levy**

The Committee noted that the £150,000 collected from the College in the levies for 2017-18 will remain unspent, for the reasons set out in the following paper (and that the 2018-19 levies would be adjusted accordingly):

Paper B(18)12 JISC traffic levy [Paper BBC(18)12]

- **1 February 2018– minute 9 – Voluntary Living Wage (VLW) accreditation**

The Committee noted that the University had recently published a Grace to commit to becoming VLW-accredited. The Business Committee had agreed that this was a decision for individual Colleges but noted that the paper did not highlight some important constraints relevant to Colleges – i.e.:

- other financial levers within the College may be constrained;
- accreditation did not take into account the value of other staff benefits;
- VLW would apply to all workers (including students and sub-contractors);
- the timing of salary rises would be constrained to the accreditator’s timetables.

- **1 February 2018– minute 10 – Developments relating to a collaborative initiative to support sustainable development of University and College estates**

Attention was drawn to the possibility being explored by the University’s Environmental Sustainability Strategy Committee of setting up an Energy Service Company. The Business Committee would await further developments before reporting to the Committee.

- **1 February 2018– minute 14 – UCU strikes**

Attention was drawn to the likelihood of future action by UCU members and **the Committee agreed to propose to Colleges that, if necessary it should adopt the University’s intended position on addressing members of staff taking action (i.e. the University proposed to withhold 1/365<sup>th</sup> of annual pro-rata salary for each day that the union member subsequently confirmed on request by the University that they had been on strike: pension contributions will be maintained).**

Bursars were advised that previous experience of industrial action had resulted in minimal action within the Colleges and the fulfilment of duties of College staff, but that it had been reported earlier that day that the UCU were taking legal advice about whether it should also be taking direct action against the Colleges, following the publication of a misleading blog on the Oxbridge effect on the current negotiations.

It was unclear whether the University had taken any legal advice on the actions to take should a student decide to take legal action against the University following any perceived impact of the strike on their educational position. **The Secretary of the Senior Tutors' Committee agreed to raise this with the Pro-Vice-Chancellor and report back on any information.**

### **3475. Reports of Sub-Committees**

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

<b>Sub-Committee</b>	<b>Chair</b>	<b>Written report for this BC</b>	<b>Date of last minutes</b>
Environment and Planning	Mr Tim Harvey-Samuel (CC)	B(18)13	8 June 2017
Fees	Dr Richard Anthony (ED)	B(18)14	26 January 2018
Fire Protection and H&S at Work	Mrs Wendy Evans (N)		18 October 2017
General Purchasing	Mr Andrew Powell (F)	B(18)15	1 February 2018
Legal Affairs & Employment	Mr Matthew Edwards (DAR)	B(18)16	19 January 2018
Pensions	Mr Simon Summers (CTH)	<i>Oral report</i>	
Taxation	Mr Robert Gardiner (MUR)		12 October 2017
Tourism	Mr Philip Isaac (K)	B(18)17	17 May 2017
Utilities Management	Mr Robert Gardiner (MUR)	B(18)18	12 December 2017

Attention was drawn to the following items:

#### General Purchasing

- a) Catering matters [B(18)15: item 1]: three Colleges were still to respond regarding the revised joint purchasing framework.
- b) Building supplies [B(18)15: item 3]: maintenance managers had responded positively to the requests for engagement on building supplies procurement.

#### Legal Affairs and Employment

- c) Data processing agreement with OIS [B(18)16: item 1]: **the Committee accepted the wording of the agreement and agreed to its adoption.**
- d) Data sharing protocol [B(18)16: item 2]: **the Committee agreed to recommend the revised protocol to Colleges' Committee.**
- e) Dr Russell reminded Bursars that they had been encouraged to share the outputs of the Fellows Stipend and Staff Salary surveys with their HR Managers but also possibly with their Head of House and Senior Tutor, bearing in mind the advice contained therein regarding confidentiality.

#### Pensions

- f) Mr Summers drew attention to two important emails sent by UUK today relating to pensions and advised Bursars who did not receive them directly to ensure they were added to the relevant mailing list.

## Tourism

- g) Visit Cambridge and Beyond [B(18)17: fifth bullet point]: **the Committee agreed to cease its strategic partnership membership of VCB and advised that individual Colleges could subscribe through alternative membership arrangements.**

### **3476. Reports of Other College Committees and Joint Committees**

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

Minutes:

	<i>Meetings since last BC</i>
Cambridge in America Sub-Committee	25 October 2017
Colleges' Committee	28 October 2017
Colleges' Standing Committee	21 November 2017 23 January 2018
Intercollegiate Committee on Development	22 November 2017 17 January 2018
Joint Committee on Development	23 November 2017
University and Colleges Joint Committee	28 November 2017
Cambridge Venue Company (AGM)	20 November 2017

Reports:

B(18)19                      Report of Meet Cambridge

### **3477. Reports from Committee Representatives on University Committees**

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

Minutes:

	<i>Minutes received since last BC</i>
Joint Network Management Committee	13 July 2017
Senior Tutors' Committee	24 November 2017
University Card Committee	28 November 2017

## Board of Scrutiny

- a) Mr Wright drew attention to the annual report and response from the University Council:

Original Board of Scrutiny report: <https://www.admin.cam.ac.uk/reporter/2017-18/weekly/6478/section6.shtml#heading2-24>

Council response: <http://www.admin.cam.ac.uk/reporter/2017-8/weekly/6490/section1.shtml#heading2-6>

He noted the key recommendations including: the need of the University to address pay increases vs cost of living increases; a review of the growth of highly-paid staff; and a review of the disproportionate increase in CHEST allocation to CUDAR.

Mr Anthony (a University Council member) drew attention to the Council's response noting: a heavy increase in expenditure on both UIS and CUDAR; and that the higher-paid salaries were either in the non-academic business arms of the University (the Press, Cambridge Assessment and the Investment Office) or in the Clinical School, where the salary levels were set by the NHS.

The Chair further noted that, at a recent presentation to the Cambridge in America Board, it was noted that CUDAR and CAM comprised of 127 members of staff, 21 of whom were fundraisers.

#### Postgraduate Admissions Committee

b) Mr Lawrence reported on a meeting that morning of the Postgraduate Admissions Committee, noting its discussion on the first end-of-year data in relation to the recent Memorandum of Understanding on Postgraduate Student Numbers. He reported:

- the 13.1% increase over 5 years could be translated as a straight-line annual increase of 2.5%;
- the increase in the first year was 3.8%, which may create pressures on the availability of postgraduate student accommodation;
- the intended D:M balance by 2020-21 was 62:38, and the 2016-17 baseline was 60:40;
- the D:M balance for 2017-8 was 58.5:41.5 (i.e. going in the wrong direction).

Bursars were encouraged to view the student numbers data analysis tool available at:

<https://www.prao.admin.cam.ac.uk/data-analysis-planning/student-numbers>

### **OTHER MATTERS FOR DECISION**

#### **3478. Membership of the Business Committee**

The Chair reported that Mrs L Thompson had obtained the most votes in the recent bye-election and the Committee confirmed her appointment to the Business Committee.

#### **3479. Membership of Sub-Committees and Other Bodies**

The Committee received the following papers:

B(18)20	List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 7 February 2018 (with vacancies shown in bold type)
B(18)21	List by Bursar of current memberships as at 7 February 2018

The Committee noted:

- Mrs L Thompson (Lucy Cavendish) had been re-appointed by uncontested election to the University's Finance Committee;
- following the resignation of Jenny Raine (Newnham), vacancies had arisen on the University's Advisory Group for Communicable Diseases, and the University's Committee on Student Health and Wellbeing: the Business Committee for the time being recommended leaving these vacancies open, subject to a demonstrable need for future Bursarial representation;
- following her election to the Business Committee, Mrs Thompson was seeking to step down from some of her other commitments: Dr Russell would advise on future vacancies as appropriate.

**The Committee agreed to the following appointment:**

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Fees Sub-Committee	Nick Downer (Selwyn)	Nick Allen (Sidney Sussex)

## FINAL DISCUSSIONS

### **3480. Sports Forum**

The Secretary of the Senior Tutors' Committee invited any Bursars (and Senior Tutors and Heads of House) interested in sports governance to join a new Sports Forum, which would meet regularly with the University's Director of Sport.

### **3481. Future meetings**

The dates and venues for 2017-18 are listed below:

24 May 2018	Trinity
5 July 2018	Trinity Hall

### **3482. Farewells**

The Committee noted, in their absence, the resignations of Jenny Raine (Newnham) and Babis Karakoulas (Queens') and thanked them for their service.

### **3483. Record of thanks**

The Committee thanked the Master and Fellows of Saint Edmund's College for their generous hospitality.

2018-02-15 BC minutes

Dr M Russell  
15 February 2018

## Bursars' Committee

### Minutes of a meeting held at 2.15 pm on Thursday 24 May 2018 at Trinity College

**Present:** Mr P Warren (Clare, Chair), Dr TK Carne (King's, Secretary), Dr R Anthony (Jesus), Mr DJ Ball (Christ's), Mr R Beardwell (Downing), Ms S Bonnett (Sidney Sussex), Dr A Cates (Pembroke), Mr J Dix (Darwin), Mr NJA Downer (Selwyn), Mr A Enticknap (Pembroke), Mrs VA Espley (Hughes Hall), Mr J Fairbrother (Trinity), Ms H Foord (Magdalene), Mr A Fuller (Wolfson), Mr RG Gardiner (Murray Edwards), Ms D Griffin (Homerton), Ms M Hackett (Girton), Mr D Hearn (Newnham), Mr T Harvey-Samuel (Corpus), Mrs T James (Churchill), Mr RB Landman (Trinity), Mr CSM Lawrence (Wolfson), Dr SE Lintott (Downing), Ms D Lowther (Girton), Mr N Milne (Robinson), Mr SJ Morris (Magdalene), Ms H Murley (St John's), Mrs E Murphy (St Edmund's), Ms J Phillips (Gonville & Caius), Mr RA Powell (Fitzwilliam), Mr R Reason (Robinson), Dr DS Secher (Gonville & Caius), Mr G Sharp (Homerton), Mr SP Summers (St Catharine's), Ms SJB Surtees (Churchill), Mrs LM Thompson (Lucy Cavendish), Dr M Wormald (Senior Tutors' Committee), Mr INM Wright (Peterhouse) and Dr M Russell (Head of the Office of Intercollegiate Services).

The following Colleges were not represented at the meeting: Clare Hall, Emmanuel, Queens' and Trinity Hall & Margaret Beaufort, Ridley Hall, Wesley, Westcott and Westminster.

[Apologies are no longer recorded owing to changes to the membership and attendance rules.]

Dr Cates and Dr Wormald declared an interest in the item covered in minute 3494, being in receipt of supervision payments: neither were required to leave the meeting.

There were no other declared conflicts of interest.

#### **3484. Welcome**

The following new members were welcomed to their first meeting:

Emma Easterbrook (Clare)	<i>in absentia</i>
Jeremy Fairbrother (Trinity)	
Donald Hearn (Newnham)	
Helen Murley (St John's)	
Rod Pullen (Trinity)	<i>in absentia</i>

#### **3485. Minutes of the meeting held on 15 February 2018**

The minutes of the meeting on 15 February 2018 were confirmed as a true record.

### **PRINCIPAL AND SUBSTANTIVE BUSINESS**

#### **3486. Annual levy proposals for 2018-19 (July-June)**

The Committee was reminded that, at its meeting on 20 October 2016, it approved a revised approach to the consideration of requests from the University and other beneficiaries for donations or other forms of financial contribution, through the formation of a "Levies Panel". It now received the report of the Levies Panel with recommendations for 2018-19:

Paper B(18)26

Report from the Levies Panel: intercollegiate levies 2018-19

In its consideration of the paper, the Committee noted:

- the absolute increase in expenditure this year was high (24%), and members were asked to note in particular the proposals in the paper on how to address this for future years;
- the increases included 2.8% due to inflation (largely a result of the University's automatic salary increment system) and 8% due to new requests (with half of this relating to the additional requests from the University Counselling Service (UCS) and the Disability Resource Centre (DRC));
- the University had agreed to co-fund the four new permanent posts in the UCS and DRC: the general point that increases in demand for UCS and DRC services from students year on year needed to be brought under control, and this would require substantial co-ordination and communication between the intercollegiate committees, the executive or management groups and the University;
- the expanding demand from UCS for increases in resources has been noted at all levels in the University and the Senior Tutors' Committee, including noting that the expenditure was supplemented in individual Colleges (a median value of 75% of the UCS expenditure was quoted): the Senior Tutors' Standing Committee on Welfare and Finance was developing a strategy to seek to curtail costs, including a possible concept of "counselling hour norms" (*cf* supervision norms);
- the increases in expenditure (and in levy requests) had outstripped College income consistently now for a number of years, and the work of the Levies Panel since its inception was congratulated for bringing this clearly to the attention of the Committee;
- the proposal to establish in future years a "budget envelope" or ceiling was generally favoured by the Committee: in the detailed discussion of this concept, it was noted:
  - it would be challenging to identify existing expenditure that could or would be discontinued in favour of new funding requests, and that this was easier where the expenditure was for external service providers;
  - the budget envelope may well need to be flexible (to account for necessary and unexpected needs) but a reasonable starting point would be to relate it to the estimated income to Colleges from tuition fees: it was also suggested an agreed maximum of *per capita* student spend could be calculated to aid discussion;
- while there was disquiet about the overall expenditure, few examples were identified as being able to be cut or not granted: **the Committee agreed greater emphasis would be needed on articulating and proving value for money, which would aid the Levies Panel in establishing a priority of needs for new and continuing expenditure;**
- the Levies Panel should also be encouraged to develop cycles of reviews to establish value for money for continuing expenditure, and seek the views on the relevant Bursarial representatives for each service.

**The Committee agreed:**

- a) to endorse the recommendations of the Levies Panel for the amounts set out in Paper B(18)26, noting that this was a majority view, with some not registering a view and one College (R) dissenting in favour of reviewing all expenditure following the setting of a ceiling value for 2018-19;**
- b) to report on its decision to Colleges' Committee on 2 June 2018, and review any views at its next meeting;**
- c) to take forward the proposals set out in Paper B(18)26 as they relate to future rounds of the operation of the Levies Panel (and specifically the determination of a budget envelope): Dr Russell agreed to draft a paper for consideration at the next meeting.**

### **3487. Report from Cambridge Venue Company Limited**

The Committee received a report from the Chair of the Board of CVC Ltd:

Paper B(18)44          Report 2018, CVC Ltd.

Deborah Griffen (HOM), as Chair of CVC Ltd., drew attention to the 7% increase in expenditure for 2018-19, set against the context of the company's ambitions and hardworking and dedicated staff. She also drew attention to a meeting scheduled for 12 November 2018 to discuss future strategy for the company.



**3488. Update on progress relating to a review of undergraduate bursary provision (15 February 2018, minute 3471)**

The Committee noted that the Bursaries Task Force had met twice since the last meeting, and received the notes of the meetings:

Paper B(18)27          Bursaries Task Force meeting notes: 2 March and 19 April 2018

It noted that there had also been a further meeting of the Task Force on 23 May 2018.

Richard Anthony (JE) and Mark Wormald (Sec, STC) reported:

- much greater clarity on the direction of travel and the governance and management of current discussions on bursaries and other fundraising initiatives for student support were set out in a letter sent by Mark Wormald, dated 22 May 2018, to senior College officers;
- reform of the Cambridge Bursary Scheme was seen to be essential, but the precise parameters of the reform may need to wait until the recently-announced research has been conducted;
- the proposed research (to be co-funded by the University and the Colleges) would provide evidence to inform bursary reform and aim to provide assurance to the University and the Colleges of the worthiness of spending large sums on bursaries (rather than other widening participation or student support initiatives);
- the co-funding of the research would help to secure College input and oversight into the research steering group;
- they both personally had confidence in the member of the Faculty of Education who had been identified as the principal investigator for the research;
- the Task Force was aware of the range of views about the ability and capacity of all Colleges to fundraise for the amounts currently being projected;
- voluntary College contributions to fund the research would count towards access spend targets (i.e. what has previously been referred to as OFFA-countable);
- the Strategic Working Group for Access and Participation (SWAP) was intending to hold an open meeting in June 2018 to discuss the emerging initiative and strategy: this would be in advance of the production of a detailed briefing pack that would be circulated before the next meeting of the Bursars' Committee.

**3489. Consultation on approval mechanisms for summer schools run in Colleges**

The Committee received a paper prepared by the Director of Admissions and the Secretary:

Paper B(18)28          A consultation on Summer Schools

It further noted previously-approved guidance on summer schools in Risk Assessment of External Events on the OIS website is available at:

<https://www.ois.cam.ac.uk/resources-for-colleges/prevent-duty-guidance-1/risk-management/view>

The Committee noted that the line between “summer schools” and other conference activities can be blurred in some instances. It further noted that the Senior Tutors' Committee had endorsed the proposal and that the facility outlined in the proposal was already operating informally for some Colleges, with good results.

The Committee requested that the paper be amended (section 5a and c) to make it clear that engagement with the Office of External Affairs and Communications was not compulsory, but otherwise supported the proposal. **The Secretary agreed to circulate an amended paper to College conference managers.**

## MATTERS ARISING NOT ELSEWHERE ON THE AGENDA

There were no matters arising not elsewhere on the agenda.

## STANDING BUSINESS

### 3490. Bursars' Business Committee

The Committee received the minutes of the Business Committee:

Paper B(18)29	Minutes of the meeting on 27 March 2018
Paper B(18)30	Minutes of the meeting on 10 May 2018

Attention was drawn to the following matters:

- **27 March 2018– minute 5 – Membership and election process for the Bursars' Committee and its Business Committee**

The Committee noted that, following the discussions at the last Bursars' Committee, the Business Committee had reviewed the decisions and required changes to (and introduction of ) the following papers:

Paper BBC(18)31	Bursars' Committee: revised terms of reference, March 2018
Paper BBC(18)32	Business Committee: revised terms of reference, March 2018
Paper BBC(18)33	Election process for officers of Bursars' Committee and its Business Committee, March 2018

The Committee noted that at its last meeting it had agreed that terms of office on sub-committees be of three years' duration and was reminded that, to date, the term of office for the Business Committee has been of four years' duration. **The Committee agreed that the term of office for the Business Committee shall in future be of three years' duration: Dr Russell would circulate revised versions of the papers to take account of this decision.**

- **27 March 2018– minute 8 – Cambridge Admissions Management Group**

The Business Committee had recommended that, in view of the importance of admissions to the Colleges and the increasing costs of current and proposed intercollegiate expenditure, admissions matters should feature as a standing item of business on future agenda of the Bursars' Committee, and that the Bursarial representatives on the CAMG be invited to submit written reports for consideration and discussion. **The Committee endorsed the decision** and noted that a written report had been provided as paper B(18)53 by late circulation.

- **10 May 2018– minute 2a – Protocol on Communications**

Following the discussion with Paul Mylrea at the last Bursars' Committee meeting, the Business Committee has worked with him to revised the Protocol on Communications:

Paper B(18)34	Protocol on Communications, March 2018 V2
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**The Committee agreed to recommend it for approval by the Colleges' Committee at their next meeting on 2 June 2018.**

- **27 March 2018– minute 6 – University attendance at Bursars' Committee meetings**  
**10 May 2018– minute 3 – Publication of Committee minutes**

The Business Committee had considered future attendance of University officers at Bursars' Committee meetings, with particular attention on how the administration of the Committee should be managed (i.e. the circulation of agenda, minutes and papers, the concept of reserved or confidential business, the structure of Bursars' Committee meetings, and the recording and potential publication of minutes).

The Committee also noted recent enquiries from *Varsity* relating to publication of the minutes of Bursars' Committee and its sub-committees were also considered.

**The Committee agreed to the adoption of proposals set out in the circulated paper as amended:**

- i) to introduce a category of "observer" to meetings of the Bursars' Committee. Observers would receive copies of the agenda and papers, provided in hardcopy with restrictions against copying the material and retaining the documents after the meeting;**
- ii) to introduce a category of "reserved business" to meetings of Bursars' Committee, at which only members of the Committee may be present;**
- iii) to introduce the production and publication of "annual digests of minutes" of the Bursars' Committee, to be published each October for the previous academic year.**

**The Committee agreed to review the operation of i) and ii) above at its meeting in July 2019, and noted that Chairs of Sub-Committees should consider how best to proceed for their own committees.**

Paper B(18)35 Transparency of the activities of intercollegiate committees

- **10 May 2018– minute 4– Incorporation of CASC into OIS**

The Committee noted that the Secretary and the Head of OIS had met with CASC staff on a number of occasions, and that the transfer CASC into OIS was proceeding as planned and was expected to be completed by 1 July 2018. The Committee noted that an issue that had arisen in relation to the harmonisation of staff benefits between the two organisations, and the constraints resulting from TUPE regulations. **It agreed that the staff benefit of free lunches for staff (in CASC) should be extended to all staff of OIS**, noting that the current OIS budget for 2018-19 was sufficient to cover the cost of the increased benefits.

- **10 May 2018– minute 7 – Colleges' Contribution to CAM**

The Chair reported that the Colleges Development Directors Committee had been requested to consider again the levels of contribution to Cambridge in America, noting that the contributions had not risen as anticipated under the new formula and were not currently covering the direct costs of Cambridge in America.

The Committee also noted that some Colleges may be taking potential risks through their use of alternative 501(c)(3) providers, and that the Business Committee had suggested that a representative of CAM would host a meeting for Bursars at 10am on 14 June 2018 to explain and clarify the US regulatory environment, particularly for those Colleges with their own 501(c)(3) arrangements.

- **10 May 2018– minute 8– Diligence in health and safety auditing**

The Committee noted that the Fire Protection & Health and Safety at Work Sub-Committee could usefully review whether recent recommendations of a report relating to health and safety in the University might apply to the Colleges. The Secretary of the Sub-Committee was confident that this was the case (as a result of ANUK membership and associated peer-to-peer reviews), but would report back at the next meeting.

### 3491. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Mr Tim Harvey-Samuel (CC)		1 March 2018
Fees	Dr Richard Anthony (ED)	B(18)36	4 May 2018
Fire Protection and H&S at Work	Mrs Wendy Evans (N)	B(18)37	18 October 2017
General Purchasing	Mr Andrew Powell (F)	B(18)38 B(18)39 (Value for money Report)	10 May 2018
Legal Affairs & Employment	Mr John Dix (DAR)	B(18)40	27 April 2018
Pensions	Mr Simon Summers (CTH)		
Taxation	Mr Robert Gardiner (MUR)	B(18)41	20 April 2018
Tourism	Mr Philip Isaac (K)		17 May 2017

Attention was drawn to the following items:

#### Fees

- h) Further to the report above, the Chair reported that the University's Fees Sub-Committee had confirmed that there was currently little appetite to progress discussions on the future combination of University and College fees for undergraduate international students.

#### General Purchasing

- i) Value for Money report [B(18)38: item 1]: **the Committee approved the report**, notwithstanding a late amendment to note that six Colleges were involved in the College Counsellors Initiative noted on page 6.
- j) University purchasing matters [B(18)38: item 5]: access to the University's e-procurement package, Marketplace, was restricted to read-only for the Colleges.
- k) Waste Management [B(18)38: item 6]: the matter would be kept under review

#### Taxation

- l) US tax – 501(c)(3) revocations [B(18)38: item 2]: members should contact Robert Gardiner (MU) if they have any questions.

### **3492. Reports of Other College Committees and Joint Committees**

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

Minutes:

	<i>Meetings since last BC</i>
Cambridge Admissions Management Group	B(18)42
Colleges' Committee	24 February 2018
Colleges' Standing Committee	13 March and 24 April 2018
Joint Network Management Committee	29 January 2018
University and Colleges Joint Committee	20 March 2018

Reports:

B(18)43 Report of the Colleges' IT Committee

As a standing item of business, the bursarial representatives on the Cambridge Admissions Management Group reported:

B(18)53 Bursarial report on CAMG activities

Andrew Cates (PEM) drew attention to the future significant expenditure anticipated for an undergraduate admissions portal, which was still being scoped and costed.

### **3493. Reports from Committee Representatives on University Committees**

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

Minutes:

	<i>Minutes received since last BC</i>
Postgraduate Admissions Committee	15 February 2018
University Card Committee	1 March 2018
University Sports Committee	8 February 2018

Reports:

B(18)44 Report of the Cambridge Venue Company Ltd (Meet Cambridge)

B(18)45 Update report on iDiscover (Alma and Primo 2) Implementation

B(18)46 Report of the Societies Syndicate

#### University Council

c) Richard Anthony (JE) gave an oral report on discussions at the University Council, in particular:

- (i) USS: the University's Council has determined a way to deal with the potential conflict of interest noted elsewhere, through having a sufficient number of unconflicted members to be quorate;
- (ii) Bond: members may approach Richard Anthony if they had questions about the proposed bond;
- (iii) Budget: the Council was forecasting a negative operating cashflow and a CHEST deficit of £30M for the next financial year;
- (iv) Divestment Working Group Report: the University had now published the report received by the Council from the Working Group but the Council had yet to finalise its response to the Report and would meet again in June to continue its deliberations.

In relation to the Divestment Working Group Report, members of the Committee offered the following observations:

- the introduction of complex benchmarks might lead to poorer performance of funds;
- the recommendation relating to ESG and ESG funds may have far-reaching consequence;
- Colleges should familiarise themselves with the current investment policies to ensure that more recent requests and pressure from students or staff were not in conflict with those policies;
- investment decisions made on the basis of “signalling to the outside world” might be in conflict with good investment practice and other policies relating to investment.

In response to a more general question about intercollegiate management of carbon reduction or environment sustainability, the secretary and the Chair of the Environment and Planning Sub-Committee reported on recent discussions with a student group (Positive Interest) and the University’s Environment Sustainability Committee about the possibility of the University creating an environment sustainability company (ESCO), potentially funded by the cost savings it would generate across the University’s estate. It had been made clear that the Colleges were more likely to be interest in procuring services from such an ESCO (rather than co-funding it).

## **OTHER MATTERS FOR DECISION**

### **3494. Undergraduate supervision rates 2018-19**

**The Committee agreed to the proposed undergraduate supervision rates for 2018-19:**

B(18)47                      Supervision rates 2018-19

The Committee also received for information a revised Tier 4 student contract template for 2018-19, to take account of these rates:

B(18)48                      Tier 4 student contract 2018-19 template

### **3495. BTh Matriculation Fee 2018-19**

**The Committee agreed the proposed fee for 2018-19 of £609 (unchanged from last year as the regulated fee had also not changed).**

### **3496. Sub-Committee terms of reference**

**The Committee approved the terms of reference for the General Purchasing Sub-Committee, including a late amendment to include amongst the membership a representative of the Bursars’ Legal Affairs and Employment Sub-Committee:**

B(18)49                      General Purchasing Sub-Committee: terms of reference

It noted that this completed the set of approved terms of references in the new format, which were all published on the OIS website.

**The Committee also rescinded the Utilities Sub-Committee, with its activities now absorbed into the General Purchasing Sub-Committee.**

### **3497. Membership of Sub-Committees and Other Bodies**

The Committee received the following papers:

- B(18)50 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 17 May 2018 (with vacancies shown in bold type)
- B(18)51 List by Bursar of current memberships as at 17 May 2018

The Committee noted that Edna Murphy (ED) had been elected to serve on the Board of Scrutiny until 30 September 2019.

**The Committee agreed to the following appointments:**

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Colleges' IT Committee	Andrew Powell (Fitzwilliam)	Lesley Thompson (Lucy Cavendish)
Fire Protection and Health & Safety at Work Sub-Committee	Phil Isaac (King's) Helen Foord (Magdalene)	Mark Wells (St John's)
General Purchasing Sub-Committee	Edna Murphy (St. Edmund's)	Matthew Edwards (Darwin)
Legal Affairs & Employment Sub-Committee	John Dix (Darwin) as Chair	Matthew Edwards (Darwin)
Legal Affairs & Employment Sub-Committee	Emma Easterbrook (Clare)	Matthew Edwards (Darwin)
Legal Affairs & Employment Sub-Committee	Jennifer Phillips (Gonville & Caius)	David Secher (Gonville & Caius) <i>following his retirement at the end of the academic year</i>
Joint Network Management Committee	Rob Beardwell (Downing)	Lesley Thompson (Lucy Cavendish)
University's Information Service Operations Committee	Rob Beardwell (Downing)	Lesley Thompson (Lucy Cavendish)

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
General Purchasing Sub-Committee	Jonny Bourne (Trinity)
University's Communicable Diseases Advisory Group	Jenny Raine (Newnham)
University Counselling Service Executive Committee	Jenny Raine (Newnham)

## **FINAL DISCUSSIONS**

### **3498. Office for Students: Access and Participation Plan**

The Committee received for information:

- Paper B(18)52 Access and Participation Plan with the Office for Students 2019-20

**3499. Future meetings**

The dates and venues for 2017-18 are listed below:

5 July 2018	Trinity Hall
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The dates and venues for 2018-19 are listed below:

18 October 2018	Wolfson College
14 February 2019	Christ's College
23 May 2019	Churchill College
27 June 2019	Clare College

**3500. Farewells**

The Committee noted the departures *in absentia* of Jonny Bourne (Trinity), Matthew Edwards (Darwin), Jo Kibble (Ridley House) and Mark Wells (St John's), and thanked them for their services and participation.

**3501. Record of thanks**

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

2018-05-24 BC minutes

Dr M Russell  
24 May 2018



## Bursars' Committee

### Minutes of a meeting held at 2.15 pm on Thursday 5 July 2018 at Trinity Hall

The meeting was chaired by Paul Warren (CL): the Secretary was Keith Carne (K) and the Clerk 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.

<b>Christ's</b>	David Ball
<b>Churchill</b>	Tamsin James
<b>Clare</b>	Paul Warren
<b>Clare Hall</b>	Ian Strachan
<b>Corpus Christi</b>	Tim Harvey-Samuel
<b>Darwin</b>	John Dix
<b>Downing</b>	Susan Lintott Rob Beardwell
<b>Emmanuel</b>	Mike Gross
<b>Fitzwilliam</b>	Andrew Powell
<b>Girton</b>	Debbie Lowther Maureen Hackett
<b>Gonville &amp; Caius</b>	David Secher Jennifer Phillips
<b>Homerton</b>	Deborah Griffin
<b>Hughes Hall</b>	Victoria Espley
<b>Jesus</b>	Richard Anthony
<b>King's</b>	Keith Carne
<b>Lucy Cavendish</b>	Lesley Thompson Christine Houghton

<b>Magdalene</b>	Steven Morris Helen Foord
<b>Murray Edwards</b>	Robert Gardiner
<b>Newnham</b>	
<b>Pembroke</b>	Andrew Cates
<b>Peterhouse</b>	Ian Wright
<b>Queens'</b>	Jonathan Spence
<b>Robinson</b>	Ross Reason Nick Milne
<b>St. Catharine's</b>	Simon Summers
<b>St. Edmund's</b>	Edna Murphy
<b>St John's</b>	
<b>Selwyn</b>	Nick Downer
<b>Sidney Sussex</b>	Sarah Bonnett
<b>Trinity</b>	Rory Landman
<b>Trinity Hall</b>	Paul ffolkes Davis Glen Sharp
<b>Wolfson</b>	Christopher Lawrence
<b>Senior Tutors' Ctte</b>	Mark Wormald

<b>Margaret Beaufort</b>	
<b>Ridley Hall</b>	
<b>Wesley House</b>	

<b>Westcott House</b>	
<b>Westminster</b>	

There were no declared conflicts of interest. *There was no reserved business at the meeting.*

### **3502. 90<sup>th</sup> Anniversary**

The Committee noted that 2018 represented the 90<sup>th</sup> anniversary of the Bursars' Committee, in that its first recorded minutes stemmed from 1928.

### **3503. Minutes of the meeting held on 24 May 2018**

The minutes of the meeting on 24 May 2018 were approved as a true record, subject to an amendment of the location of the last meeting (to Trinity College).

## PRINCIPAL AND SUBSTANTIVE BUSINESS

### 3504. Annual levy proposals for 2018-19 (July-June)

The Committee was reminded that, at its meeting on 20 October 2016, it approved broad principles for a revised approach to the consideration of requests from the University and other beneficiaries for donations or other forms of financial contribution, through the formation of a “Levies Panel”. The Chair reported that the levies for 2018-19 and those principles were discussed at Colleges’ Committee on 2 June 2018, the minute for which was provided for information:

Paper B(18)53      Minute of the Colleges’ Committee, 2 June 2018

The Committee now received a detailed proposal for the future management of requests for intercollegiate expenditure:

Paper B(18)54      Proposals for establishing a budget envelope for intercollegiate expenditure (“levies”)

The Chair of the Levies Panel outlined the main structures of the proposed mechanism in setting a budget envelope annually for intercollegiate expenditure, and how individual requests would be considered within that overall constraint. In its discussion, the Committee noted:

- the significant work put in by the Chair and Secretary of the Levies Panel, not only in the production of the proposal but in managing the levies process to the point where consideration of such a mechanism was possible;
- in circumstances where the total sum of requests exceeded the agreed envelope, attention would necessarily focus on those requests categorised as “variable”: this should not, however, obviate the need for all requests to be scrutinised properly;
- the role of the Colleges’ Standing Committee as the body to which recommendations to manage such a scenario was appropriate, in that it had relevant representation from Heads of House, Bursars, Senior Tutors and Development Directors: its role was emphasised as being advisory rather than decision-making – the recommendations and decisions were ones for the Levies Panel and the Bursars’ Committee to recommend to Colleges and agreed. **The Secretary agreed to amend paragraphs 11 m and n to reflect this more clearly;**
- some members noted that the approval of intercollegiate expenditure was not delegated to them by their College, and required formal approval by their governing bodies. **The Secretary agreed to amend paragraphs 11 m to reflect this more clearly;**
- the procedures outlined in the proposal would need to align with the agreed protocol for the management of intercollegiate agreements (hence the note in paragraph 11n to referral to Colleges’ Committee if the budget envelope was to increase more than £100,000 above the set limit). **The Secretary agreed to amend paragraphs 11 n to reflect this more clearly;**
- the inclusion of additional recommendations relating to annual and cyclical reviews of value for money and necessary due diligence were welcomed;
- some minor errors in the worked example required correction;
- the setting of “running costs” inflation to CPI (rather than some other measure that may be more appropriate to costs for higher education) were discussed: it was felt, however, that a clear objective measure needed to be set and the definition should be kept under careful review in the first years of the operation of the procedure;
- careful monitoring would be needed of those categories of expenditure which were in part or in full proportionate to the size of the student body (e.g. counselling services), and hence also proportionate to tuition fee income: this link should, where possible, aid the University and the Colleges in their fee-setting exercises. (As an aside, it was noted that a large portion of tuition fee income (for regulated fee undergraduates) was outside the control of the University or the Colleges and the Augar Review may result in significant changes to its value.)

The Committee also reviewed the worked example set out in paragraph 17 of the proposal and discussed a realistic value for the setting of the first budget envelope. Its attention was drawn particularly to the chart in paragraph 13, the information in Annex B and the relatively high amount current committed to time-limited projects (many of which may need to continue as ongoing spends). The view was expressed that the concurrent introduction of this new mechanism and the setting of stringent constraints should be avoided if this could be afforded by all Colleges. **The Committee agreed, for the purposes of consultation, to retain the current figures in the worked example.**

It was also suggested that Annex B could be enhanced through the provision of a matrix of costs allocated to each proposed category and operational activity. **The Secretary agreed to add such a matrix to the paper prior to circulation for consultation.**

The Committee also noted that the proposal had been trailed at the Senior Tutors' Committee at its last meeting, and it would be invited to discuss the full proposal at its meeting on 13 July 2018: in addition, the Colleges' Committee would receive for proposal for comment at its meeting on 14 July 2018. **The Committee otherwise agreed to approve a final version of the paper by circulation, and to consult College governing bodies over the Long Vacation before formal consideration of the final proposal early in the Michaelmas Term 2018.**

## **MATTERS ARISING NOT ELSEWHERE ON THE AGENDA**

### **3505. Student Support Initiative (was "Update on progress relating to a review of undergraduate bursary provision) (24 May 2018, minute 3488)**

The Committee was reminded that there had been two opportunities (Breakfast Meeting on 2 July 2018, and an open meeting on 3 July 2018) to attend and engage in discussions about the developing Student Support Initiative, and the Secretary of the Senior Tutors' Committee reported that most Colleges had been represented at one or both events.

Feedback from the meetings from Dr Wormald and Mr Anthony included:

- it was recognised that much more work was needed on developing the broadly-accepted principles and scope of the Initiative;
- almost all Colleges had responded positively to the request to fund the research on bursaries and their impact to be managed by Anna Vignoles, and into which a review of the Enhanced Bursary Scheme pilot had been incorporated: it was highlighted that the research programme was seen to be of immense importance to any proposed reform of the Cambridge Bursary Scheme and that to properly evaluate the impact of that and the pilot, the research programme will likely need to extend beyond its first planned year;
- both the Cambridge in America Board and the Campaign Board had encouraged the collegiate University to be ambitious, but warned that greater clarity of the Initiative would be needed for donor messaging;
- the SWAP was starting to activate some of the planned work streams, particularly those focused on Financial Strategy (to be co-chaired by Mr Anthony), Content (i.e. donor messaging), and Communications.

The Committee also received for information the most recent minutes of the Strategic Working Group on Access and Participation:

Paper B(18)55

SWAP minutes, 23 May 2018

### **3506. Bursars' Business Committee: Membership and election process for the Bursars' Committee and its Business Committee (24 May 2018, minute 3490a)**

The Committee noted that the revised and approved terms of reference (along with terms of reference for all sub-committees) were now publicly available at: <https://www.ois.cam.ac.uk/committees>

**3507. Bursars’ Business Committee: Protocol on Communications (24 May 2018, minute 3490c)**

The Committee noted that the revised Protocol was approved, for its part, by Colleges’ Committee on 2 June 2018.

**3508. Bursars’ Business Committee: Publication of minutes (24 May 2018, minute 3490d)**

The Head of the Office of Intercollegiate Services reported that the following sub-committees had confirmed their preferred approach to the future publication of its activities:

<b>Bursars’ Committee</b>	<b>Digest of minutes</b>
Business Committee	<i>Not applicable as business directly reported in BC minutes</i>
Environment and Planning	Digest of reports
Fees	Digest of reports
Fire Protection and Health and Safety	
General Purchasing	Value for money report
IT	
Legal Affairs and Employment	
Levies Panel	
Taxation	
Tourism	Digest of reports

**3509. Bursars’ Business Committee: Incorporation of CASC into OIS (24 May 2018, minute 3490e)**

The Committee noted that the incorporation of CASC into OIS had concluded on 30 June 2018.

**STANDING BUSINESS**

**3510. Bursars’ Business Committee**

The Committee received the minutes of the most recent meeting of the Business Committee:

Paper B(18)56 Minutes of the meeting on 21 June 2018

The Committee’s attention was drawn to the following minutes:

- **21 June 2018– minute 2d – CAm presentation on 501(c)(3)**

The Business Committee discussed the recent presentation to a small number of Bursars from the Chief Financial Officer of Cambridge in America, noting the uncertain accuracy of some of the material (e.g. the implications of 501(c)(3) revocation and the risks to Colleges relating to (a lack of) state registration for fundraising activities). Bursars were reminded these issues are of more importance to Colleges that did not use CAm as their 501(c)(3) vehicle, and that the notes of the presentation did not represent firm advice and reliance on the guidance from Mr Dick would be more robust (both available on the Bursars’ website).

- **21 June 2018– minute 5a – Membership of Committee: UIS Service Charging Working Group**

The Committee’s attention was drawn to emerging proposals from the UIS for a service charge model and the formation of a Working Group with College representation to establish fair charging mechanisms:

Paper BBC(18)57 Charging for UIS services

Some concerns were expressed about the concepts of “little U” and “big U” in the paper and the placement of the Colleges in that structure. Mr Ball (CHR) and Mr Powell (F) offered their services to the Secretary in engaging with the UIS.

- **21 June 2018– minute 7c – Consistency of College Teaching Officer (CTO) buy-out for University duties**

The Committee noted that it still awaited a report from the Senior Tutors’ Committee. The Secretary of the Senior Tutors’ Committee reported that the matter was still under discussion and that, following meetings with a number of University representatives, the Committee was developing a proposed model of future engagement that would also address the financial compensation to Colleges for CTO participation in University teaching. The proposal would be presented at the Michaelmas Term 2018 meeting of the Bursars’ Committee and the Secretary of the Senior Tutors’ Committee assured the Bursars that the concerns expressed at previous Bursars’ Business Committee relating to full-costing buy-outs would be addressed in the proposal.

### **3511. Reports of Sub-Committees**

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

<b>Sub-Committee</b>	<b>Chair</b>	<b>Written report for this BC</b>	<b>Date of last minutes</b>
Environment and Planning	Mr Tim Harvey-Samuel (CC)	B(18)58	7 June 2018
Fees	Dr Richard Anthony (ED)	B(18)59	15 June 2018
Fire Protection and H&S at Work	Mrs Wendy Evans (N)		21 May 2018
General Purchasing	Mr Andrew Powell (F)		10 May 2018
Legal Affairs & Employment	Mr John Dix (DAR)		27 April 2018
Pensions	Mr Simon Summers (CTH)		
Taxation	Mr Robert Gardiner (MUR)		20 April 2018
Tourism	Mr Philip Isaac (K)		17 May 2017

Attention was drawn to the following items:

#### General Purchasing

- m) Deregulation of water charges: the Sub-Committee recommended to Bursars that they made no changes to their current water suppliers, pending a data cleansing exercise by the Sub-Committee of current water costs.
- n) Insurance broker contract: the Sub-Committee recommended that they negotiate an extension to the current contract (due to expire next year) in order to conduct a thorough review in due course.

#### Pensions

- o) USS roadshow: the Chair of the Sub-Committee reported that he had been requested to assess appetite for the hosting of an employers’ roadshow by USS in Cambridge: it was noted that other higher education institutions from the region should also be invited, as well as suggesting to USS that they should invite representatives of the trade union.

**3512. Report from the Cambridge Admissions Management Group**

This is a standing item of business, but no meetings had taken place since the Bursars' Committee last met.

**3513. 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	2 June 2018
Colleges' Standing Committee	19 June 2018
Joint Network Management Committee	16 May 2018
Strategic Working Group on Access and Participation	23 May 2018
University and Colleges Joint Committee	26 June 2018

**University Council**

d) Richard Anthony (JE) gave an oral report on discussions at the University Council, in particular:

- (v) USS: the University's Chief Financial Officer was of the view that the likely outcome from the Joint Expert Panel would be that the current valuation of USS was appropriate;
- (vi) Bond: members may approach Richard Anthony if they had further questions about the proposed bond;
- (vii) Divestment Working Group Report: the University's Council had now published its response to the report and Bursars were encouraged to read it;
- (viii) Pro-Vice-Chancellors: Professor David Cardwell had been appointed as the new PVC (Planning and Resources) and Professor Graham Virgo had been appointed as the new Senior Pro-Vice-Chancellor;
- (ix) Admissions: the Council received concerns from the Pro-Vice-Chancellor (Education) on the registration of the University with the Office for Students as a result of the still-to-be-agreed Access and Participation Plan. It was likely that an increased intensity of scrutiny of the WP-admissions performance of individual Colleges would occur from both the University and external agencies. Attention was drawn to WP metrics included in the set of papers for the Colleges' Committee on 2 June 2018 and the resulting discussion at its meeting.

**3514. 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>
Postgraduate Admissions Committee	20 April 2018 and 7 June 2018

**OTHER MATTERS FOR DECISION**

**3515. Membership of Sub-Committees and Other Bodies**

The Committee received the following papers:

- B(18)60 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 21 June 2018 (with vacancies shown in bold type)
- B(18)61 List by Bursar of current memberships as at 21 June 2018

The Head of the Office of Intercollegiate Services noted that the categorisation of members on Bursars' Committee was a work in progress and all Colleges would in time be asked to confirm memberships from their Colleges before the next meeting.

**Matters for approval:**

**The Committee agreed to the following appointments:**

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
University's Communicable Diseases Advisory Group	Rob Beardwell (Downing)	Jenny Raine (Newnham)
University Counselling Service Executive Committee	Helen Foord (Magdalene)	Jenny Raine (Newnham)

Attention was drawn to the following current vacancy:

<i>on....</i>	<i>replacing....</i>
Joint Network Management Committee	Helen Foord (Magdalene)

**FINAL DISCUSSIONS**

**3516. Postgraduate numbers planning**

The Committee noted that Colleges had recently received a planning survey from the Graduate Admissions Office to complete, which had then been supplemented by an email from the Associate Secretary of the Senior Tutors' Committee responsible for admissions. It further noted the emphasis in the email on Colleges providing accurate numbers for planning purposes, as the data may well be used in future proposals for the Graduate Allocator and associated intercollegiate agreements.

It was reported that some Colleges, in the current postgraduate admissions round, were already exceeding the "maximum" numbers that were stated in the survey conducted in November 2017, and that this may have highlighted a lack of understanding on how those numbers would be interpreted by other parties.

It was further noted that the report requested planning numbers that extended beyond the current Memorandum of Understanding with the University (as a result of the University operating a five-year rolling planning exercise unconnected to the MoU). Various strategies on how to report numbers beyond 2021 were discussed.

**3517. Future meetings**

The dates and venues for 2018-19 are listed below:

- |                  |                   |
|------------------|-------------------|
| 18 October 2018* | Wolfson College   |
| 14 February 2019 | Christ's College  |
| 23 May 2019      | Churchill College |
| 27 June 2019     | Clare College     |

\* Please note that the AGM of the Cambridge College Funding companies (Tintagel) will take place immediately prior (1:45pm) to this meeting on 18 Oct 2018, also at Wolfson College.

**3518. Farewells**

The Committee noted the retirement from the Committee of Simon Hawkey (Jesus), Ross Reason (Robinson) and David Secher (Gonville & Caius), who were all thanked warmly for their contributions over their years of

service. Dr Secher also thanked the members of the Committee in turn for their friendship, support and collegiality.

**3519. Record of thanks**

The Committee thanked the Master and Fellows of Trinity Hall for their generous hospitality.

2018-07-05 BC minutes (unreserved)

Dr M Russell  
6 July 2018