

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 18 October 2018 at Wolfson College

The meeting was chaired by Paul Warren (CL): the Secretary was Keith Carne (K) and the Minute Secretary was Matthew Russell (Head of the Office of Intercollegiate Services).

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

Christ's	David Ball	Magdalene	Steven Morris Helen Foord
Churchill	Tamsin James	Murray Edwards	Rob Hopwood
Clare	Paul Warren	Newnham	
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Tim Harvey-Samuel Sue Ainger-Brown	Peterhouse	Ian Wright
Darwin	John Dix	Queens'	Jonathan Spence Andy Bainbridge
Downing	Rob Beardwell Mike Haddock	Robinson	Fiona Brockbank Nick Milne
Emmanuel	Mike Gross	St. Catharine's	Simon Summers
Fitzwilliam	Andrew Powell	St. Edmund's	Edna Murphy
Girton	Debbie Lowther Maureen Hackett	St John's	Chris Ewbank
Gonville & Caius	Robert Gardiner Jennifer Phillips	Selwyn	Nick Downer
Homerton	Deborah Griffin	Sidney Sussex	Sarah Bonnett
Hughes Hall	Victoria Espley Kathryn Smart	Trinity	
Jesus	Richard Anthony	Trinity Hall	Paul ffolkes Davis
King's	Keith Carne	Wolfson	Christopher Lawrence Alan Fuller
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	Mark Wormald David Holburn
Margaret Beaufort		Westcott House	
Ridley Hall	Anna Russell	Westminster	
Wesley House			

University	David Cardwell (Pro-Vice-Chancellor (Strategy and Planning)) David Hughes (Director of Finance) Anthony Odgers (Chief Financial Officer)
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Miss Beatrice Jamnezhad, Statutory Data Protection Officer for the Colleges, also attended the meeting.

Mark Wormald declared a conflict of interest under minute 3523 (as he is a College Teaching Officer): he was not asked to vacate the meeting for the discussion or decision.

There was no reserved business at the meeting.

3520. Minutes of the meeting held on 5 July 2018

The minutes of the meeting on 5 July 2018 were approved as a true record.

3521. Welcome

The following Bursars are welcomed to their first meeting:

Andy Bainbridge (Q)
Fiona Brockbank (R)
Robert Hopwood (MUR)
Anna Russell (Ridley Hall)
Kathryn Smart (Hughes Hall)

PRINCIPAL AND SUBSTANTIVE BUSINESS

3522. Undergraduate Admissions Assessments

The Committee received a paper setting out proposals relating to the current undergraduate admissions assessment pilot project:

Paper B(18)63a	Alternatives to Admissions Assessments
Paper B(18)63b	Pre-interview Admissions Assessments: Summer 2018 research summary

In framing the discussion of the proposals, the Committee noted:

- a) the pilot project, operated in collaboration with Cambridge Assessment, had been agreed initially for a period of two years (the 2016 and 2017 admissions rounds) and was extended to a third year (the forthcoming (2018) admissions round) on the understanding that a clear decision be made by the Colleges in the Michaelmas Term 2018 for its continuation or otherwise.
- b) the paper and its proposals has been considered by the Admissions Forum (12 October 2018) and will also be considered by the Senior Tutors' Committee (26 October 2018) and the Colleges' Committee (27 October 2018). The recommendations and discussions of the Bursars' Committee would feed into the discussions of those two meetings.
- c) the future costs of any agreed proposals would necessarily inform and influence discussion of the proposals for establishing a budget envelope for intercollegiate expenditure (see minute 3524).
- d) the proposal had already been discussed at the Colleges' Standing Committee (2 October 2018) and the Bursars' Business Committee (4 October 2018):

Paper B(18)64	Digest of relevant minutes for reference
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- e) the terms of reference of the Cambridge Admissions Management Group and the Admissions Forum (with the caveat that these represent the terms of reference submitted in February 2018 as a result of Phase 1 of the admissions governance review):

Paper B(18)65	CAMG and Admissions Forum terms of reference
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- f) the agreed intercollegiate protocols on decision-making, with attention drawn particularly to paragraphs 12 and 15:

Paper B(18)66	Reporting and decision lines for the principal intercollegiate committees
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The Secretary of the Senior Tutors' Committee thanked the Committee for the thorough briefing provided to members. He noted at the outset that the papers did not include costings (either for the proposal of the Admissions Forum or alternatives considered earlier in the process) and that full costings for the proposal would need to follow, in line with the agreed process for intercollegiate levies, in the Lent Term 2019. The Chair indicated that it would be extremely difficult for the Committee to commit to any expenditure if the projected amounts were not clearly defined. He noted that this meant the Admissions Forum was asking for the Committee (and therefore the Colleges) to make a decision on the proposal in the absence of that detailed financial information. The Secretary of the Senior Tutors' Committee acknowledged this and noted that Senior Tutors had been encouraged to discuss the proposals with Bursars and Heads of House before the other intercollegiate meetings next week.

In contextualising the proposal, the Secretary of the Senior Tutors' Committee noted:

- extensive research had been conducted by the research team within the Cambridge Admissions Office, which had been necessarily condensed into the circulated papers (further quantitative data relating to the correlation of test results to A-levels and Tripos performance were tabled as Paper B(18)90);
- the research had been instructive in demonstrating that the use of admissions assessments over the past two years had supported the admissions process, citing:
 - the collegiate University had met all of its widening participation targets for 2018-19;
 - the admissions assessments had been introduced at a time when the best predictor or academic achievement (UMS scores relating to AS-levels) had been discontinued;
 - evidence that A-level grade predictions were becoming less reliable;
 - the need for good management of the admissions process in the light of changes to GCSE structures and outcomes: the early conclusions of the new GCSE scores were that they were not good indicators of academic suitability for Cambridge;
 - applications to Cambridge had not decreased since the introduction of admissions assessments, and were currently more diverse than they were three years ago;
 - the admissions assessments were able to provide comparable information across all applicants, irrespective of their secondary education systems
- Paper B(18)89 outlined strong correlations between the assessment outcomes and A-level and Tripos performance for most large subjects, supporting the view that the admissions assessments could be used to de-select applicants prior to interview in an evidence-based manner;
- where correlations were not strong, this tended to be in smaller subjects where the numbers of data points were too low to be significant: this was a key factor in proposing a further extension to the pilot project;
- earlier discussions at the Senior Tutors' Committee and, more recently at the Admissions Forum, highlighted the importance of ensuring that the costs of the admissions assessments should not dominate consideration of their continuation, given the firm commitment of the Colleges to ensuring a valuable experience for applicants and high quality decision-making on all applications;
- there was nevertheless clear understanding of the need to review and control costs, not just within the intercollegiate levies but across the entire range of admissions and widening participation activities;
- it was challenging to provide firm predictions of costs of the pilot for the next two years, given the requirement to estimate increases in the number of applications and pending decisions on whether to include other subjects (computer science) in the project. It had been confirmed, however, that Cambridge Assessment were not intending to amend their pricing structure;
- the cost of discontinuing the admissions assessments would also need to be considered in the context of rising costs associated with interviews and whether any steps would be taken by Colleges to apply de-selection before the interview stage.

In concluding, the Secretary of the Senior Tutors' Committee invited the Committee to consider a revised proposal of agreeing to a further one-year extension to the pilot, with consideration of a further year deferred until detailed costings on the likely steady-state use of assessments and the alternatives raised in Paper B(18)63a are provided.

In discussing the proposal, the Committee thanked the authors of the proposal and the research, noting that a strong academic case for the continuation of admissions assessment had been provided, at least in certain subjects. It noted that a robust cost analysis would be a necessary part of any extended continuation of the assessments.

It invited the Senior Tutors' Committee to take forward further consideration of the following points:

- a) currently, certain admissions tests (BMAT and STEP) required candidates to pay for their use, while the admissions assessments were provided free of charge. A clear strategy on whether the assessments should be provided free at the point of use should be set out (taking into consideration the possible positive and negative implications for widening participation and deterring potential applicants);
- b) consideration should be given to articulating criteria to determine at what point (correlation index) admissions assessments were not seen to be good predictors on a subject-by-subject basis, noting that the small data sets are currently less reliable, and how decisions would be made to continue or discontinue them on that basis;
- c) the cost of admissions assessments required context, in that work would be needed to collect and calculate the totals costs spent across the collegiate University on admissions and (separately) on widening participation: such data would be helpful in prioritising where College funding should be focussed. It was not currently clear which body was responsible for taking forward that work.

The Chair of the Levies Panel confirmed that the costs of the admissions assessments for 2018-19 had factored in an above-inflation increase of costs on the basis that applications might rise by 7%. The Minute Secretary also noted that the costs relating to the elements delivered by Cambridge Assessments were available in a schedule of the current service contact, and **agreed to circulate the schedule to Bursars.**

The Committee noted that the proposal had yet to be discussed by either the Senior Tutors' Committee or the Colleges' Committee, but that its views would be provided to the meetings of those committees next week. In concluding, **the Committee agreed to recommend to Colleges' Committee that the admissions assessment pilot be extended in the first instance for one further year, with consideration of a further year deferred until detailed costings on the likely steady-state use of assessments are provided, as well as predicted costs of the alternatives rejected by the Senior Tutors' Committee.**

3523. Integration of College Teaching Officers (CTO) into University institutions

The Committee received a paper, prepared by the Secretary of the Senior Tutors' Committee for discussion:

Paper B(18)67 College Teaching Officers and REF2021 – a possible scheme

The Committee also received:

- a) current statistics based on College returns to the Office of Intercollegiate Services:

Paper B(18)68 2018: numbers of research-active College members/staff, by College

- b) the discussion of the matter at the Colleges' Standing Committee (2 October 2018) and the Bursars' Business Committee (4 October 2018).

Paper B(18)69 Digest of relevant minutes for reference

The Secretary of the Senior Tutors' Committee presented his paper, noting:

- the proposals had arisen from two discrete areas of discussion: firstly, expressions of concern from Colleges on the extent and variety of CTO "buy-outs" by different Faculties and Departments that had emerged historically and, secondly, the publication of the rules for the Research Excellence Framework (REF2021);

- the proposal outlined in paragraph 14 of the paper represented an opportunity for the University to consolidate its approach on including CTOs in REF2021, and for Colleges to promote consistent mechanisms for the integration of their CTOs into relevant research networks in the University;
- the proposals had emerged after extensive discussions with the senior officers of three Schools and a number of CTO representative groups, and had taken into account establishing opportunities for all parties and the real or perceived exploitation of CTOs;
- the Faculty of Modern and Medieval Languages and the Faculty of History had recently, and independently, proposed schemes to the Senior Tutors' Committee, and they had converged on the proposal presented: it was noted that other more bespoke arrangements existed across a number of other Faculties and Departments, but that general consensus had now been gained in presenting this as a favoured way forward;
- adoption of the model in the Colleges was complicated by differences in treatment of CTOs in the management of their contractual teaching stints (both under- and over-teaching);
- a key factor for CTOs was that the contribution to University activities was substitutionary on their contracted hours (and not additional) to preserve the time available for their research activities;
- the proposal, if accepted, would not shut down future avenues of exploration of linked appointments.

In its discussion of the detail of the proposal in paragraph 14 of the paper, the Committee noted:

- a) the proposed rates of compensation to the Colleges were significantly lower than the proportion of the full employment costs of the individual which was not financially attractive to Colleges, but that the application of full employment cost buy-out was considered to be unaffordable by some Faculties and Departments;
- b) the proposal limited any buy-out of teaching activities to 10 hours of an annual teaching stint (or the *pro-rata* amount for part-time staff) – typically 4%: it was recognised that the proposal established a precedent and that there was a risk that this proportion might rise over time and, consequently, the concerns over the value of compensation would increase;
- c) for some members, the “low cost, low volume” element of the proposal was not a compelling argument, and that the principle of selling CTO time to the University so cheaply was devaluing the resource. The Secretary of the Senior Tutors' Committee observed in turn that CTOs did not feel insulted or devalued by the rates being discussed;
- d) some members expressed scepticism that the CTO teaching resource could be replaced easily without a commitment from Faculties or Departments to do so and that, in any event, if the replacement teaching resource was available, there would already be a lower reliance on CTOs in some Colleges;
- e) a number of existing arrangements were already in excess of the proposed maximum limit of 10 hours, and it was therefore not clear what would apply in those cases. While noting paragraph 15V (on page 6) stated clearly that such arrangements would be outside the scope of this proposal, it was considered important to articulate a standardised alternative arrangement for such cases in order to take the matter forward. It was suggested that an arrangement in excess of 10 hours would be subject to a different buy-out rate (for the totality of the arrangement), and that these rates may need to differ depending on the University activities being proposed (e.g. teaching or research). It was further suggested that additional side-deals between a CTO and a Faculty or Department would need to be susceptible to vetoes by the employing College.

The Pro-Vice-Chancellor (Finance and Planning) noted that the proposal represented a constructive and thoughtful structure for CTOs, and that Faculties, Departments and Colleges should continue to collaborate to ensure as productive a working environment for CTOs as possible. He further noted that the current resource allocation model of the University could be reviewed to support the proposal in its next iteration.

It was noted that the scheme addressed the inconsistencies currently experienced by CTOs across the different Colleges, and also CTOs within individual Faculties and Departments, and that the current variation risked the disenfranchisement of individual CTOs: it also observed that the proposals would be of benefit to CTOs in supporting their integration into the University, but that this was not without cost to the Colleges.

The Committee further recognised the difficulty of making the current proposals binding on any part of the collegiate University: for Colleges, the relative reliance on CTOs for teaching would be an important

consideration and for Faculties and Departments that were under-resourced for University teaching, the identification of replacement teaching resources might be problematic.

The Committee agreed that, presently, the proposal would be unlikely to gain a consensus agreement of the University and all Colleges, but that it would be better promoted as a commonly-endorsed approach. It therefore agreed, in line with the decision-making protocol, to refer the matter to Colleges' Committee. It strongly encouraged the development of a further proposal to address more substantial (>10 hours annually) of buy-out, as outlined in point e above.

Robinson College abstained from the decision, noting it would need further discussion by the College.

3524. Annual levy proposals for 2019-20 (minute 3504)

The Committee was reminded of the proposals put out to consultation with the Colleges (as amended after its last meeting), and now received a digest of responses for review:

Paper B(18)70	College consultation on matters relating to levels of intercollegiate expenditure
Paper B(18)71	Digest of responses

The Committee agreed to approve the proposed mechanism as outlined in paragraph 3 of the proposal and the Appendix. In doing so, it noted the concerns articulated by Fitzwilliam College in its response and that the details of the operation of the Levies Panel should be kept under review.

In its discussion on setting a firm budgetary envelope for 2019-20, it noted that Colleges had considered the calculations outlined in the consultation document and that there had not been a consensus of views. A number of responses had interpreted the 5% cost saving to be ring-fenced to variable costs and time-limited projects and the Committee agreed that this would not necessarily be the case.

In the discussion, a number of detailed points in considering the relative importance of levies were made:

- there was a not-insignificant number of comments about protecting levies relating to student welfare;
- more robust scrutiny of some or all levies, and their value for money, was strongly supported;
- keeping within any budgetary envelope would be challenging for the Levies Panel and the Bursars' Committee, and transparency of value for money was critical in defending any final amount;
- there was a balance to be struck between centralised (or co-ordinated) provision, and dispersing costs and provision to individual Colleges, taking into account:
 - (on the one hand) any associated abrogation of College responsibilities (real or perceived); the ability of the Colleges collectively to retain control of costs; and the extent of any efficiency savings; and
 - (on the other hand) the possibility of inequality of treatment of students in different Colleges; the ability to provide tailored solutions to individual College communities; potential reputational risks for individual Colleges or the collegiate University;
 - in some cases, a mixed model is likely to produce the best outcome.
- the possibility that a firm maximum level of intercollegiate spend might discourage or dismiss opportunities to make efficiency savings: it should not be assumed that high levels of intercollegiate expenditure were a bad thing.

The Committee also noted that the determination of a hard number might be problematic to manage (notwithstanding the mechanism within the paper to refer the matter beyond the Levies Panel) and **agreed to recommend that a degree of flexibility would be needed in the final determination of the setting of levies for 2019-20. On the basis that there was an aspiration for some cost savings – a range of 0-10% was expressed across the responses – the Committee agreed to aspire to limit the envelope to approximately £4,000,000, noting that different Colleges may scrutinise the eventual figure with different levels of interest.**

Bursars were asked to brief their Senior Tutors and Heads of House carefully on the discussions before the Senior Tutors' Committee and Colleges' Committee meetings next week.

3525. Student Support Initiative (minute 3505)

The Committee received a number of papers relating to the Student Support Initiative and its public announcement by the Vice-Chancellor in his speech to the University on 1 October 2018:

Paper B(18)72	Transcript of the Vice-Chancellor's speech, 1 October 2018
Paper B(18)73	Strategic Working Group on Access and Participation (SWAP) notes, 6 July 2018
Paper B(18)74	SWAP minutes, 4 October 2018
Paper B(18)75	Bursaries Task Force minutes, 4 July 2018
Paper B(18)76	Bursaries Research Steering Group minutes, 4 October 2018
Paper B(18)77	Bursaries Research Steering Group – confirmed scope of research
Paper B(18)78	Student Support Initiative – draft strategy

Mr Anthony, as a member of SWAP, drew attention to:

- the content of the Vice-Chancellor's speech, noting also his interview on the *Today* programme the following morning;
- the prominence of SWAP as the key committee for the governance of the Student Support Initiative;
- the dissemination of a draft strategy, which required further development and detail, but was likely currently of a form acceptable to most Colleges;
- the progress of the research into current bursaries, and the use of the research to provide a report (by February 2019) to the Office for Students as part of the University's Access and Participation Plan;
- the importance of Colleges, through their Bursars, contributing transparently and effectively to a forthcoming research survey on current financial support provision;
- the introduction of a Pilot Top-Up Scheme, which included 13 Colleges;
- a shift in the funding priorities away from the provision of debt-free education, with a growing focus on maintenance support;
- clarity that the £500M aspiration was in addition to the monies already raised in the current Campaign (noting that there was not yet clarity on whether the £500M was in addition to the current £2B target);
- his co-chairing of a Finance Strategy Sub-Group, which awaited detailed parameters in order to work on projected costs.

The Chair thanked Mr Anthony for his extensive contributions to date in taking forward Bursarial representation.

MATTERS ARISING NOT ELSEWHERE ON THE AGENDA

3526. 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 their activities:

Bursars' Committee	Digest of minutes
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	Digest of minutes
General Purchasing	Annual Value for Money report
IT	Digest of minutes
Legal Affairs and Employment	Digest of reports
Levies Panel	<i>Not applicable as business directly reported in BC minutes</i>
Taxation	Digest of minutes
Tourism	Digest of reports

The digests and other information would be published on the OIS website before the end of October 2018, as previously agreed.

STANDING BUSINESS

3527. Bursars' Business Committee

The Committee received the minutes of recent meetings of the Business Committee:

Paper B(18)79 Minutes of the meeting on 19 July 2018
Paper B(18)80 Minutes of the meeting on 4 October 2018

Attention was drawn to the following matters:

a) 19 July 2018– minute 5 – CamCORS
4 October 2018– minute 6 - CamCORS

Matters relating to the resilience and future of CamCORS remained unresolved, although a solution may now have been identified. Bursars were advised that there was likely to be a £100-200k cost collectively to Colleges over the next two years that has not been accounted for in the current levy contributions, but that no firm proposal or decision was being brought at this stage.

b) 4 October 2018– minute 1 – Visit: Reverend Jon Casella

The Committee noted a forthcoming Cambridge City Summit on addressing homelessness, to be convened by the Master of Magdalene College, and to which all Heads of House had received a personal invitation. The summit would take place on the morning of 29 November 2018 at St Paul's Church, Hills Road. Bursars were advised to liaise with their Head of House about possible representative attendance from the College, and to advise OIS of any RSVPs made.

c) 4 October 2018– minute 8 – Cambridge in America

The Chair and the Director of Finance updated the Committee further on a meeting held on 17 October 2018, at which it was reported that the University was likely to incorporate most of the staff and contractual obligations of Cambridge in America into a US branch of the University, but that the s.501(c)(3) facility would be retained for the processing of donations, and that the operational mechanisms of Cambridge in America would not change in substance going forward. He noted that this approach would mitigate a number of risks identified by the University but did not yet provide a clear solution to the matters raised by the Tax Sub-Committee about the potential liabilities of the Colleges.

The Chair further reported that the revised contribution methodology agreed in 2015 for Colleges' financial support of Cambridge in America had not resulted in the anticipated increase of support (from £600k to £1M annually), and that the Colleges' Development Directors Committee (CDDC) had been asked to review alternative approaches, including the possibility of administrative costs of donation processing to be deducted at source. **The Committee agreed to refer the matter for detailed consideration to the Intercollegiate Committee on Development once the CDDC had worked up viable proposals.**

d) 4 October 2018– minute 9 – Allocated costs of College accommodation for the purposes of Tier 2 visa applications

The Committee approved a revised accommodation amount of £12,077, as set out in the paper (which would be used in future to defend such costs if requested by the Home Office or one of its agents):

Paper BBC(18)81 Allocated costs of College accommodation for the purposes of Tier 2 visa applications

e) **4 October 2018– minute 11 – Equality Impact Assessment (EIA) on proposed reforms to the USS pensions**

In addition to an email circulated on 8 October 2018, Bursars noted that there was no legal requirement for Colleges to conduct an EIA (in contrast to the advice provided by UUK): the legal duty was restricted to universities.

f) **4 October 2018– minute 11 – Possibility of a “no-deal” Brexit**

The Committee received a paper, prepared by the officers, setting out possible risk headings in the event of a Brexit no-deal:

Paper B(18)82 Brexit no-deal considerations

It noted that it would be helpful to receive copies of the University’s current planning document. **Dr Russell agreed to liaise with the Old Schools to promulgate the latest version.**

The concern about procurement was noted and **Mr Powell and Mr Fuller agreed to discuss the matter further with Acquire.**

The Committee also noted the University’s recent announcement of support costs for its employees to submit applications for settled status. Two Colleges reported that they had decided to adopt the same approach for its employees and Fellows. Dr Russell noted that, at the request of the Legal Affairs and Employment Sub-Committee, he would be contacting the University’s International Team (HR) to discuss matters of common interest relating to Brexit and immigration.

3528. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Mr Tim Harvey-Samuel (CC)		7 June 2018
Fees	Dr Richard Anthony (ED)	B(18)83	5 October 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)	B(18)84 - report B(18)85 - paper	28 September 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:

Legal Affairs and Employment

a) **Protocol for the commissioning of legal advice**

The Committee noted the context of the proposal and the importance of framing questions appropriately and to seek advice from the correct source. **It approved the protocol.**

3529. Report from the Cambridge Admissions Management Group

The Committee received the most recent minutes of the Cambridge Admissions Management Group (CAMG):

Paper B(18)86 CAMG minutes, 25 September 2018

Attention was drawn to the item relating to the development of an applicants' portal, and that this was likely to be an expensive enterprise and its progression would need to be monitored closely.

More generally, Dr Cates and Dr Gross noted the intended future role of the CAMG in receiving and scrutinising requests for intercollegiate expenditure, but that it did not in itself initiate expenditure: the complex map of admissions governance structures was also noted, and especially that it remained unclear which body was responsible for capturing the totality of operations. In the context of the minutes 3522 and 3524 above, the Committee noted the importance of the CAMG in understanding and prioritising spends for admissions and widening participation and the current levels of scepticism that it was constituted appropriately to do this. The importance of understanding the totality of spend on admissions and widening participation was repeated. **The Committee agreed that the Business Committee should take forward discussions with the officers of the Senior Tutors' Committee and the Admissions Forum of ways of ensuring early scrutiny and prioritisation of proposed spend and the management of agreed budgets.**

3530. 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	14 July 2018
Colleges' Standing Committee	2 October 2018
Intercollegiate Committee on Development	1 October 2018
Joint Committee on Development	11 June 2018
Joint Network Management Committee	12 July 2018
Strategic Working Group on Access and Participation (SWAP)	6 July 2018
University and Colleges Joint Committee	26 June 2018

3531. Reports from Committee Representatives on University Committees

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

	<i>Minutes received since last BC</i>
University Card Committee	18 June 2018

University Council

a) Mr Anthony gave an oral report on discussions at the University Council, in particular:

- (i) USS: the University would be supporting the recommendations of the Joint Expert Panel on the proviso that it was acceptable to the Pensions Regulator;
- (ii) Investment Office: the University had begun the process of recruitment for a Director of the Investment Office: the appointment panel would likely include a Bursar and an independent investor. The Vice-Chancellor had confirmed to Council that the University would not be changing its current investment strategy or model;
- (iii) Industrial action over pay: the University had prepared guidance on the division of University and College activities to support any discussions over activities covered by any potential industrial action;
- (iv) Bursarial representation: Mr Anthony's post is due for election, but as it is a post open to election by the Regent House, there would be no guarantee that a Bursar would be elected: Mr Anthony further confirmed his intention to re-stand.

Board of Scrutiny

- b) The Board of Scrutiny had recently reported to the Regent House: see *Reporter*, 10 October 2018 <https://www.admin.cam.ac.uk/reporter/2018-19/weekly/6521/section6.shtml#heading2-11>. Mr Wright and Ms Murphy, both members of the Board of Scrutiny, encouraged Bursars to read the report, and would be able to respond to any questions. It was noted that a response to the Report from Council would be expected later this Term.

OTHER MATTERS FOR DECISION

3532. Membership of Sub-Committees and Other Bodies

The Committee received the following papers:

B(18)87	List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 11 October 2018 (with vacancies shown in bold type)
B(18)88	List by Bursar of current memberships as at 11 October 2018

Matters for approval:

The Committee approved:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Catering Managers Committee	Alan Fuller (Wolfson)	Simon Hawkey (Jesus)

It also noted:

- Dr Cates (PEM) was elected unopposed to serve on the Bursars' Business Committee for three years from 1 October 2018.
- Mr Gardiner (CAI) has been co-opted onto the University's Audit Committee and will replace Dr Carne (K).

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
Joint Network Management Committee	Helen Foord (Magdalene)
University's Equality and Diversity Committee	Sue Ainger-Brown (Corpus Christi)
University's Executive Committee for the University Counselling Service	Andrew Powell (Fitzwilliam)
University's Student Information System Committee	Lesley Thompson (Lucy Cavendish)
Sports Committee	Deborah Griffin (HOM)*
University's Finance Committee**	Rory Landman (T)

* Ms Griffin is happy to be re-nominated if there are no other volunteers.

** The position on the Finance Committee is an elected position by members of the Regent House. Usual protocol for this position is for the Bursars' Committee to conduct an internal election and so offer one candidate for formal nomination.

FINAL DISCUSSIONS

3533. Intercollegiate expenditure 2017-18

The Committee received for information a report, prepared by the Head of the Office of Intercollegiate Services:

B(18)89 Intercollegiate expenditure 2017-18

3534. Cambridge Immerse

Attention was drawn to an email sent by the Director of Admissions to College Admissions Tutors on 4 October 2018 relating to concerns raised about the activities and presentation of Cambridge Immerse, in the context of the protocol on the approval mechanisms for summer schools run in Colleges, considered by the Committee at its meeting on 24 May 2018.

It was reported that the suitability of Cambridge Immerse and its activities was currently being discussed by the Senior Tutors' Committee and the Admissions Forum for a collective view. The Committee noted that the actions of individual Colleges in relation to any commercial booking remained at their discretion but that the views of the University's Brand Protection Manager and the Senior Tutors' Committee should be taken into consideration.

3535. Future meetings

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

14 February 2019	Christ's College
23 May 2019	Churchill College
27 June 2019	Clare College

3536. Record of thanks

The Committee thanked the President and Fellows of Wolfson College for their generous hospitality.

2018-10-18 BC minutes (unreserved)

Dr M Russell
18 October 2018

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 14 February 2019 at Christ's College

The meeting was chaired by Paul Warren (CL): the Secretary was Keith Carne (K) and the Minute Secretary was Matthew Russell (Head of the Office of Intercollegiate Services).

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

Christ's	David Ball Martin Spooner	Magdalene	Steven Morris Helen Foord
Churchill	Shelley Surtees	Murray Edwards	Rob Hopwood
Clare	Paul Warren	Newnham	
Clare Hall	Ian Strachan	Pembroke	Andrew Cates Andrew Enticknap
Corpus Christi	Tim Harvey-Samuel	Peterhouse	Ian Wright
Darwin	John Dix	Queens'	Jonathan Spence Andrew Bainbridge
Downing	Rob Beardwell Susan Lintott	Robinson	
Emmanuel	Mike Gross	St. Catharine's	Helen Hayward Simon Summers
Fitzwilliam	Andrew Powell	St. Edmund's	Edna Murphy
Girton	Debbie Lowther	St John's	Chris Ewbank Helen Murley
Gonville & Caius	Robert Gardiner Jennifer Phillips	Selwyn	Nick Downer
Homerton	Deborah Griffin	Sidney Sussex	Sarah Bonnett
Hughes Hall	Victoria Espley	Trinity	Rory Landman Edward Knapp
Jesus	Richard Anthony Stuart Websdale	Trinity Hall	
King's	Keith Carne	Wolfson	Christopher Lawrence Alan Fuller
Lucy Cavendish	Lesley Thompson Christine Houghton	Senior Tutors' Ctte	Mark Wormald
Margaret Beaufort		Westcott House	
Ridley Hall		Westminster	
Wesley House			

University	David Cardwell (Pro-Vice-Chancellor (Strategy and Planning)) David Hughes (Director of Finance) Anthony Odgers (Chief Financial Officer)
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There were no declared conflicts of interest.

3537. Welcome

The following Bursars were welcomed to their first meeting:

Helen Hayward (CTH)
Edward Knapp (T)
Stuart Websdale (JE)

3538. Minutes of the meeting held on 18 October 2018

The minutes of the meeting on 18 October 2018 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3539. Pressure on Levies Envelope 2019-20

The Chair and Secretary highlighted to the Committee the known pressures that would need to be considered for funding the intercollegiate levies for 2019-20.

Paper B(19)2 Undergraduate Admissions Systems Improvement (Draft, v0.12)

In framing the discussion, the Chair outlined that the Committee would need to consider whether at this stage to alert Colleges' Committee and individual Colleges on whether it would be likely to be asking for a significant increase in intercollegiate expenditure beyond the current agreed envelope (see a below).

In its discussion, the Committee noted:

a) Levy envelope limit:

Paper B(19)1 Final levies proposal, approved by Colleges' Committee

At its last meeting (minute 3524), the Committee agreed a degree of flexibility would be needed in the final determination of the setting of levies for 2019-20. On the basis that there was an aspiration for some cost savings – a range of 0-10% was expressed across the responses – the Committee agreed to aspire to limit the envelope to approximately **£4,000,000**, noting that different Colleges may scrutinise the eventual figure with different levels of interest. A total envelope in excess of that amount would require careful consideration of the overall expenditure by the Colleges' Standing Committee and individual Colleges.

The Committee further noted that levy requestors had been consistently informed to date of the intention to remain within this envelope limit, but that the Levies Panel would need to be cognisant of the significant pressure on the admissions system.

b) **Admissions assessments:** the Business Committee discussed the latest information on the admissions assessment pilot project at its most recent meeting on 31 January 2019 (see Paper B(19)5, minute 2c): early indications were that the costs of the external management of admissions assessments would increase considerably for 2019-20 as a result of a number of factors, including a review of costing by Cambridge Assessment (with a significant increase in their cost base), the addition of new tests in computer science and law, and the predicted increase in applicant numbers. While detailed costings had not yet been provided by the Steering Group, it was expected that both these and costed plans for realistic alternatives would be provided for the next CAMG and Levies Panel meetings. It was noted that one such alternative was the cessation or reduction of admissions interviews, and that the pedagogic and financial implications of such a move would need to be considered, including the likelihood of increased financial costs for student support downstream.

c) **Admissions process pressures:** the Business Committee discussed an admissions system programme proposal at its most recent meeting on 31 January 2019 (see Paper B(19)5, minute 2d):

Paper B(19)2 Undergraduate Admissions Systems Improvement (Draft, v0.12)

At that meeting, it had been notified on discussions at a recent meeting of the University and Colleges' Joint Committee, at which it had been recognised that a strategic review of admissions and admissions processes would be needed before any commitment to a significant and ongoing cost, but that short-term solutions may be needed until such time as a review took place.

The Secretary of the Senior Tutors' Committee (STC) further noted that the need for a strategic review had been discussed at the last meeting of the STC on 8 February 2019, and assured the Committee that the STC were very conscious of the significant pressure of both rising costs and the need to prioritise College expenditure. The STC had also noted that individual College spending on admissions and widening participation should be taken into account when considering the size of intercollegiate expenditure on those same areas, and that as a first step agreement had been reached to merge the Colleges' Outreach Monitoring Group (COMG) and the Outreach Steering Group of the Undergraduate Admissions' Committee.

The Committee further noted:

- i) the paper as presented still did not represent a business case, noting especially that it did not articulate clearly either the business benefits or efficiency savings;
 - ii) the sums of money being proposed (annual costs of £500,000) even if shared equally with the University, represented an uplift of expenditure beyond any potential cost savings in other areas being suggested (see paper B(19)2 above). Over and above this, specific costs for fixing current risks may be necessary in the short term;
 - iii) it had been calling for a strategic review of admissions for a number of years, and welcomed a change in position from the University in taking this forward. It noted that the conduct of such a review would itself require resources;
- d) **Cambridge Admissions Management Group**: to date, the CAMG had not met to consider the relative priority of admissions and widening participation levy requests, but will expect to have done so before the Levies Panel meeting on 14 March 2019.

The Committee further noted:

- i) that it appeared unlikely that any full levy proposals for new activity could be completed before the Levies Panel meeting at the end of March 2019;
 - ii) the size of the levies envelope may need to take into account the total spending on specific activities through intercollegiate levies and individual College and University internal expenditure, and the potential for savings in one or more areas to support increases in the other (noting that the ability of individual College to reduce corresponding expenditure internally may be neither consistent or achievable in all Colleges);
 - iii) the costs associated with admissions (as noted in a and b above) drew attention to a serious limitation of the levy agreement cycle operating on a year-by-year basis, and that it was not clear how long-term strategies and costs (as well as the full costs across the Collegiate University for any particular activity) could be properly incorporated into a system with an annual levy envelope system that focussed only on intercollegiate expenditure.
- e) **CamCORS**: following extensive and ongoing discussions with the external developer of CamCORS, it was looking increasingly likely that the current product would be unsupported in future. Discussions were ongoing about whether a new version of CamCORS would need to be written, for which there was yet no clear specification. While it was difficult to estimate costs, a figure of £200,000 over two years, as well as a substantially-increased cost (currently, £15,000) in ongoing maintenance and service was anticipated as levy requests for the current round.
- f) **welfare spend**: the Secretary of the Senior Tutors' Committee noted that, while there were no firm proposals at present, the Disability and Resource Centre had highlighted resource pressures had been reported at a recent meeting of the Standing Committee on Welfare and Finance.

The Committee agreed to alert Colleges' Committee and Colleges of the range of significant levy requests anticipated in the 2019-20 round.

3540. Carbon Divestment

The Committee received a number of documents relating to current debates within the Collegiate University about divestment from the fossil fuel industry:

Paper B(19)3 Divestment discussion document

Attention was also drawn to the report of the recent Discussion in the Senate House, published at:
<https://www.admin.cam.ac.uk/reporter/2018-19/weekly/6537/section6.shtml#heading2-9>

Members of the Committee shared their experiences of engaging with individual members of their Colleges and/or governing bodies, whether or not they were representing specific lobbying groups.

STANDING BUSINESS

3541. Bursars' Business Committee

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

Paper B(19)4 Minutes of the meeting on 1 November 2018
Paper B(19)5 Minutes of the meeting on 31 January 2019

Attention was drawn to:

**a) 1 November 2018– minute 4 – Cambridge in America
31 January 2019– minute 2a – Cambridge in America**

The Committee noted the discussions between the officers, Cambridge in America and the College Development Directors both at the meetings and in additional discussions, and received a revised proposal for discussion:

Paper B(19)6 CAm Funding Model (updated)

It noted that proposal included replacing the current funding model with (a) a “membership fee” (with two proposed bands) and (b) an increased donation administrative fee (deducted by the CAm Board at the point of donation).

The Head of the Office of Intercollegiate Services reported that the proposal had been considered at the College Development Directors Committee on 6 February 2019 and that it had been generally seen as an improvement of the existing funding model.

In its discussion, the Committee noted:

- i) transition from one model to another would always result in perceived unfairness for some Colleges;
- ii) the “recognition dates” in the paper needed correction for Girton (1948), Homerton (2002), Hughes Hall (2010) and Newnham (1948): some of these affected the projected figures in the proposal;
- iii) external tax advice was being taken to confirm whether the proposed model would be tax-efficient;
- iv) the level of the administrative fee deducted from any donation would need to set carefully to avoid potential donors seeking alternative routes of giving, or alternative recipients of their donations;
- v) other models had been considered, notably a model of identifying direct CAm services (e.g. support for events and communications) being charged separately to Colleges directly according to actual needs;

- vi) the proposal to increase the size of the donation recognised the value of CAm to the Colleges and a willingness to support its full range of activities to the benefit of the whole Collegiate University: in the current financial environment, however, it was proposed that the increase should be staged over a number of years.

The Committee agreed to ask the Business Committee to develop a further refinement of the proposed model. It confirmed that the percentage deductions on donations should be below 5% (or \$90,000 *per annum* on any single gift) and, subject to tax advice, to review the number, criteria and fees attached to the proposed membership bands, including whether more than one band was needed at all. It further agreed that the Business Committee should aim to develop a model to reach the \$1M target over a three year period and clarify how AFCU funds would be applied, and present its refined model at its next meeting.

- b) **1 November 2019– minute 5 – Cybersecurity**
31 January 2019– minute 13 – Penetration testing by the UIS

Members of the Committee were reminded of the recommendation made at the last Bursars' Committee to use the penetration testing service offered by UIS, noting the high impact risks associated with cybersecurity.

- c) **31 January 2019– minute 2e – Connect Library System**

From 2019-20, the Connect Library (Management) System costs would be incorporated into the intercollegiate levies (as "substitutionary" costs rather than additional spend - i.e. it will replace individual invoices to Colleges from the University Library). The Committee noted that a number of possible metrics to assist in allocating costs across Colleges had been provided and the Head of the Office of Intercollegiate Services would work on a potential model for the allocation of costs to Colleges for consideration by the Levies Panel at its meeting on 14 March 2019.

- d) **1 November 2018 - minute 7 – Hosting external summer schools**

Bursars were reminded that they may wish to reassure their governing bodies and Heads of House of the robustness of College processes in the due diligence of their external event operations, particularly for education-related events. The recent case highlighted in the minutes of the Michaelmas Term Colleges' Committee meeting also highlighted the risk that a repeat customer of the College may have changed its business model, and that due diligence was important for repeat business as well as new clients.

It was further reported that, in that recent case, the matters of concern raised at Colleges' Committee had been resolved through direct discussions with the relevant Colleges with the named client, and that the discussions had resulted in all Colleges being able to accept the summer school business. The Head of the Office of Intercollegiate Services confirmed that the concerns of Colleges about the escalation of the matter had been communicated by the Chair of Colleges' Committee to the relevant officers of the University.

- e) **31 January 2019 - minute 2b – Brexit planning**

Ongoing preparations were noted and further attention was drawn to the advice from the General Purchasing Sub-Committee in its report (Paper B(19)12). Bursars were further reminded that the University's planning documents for a no-deal Brexit had been circulated on 9 February 2019, and that the information had been provided in strict commercial confidence.

- f) **31 January 2019 - minute 2c – Undergraduate Admissions Assessments**
- g) **31 January 2019 - minute 2d – Admissions Process Improvements**

See minute 3539 above.

h) 31 January 2019 - minute 3 – CamCORS

The ongoing arrangements for the development of a replacement to the CamCORS system were noted (see also minute 3539 above). Legal advice, commissioned by the Legal Affairs & Employment Sub-Committee had also been received, which confirmed the complexity of the process in the absence of formal contractual documentation.

i) 31 January 2019 - minute 4 – UCU Anti-Casualisation Claim

The Business Committee's concerns regarding the potential for the intercollegiate supervision rate to be misinterpreted by UCU were highlighted, given the prevalent practice for it to be used as a benchmark for a number of other College teaching activities. **It agreed that the freedom of Colleges to use this figure for purposes other than internal transfer of staff time costs for its employees and Fellows would need to be made very clear, and that the public articulation of the rates should include such a statement routinely.**

j) 31 January 2019 - minute 5 – Future of the Colleges' Annual Rent Survey

The Committee received a report by the Head of the Office of Intercollegiate Services:

Paper B (19)7 Future of the annual Bursars' rent survey [BBC(19)9]

It noted the Business Committee's view that it was one of the critical annual surveys, that it wished to retain it, and that it would be conducted in future by the Office of Intercollegiate Services.

Attention was also drawn to the discussion on the concerns in other fora about the variance of rent and catering charges and the transparency of information for applicants. **The Committee agreed with the proposal of the Business Committee to use an external evaluator to provide valuations for a range of College rooms in the context of the Cambridge market had merit (to be scheduled for Long Vacation 2019).**

k) 31 January 2019 - minute 5 – Review of the investment performance of Colleges' DC staff pension schemes

It noted the Business Committee's support for a review of the common DC schemes (Now, Nest and Aviva) used by Colleges, and that the funding for the review should be raised by Colleges opting-in to the costs, rather than through an intercollegiate levy.

l) 31 January 2019 – minute 7 – Introduction by the University of a "Cambridge University Living Wage"

The Committee received a paper prepared by the Head of the Office of Intercollegiate Services:

Paper B(19)8 Introduction by the University of a "Cambridge University Living Wage" [B(19)19]

It noted that the Business Committee commended the principles of a living wage model to Bursars, but in doing so noted the challenges that such a mechanism creates, including:

- recognising the casual nature of some employment practices, and preferences of some types of workers for the flexibility of such arrangements;
- the exclusion in any living wage calculation or accreditation of other benefits provided through employment (e.g. employment rights, and notably for the Colleges, dining privileges and car parking);
- the increased likelihood of salary inflation and potential constraints on offering a broad and fair range of remuneration scales.

It further noted that the University's decision was discrete from any national accreditation scheme and was likely to place pressure on Colleges to follow suit. It was reported that the impact on Colleges had been noted at the University's Finance Committee.

3542. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Mr Tim Harvey-Samuel (CC)	B(19)9	8 November 2018
Fees	Dr Richard Anthony (JE)	B(19)10	23 November 2018 25 January 2019
Fire Protection and H&S at Work	Mrs Wendy Evans (N)	B(19)11	15 October 2019
General Purchasing	Mr Andrew Powell (F)	B(19)12 B(19)13 – GPSC documents B(19)14 – Energy report	21 June 2018 29 November 2018 31 January 2019
Legal Affairs & Employment	Mr John Dix (DAR)	B(19)15	16 November 2018 18 January 2019
Pensions	Mr Simon Summers (CTH)		
Taxation	Mr Robert Gardiner (MUR)		14 December 2018
Tourism	Mr Philip Isaac (K)	B(19)16	17 May 2017

Attention was drawn to the following items:

Environment and Planning

a) Planning and consultations

The Committee was reminded of the current local planning consultations (city traffic demand management; housing strategy; east-west rail link), and that the Environment and Planning Sub-Committee only submitted responses on behalf of the Colleges where there was a clear consensus issue to be highlighted.

b) Emissions management and a proposed University-Colleges concordat

Attention was drawn to the University being requested to assist in the development of a simple methodology for Colleges to measure emissions, and that this might lead to a concordat to support the University's environmental sustainability agenda.

Fees

c) Fee status assessment support

The Committee agreed to support the recommendations of the Fees Sub-Committee relating to the revision and clarification of the current arrangements with the University.

d) University Composition Fees 2020-21

It was noted that the University had yet to publish its University Composition Fees for 2020-21.

General Purchasing

e) Brexit planning

Notes of advice on catering procurement, continuity of energy supplies and the tax-efficient supply of rooms between Colleges had been circulated to Colleges.

f) Water use audit

Bursars were advised to ensure their billing was accurate and up-to-date prior to any external audit being planned.

g) Maintenance supplies agreement

Bursars were advised to confirm whether they wished their Colleges to be included in the framework agreement.

h) Insurance agreement

Bursars were advised to confirm whether they wished their Colleges to be included in the insurance broker agreement.

Taxation

i) Recent HMRC correspondence relating to College accommodation

The recent correspondence from the HMRC to Colleges regarding the tax benefit status of members' accommodation would be taken up as a matter of urgency by the Sub-Committee, and advice would be issued in due course.

3543. Student Support Initiative

The Committee received for information:

Paper B(19)17	SWAP minutes, 7 November 2018
Paper B(19)18	SWAP minutes, 17 December 2018
Paper B(19)19	SWAP minutes, 9 January 2019
Paper B(19)20	SWAP Financial Strategy Working Group minutes, 14 December 2019
Paper B(19)21	AGAP minutes, 15 January 2019

It noted that there are a number of other sub-groups and meetings (referred to below in Mr Anthony's report): members may request copies of any minutes through the Office of Intercollegiate Services.

Mr Anthony and Dr Wormald (both members of SWAP and AGAP) reported:

- a) confirmation of the donation from the David and Claudia Harding Foundation, which included £79M for postgraduate studentships, a £20M challenge fund (details of which still needed to be confirmed) and a £1M donation likely to be channelled towards supporting the proposed transition programme;

- b) the formation of AGAP (Advisory Group on Access and Participation), which was a small group of Heads of House that convened monthly to consider relevant topics and to advise the Vice-Chancellor and the Chair of Colleges' Committee: its initial focus would be on challenging targets for the University's Access and Participation Plan, and that it would soon look at the student demographics balance of the University and the structure of the proposed transition programme;
- c) the Bursaries Task Force had reported that the pilot top-up bursary scheme (PTUBS) was operating well and had cost less than originally been anticipated;
- d) the Bursaries Task Force was also looking at criteria to assess financial need, beyond using the sole criterion of "household income" as defined by the Student Loans Company;
- e) the research on the impact of financial support jointly funded by the University and most of the Colleges had nearly concluded the production of a report on the effectiveness of the Cambridge Bursary Scheme requested by the Office for Students (expected to be finalised by 28 February 2019) and would move on to looking at other financial support schemes and their impact: the view of the Steering Group was that the research was considered very good value for money and supported the view that the Cambridge Bursary Scheme was effective in ensuring participation of students;
- f) the SSI Financial Strategy Group had circulated guidance to Colleges and the University standardised costings for supporting doctoral students and international undergraduate students, and was subsequently working on similar guidance for masters students and home/EU undergraduate students;
- g) SWAP had concluded that there would now be no major future launch of the Student Support Initiative, although a number of high-profile events would be planned in the next few months under a banner heading of "All the Best".

In the discussion, it was noted that the use by private schools of external agencies to assess financial need might merit exploration by the Bursaries Task Force, but that such systems were likely to be too complex or administratively burdensome for the Cambridge Bursary Scheme.

3544. 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	27 October 2018
Colleges' IT Committee	24 October 2018
Colleges' Standing Committee	20 November 2018 22 January 2019
Cambridge Venue Company Limited Board	27 September 2018
Intercollegiate Committee on Development	1 November 2018
Joint Committee on Development	21 November 2018

3545. Reports from Committee Representatives on University Committees

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

	<i>Minutes received since last BC</i>
University Sports Committee	8 June 2018

OTHER MATTERS FOR DECISION

3546. Membership of Sub-Committees and Other Bodies

The Committee received the following papers:

- B(19)23 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 7 February 2019 (with vacancies shown in bold type)
- B(19)24 List by Bursar of current memberships as at 7 February 2019

The Committee approved:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
General Purchasing Sub-Committee	Helen Murley (St John's)	Mark Wells (St John's)
University's Student Information System Committee	Rob Beardwell (Downing)	Lesley Thompson (Lucy Cavendish)

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
Joint Network Management Committee	Helen Foord (Magdalene)
University's Equality and Diversity Committee	Sue Ainger-Brown (Corpus Christi)
Theatre Syndicate (co-opted member of the Finance Committee of the Council)	David Secher (Gonville & Caius)

FINAL DISCUSSIONS

3547. Process for nomination and election of a new Secretary of the Bursars' Committee

The Committee noted that the current Secretary would succeed the role of Chair in October 2019 when the tenure of the current occupant expires. The process for the election of a new Secretary had been approved at the Bursars' Committee on 8 October 2015 (minute 10), with a requirement that the officer appointments to the Bursars' Committee be for a Nominations Committee comprising the current Chair and Secretary plus three other Bursars who have no interest in the position to be convened to make a recommendation to the Committee. The Committee noted that Dr Lintott (Downing), Ms Lowther (Girton) and Mr Harvey-Samuel (Corpus Christi) had all kindly agreed to serve.

Any expressions of interest for the role should be made to Dr Carne, Secretary of the Bursars' Committee.

3548. Farewells

The Committee noted that this was the last meeting in their current Bursarial capacities for the following members:

- Mr Donald Hearn (N), *in absentia*
- Mr Christopher Wolfson (W), who would be welcomed at the next meeting in his new role as Bursar of Newnham College.

3549. Future meetings

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

23 May 2019	Churchill College
27 June 2019	Clare College

Dates and venues for 2019-20 are provided:

24 October 2019	Clare Hall (TBC)
13 February 2020	Corpus Christi College
21 May 2020	Darwin College (TBC)
9 July 2020	Downing College (TBC)

3550. Record of thanks

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

3551. Reserved business

There was one item of reserved business.

2019-02-14 BC minutes (unreserved)

Dr M Russell
15 February 2019

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 23 May 2019 at Churchill College

The meeting was chaired by Paul Warren (CL): the Secretary was Keith Carne (K) and the Minute Secretary was Matthew Russell (Head of the Office of Intercollegiate Services).

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

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

Magdalene	Helen Foord
Murray Edwards	Rob Hopwood
Newnham	Christopher Lawrence
Pembroke	Andrew Cates
Peterhouse	Ian Wright
Queens'	Andrew Bainbridge
Robinson	Ross Reason Nick Milne
St. Catharine's	Helen Hayward Nicky Roberts (in attendance) Simon Summers
St. Edmund's	Edna Murphy
St John's	Chris Ewbank Helen Murley
Selwyn	Nick Downer
Sidney Sussex	Sarah Bonnett
Trinity	Jeremy Fairbrother
Trinity Hall	
Wolfson	Graham Allen Alan Fuller
Senior Tutors' Ctte	Mark Wormald

Margaret Beaufort	
Ridley Hall	
Wesley House	Alastair Oatey

Westcott House	
Westminster	Magalie Cooper

University	David Cardwell (Pro-Vice-Chancellor (Strategy and Planning)) David Hughes (Director of Finance)
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Andrew Cates (PEM) and Mark Wormald (STC; PEM) both declared conflicts of interest for minute 3561, noting they both received payments based on the agreed intercollegiate supervision rate.

3552. Minutes of the meeting held on 14 February 2019

The minutes of the meeting on 14 February 2019 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3553. Annual levy proposals for 2019-20 (14 February 2019, minute 3539)

The Committee received the report of the Levies Panel with recommendations for 2019-20:

Paper B(19)46	Levies on a page
Paper B(19)25	Report from the Levies Panel: intercollegiate levies 2019-20
Paper B(19)26	Supplement College datasheets for the report 2019-20

Robert Gardiner (CAI), as Chair of the Levies Panel, spoke to his one-page summary of the outcomes. In its subsequent discussion, the Committee noted:

- whether Bursars had been authorised by their Colleges to make a decision at this meeting (three Bursars – Q, SID, T – were uncertain about their formal delegated authority);
- with thanks, the robust due diligence exercised by the Levies Panel, which demonstrated the success of the initiative to moving to the model of reviewing annual expenditure requests at one point in the year;
- the strenuous efforts of the Levies Panel to identify and cut back intercollegiate expenditure wherever possible, and its actions to enhance the scrutiny of proposals, both at its meetings and prior to the submission of any request;
- the extensive discussions at the Levies Panel about intercollegiate expenditure that could have been cut and its consideration and judgement about the significant reputational or operational implications of those decisions;
- that it would be helpful in future for the report to include a 3-5 year projection of levies costs, particularly to highlight where future spends may decrease on the basis of short-term funding commitments (*cf* admissions assessments; temporary resources in CAO; CamCORS);
- the focus on admissions-related expenditure, where it was recognised that significant and increased expenditure was acute, noting particularly that:
 - in other sub-committees, discussions were taking place about calculating the full costs of admissions-related activities;
 - the admissions assessments project was still a pilot (with one further year of confirmed activity) and the Levies Panel, on behalf of the Bursars' Committee, had asked for realistic fully-costed alternatives to be presented;
 - the proposed recommendations relating to admissions assessments had already been discussed at the Senior Tutors' Committee and the Undergraduate Admissions Committee: Senior Tutors were cognisant of the need to address the costs of the assessments and the Senior Tutors' Committee would determine the mechanics and scale of any charging mechanism, subject to Colleges' Committee accepting the need for such measures.
- concerns that the University may not be honouring its obligations under previous agreements about the Societies Syndicate and the Sports Centre, but that this may be reviewed as part of the General Board Review and the launch of the Student Support Initiative. It was confirmed by the relevant representative Bursars that there was good financial oversight of both areas of activity.

The Committee agreed to support the recommendations of the Levies Panel, including:

- a) the recommendation to spend above the agreed levies envelope, to a total sum of £4,696,000 (subject to the concurrent agreement of b) below);**
- b) the conditions relating to the admissions assessment project and its funding as outlined in paragraph 2 of the report;**
- c) the cost allocation methodologies proposed for the CASC and Connect;**
- d) the future separation of capital spend projects from the annual exercise of reviewing continuing intercollegiate expenditure.**

It was noted that there was a discrepancy between the figures in Appendix C and the College allocation of costs for CASC: **Matthew Russell (OIS) agreed to review the figures as soon as possible to address the error and would do so before the paper was provided to Colleges' Committee.**

It further encouraged the Business Committee and the Levies Panel to consider the establishment of a separate fund for capital investment and other one-off projects, noting that for IT systems in particular depreciation relating to the lifetime of the product should be built in.

MATTERS ARISING NOT ELSEWHERE ON THE AGENDA

3554. University of Cambridge Living Wage (14 February 2019, minute 3541,I)

At its meeting on 14 February 2019, the Committee had discussed the University's plans to introduce a University of Cambridge Living Wage (UCLW): at that time, it had noted some challenges, including:

- recognising the casual nature of some employment practices, and preferences of some types of workers for the flexibility of such arrangements;
- the exclusion in any living wage calculation or accreditation of other benefits provided through employment (e.g. employment rights, and notably for the Colleges, dining privileges and car parking);
- the increased likelihood of salary inflation and potential constraints on offering a broad and fair range of remuneration scales.

The Committee now received copies of two emails from the University's HR Rewards Team and a note prepared by the Secretary:

Paper B(19)27	Email from Dr Russell, dated 15 May 2019, plus the attached UCLW analysis
Paper B(19)45	Email from Daniel Bond, dated 20 May 2019, providing a further update
Paper B(19)28	Note from the Secretary

In its discussion, the Committee noted:

- the likely implementation of the UCLW by the University from 1 July 2019;¹
- that the Council had requested liaison with the Colleges to investigate the impact of the proposals at its meeting on 18 February 2019, but that no contact with the officers or with OIS had been made until early April;
- Paper B(19)45 appeared to request further information from the Colleges to assess the impact fully, but Bursars concluded that there appeared to be little or no value in providing that further information given that the University had announced its implementation date;
- the correspondence from the University to date did not appear to understand the nature of the Colleges, their employment base, or that the concerns of the Colleges were not related to competitive employment;
- members who were represented on University bodies (including the Council and its Finance Committee) confirmed that the concerns previously articulated by Bursars had been raised at meetings;
- the Office of External Affairs and Communications had not appeared to be aware of the imminent internal announcements, which had prompted the drafting of the Secretary's note (in order to provide Bursars with a summary of the potential implications of decisions about minimum wage levels in Colleges);
- more widely, significant concerns were raised about the number of initiatives announced by the University without apparent discussion or consultation with the Colleges in advance: other examples included the launch of the Student Support Initiative and the specific focus on the transition year, and the review of the impact of historical slavery;
- a proposal from Bursars that Colleges may wish to commit collectively to may be a maximum salary ratio of not more than (for example) ten times that of the lowest salary as an alternative and more ethical policy of staff remuneration: it was agreed that this proposal would be considered at the Business Committee before any further consideration;
- it was important for the Colleges to present a common and positive response to the UCLW, trying to work constructively with the University.

¹ *Post-meeting note:* subsequent communications from the University have indicated an implementation date of 1 August 2019

David Cardwell (PVC) acknowledged the concerns of the Committee and noted he would convey the strength of feeling to colleagues at the University. He noted that the management of the implementation raised questions about communications in general.

The Committee agreed:

- a) there was no merit in providing further information to the HR Rewards Team in response to the email dated 20 May 2019;
- b) the University should be requested to ensure that any public announcements about its implementation of the UCLW should make it clear that its introduction does not apply to its partner institution including the Colleges in the University;
- c) that the Business Committee should consider further bringing forward an intercollegiate proposal relating to maximum:minimum salary ratios.

STANDING BUSINESS

3555. Bursars' Business Committee

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

Paper B(19)29	Minutes of the meeting on 25 March 2019
Paper B(19)30	Minutes of the meeting on 13 May 2019

Attention was drawn to:

- a) **13 May 2019 – minute 4 – Cambridge in America
(also see: 25 March 2019– minute 2a – Cambridge in America)**

Following the request from the Bursars' Committee at its last meeting for a further revision of its previous model, the Business Committee had now proposed a further revision (version 5) of a funding model:

Paper B(19)31	CAM funding – version 5 model
Paper B(19)32	Comments on v5 from the College Development Directors meeting (15 May 2019)

The Business Committee also drew attention to the possibility of further cost-saving exercises by Cambridge in America in relation to its hosting and management of events and appeals. In that context, the Committee is invited to note that:

- the current approach of CAM in charging Colleges for some (but not necessarily) all events that were predominantly specifically for a single College may be reviewed, with additional costs being borne by individual Colleges (*cf* COST data in Paper BBC(19)43);
- some initial research on the cost and return for appeals (Papers BBC(19)44 and 45) had indicated that some appeals may not be cost-effective, and CAM was likely to consider running only those appeals which were judged to be viable or otherwise charging Colleges for those specific additional services (which would attract reverse-charging VAT as appropriate).

In that context, data provided to the Business Committee included:

Paper B(19)33	Costs of Events (BBC(19)44)
Paper B(19)34	Annual Appeals Events – Costs to Colleges (BBC(19)45)

The Chair outlined how the proposal had evolved since the last meeting of the Bursars' Committee, noting in particular that the contactable alumni charge had effectively been replaced by "donation bands". He noted that the projected income for 2018-19 was lower than that proposed at the last meeting, but that modelling the new charging structure over the last four years had confirmed that appropriate sums would be raised.

The Chair also outlined briefly the structural changes that had been proposed by the University, clarifying that CAM's cost would in future include gift administration, credit card transaction charges, and appeals administration and the associated salary costs for the six members of staff. In response to specific questions, he noted:

- consideration had been given to whether the cap should apply to the cash received annually, or to the totality of a gift if it was spread over a number of years. He, and other members of the Committee, noted that the proposed cap structure (which would be applied annually) represented a trade-off but that, for larger gifts, there was often the opportunity to negotiate in more detail how such charges could be met;
- the suitability of the 4.5% administrative charge, particularly for the US market, reminding the Committee of its discussion at the last meeting about the psychological significance of the cap being below \$90,000. He further reported that the members of the CAM Board (as a representative group of significant donors) were supportive of the principles of the proposal;
- the exceptional nature of those Colleges with their own 501(c)(3) vehicle (EM; CAI, M), noting that the proposed donation level was advisory and that an alternative could be for those Colleges to retain a model of a contactable alumni charge. He stressed, however, that the contribution to CAM was both for gift administration and support for alumni relations and that their exceptional nature highlighted that the actual contributions may not correspond only to one of those activities.

The Committee noted the evolution of the model and, taking into account the views of the College Development Directors Committee, **agreed to recommend it to the Colleges' Committee, subject to any adjustments agreed outside of the meeting with the three Colleges with their own 501(c)(3) vehicles.**

**b) 13 May 2019 – minute 2a – Future of the Colleges' Annual Rent Review Survey
(also see: 25 March 2019– minute 2c – Future of the Colleges' Annual Rent Review Survey)**

The Committee noted that Christopher Lawrence (N) had agreed to continue to manage the annual rent survey through his new College, and that Matthew Russell (OIS) and Christopher Lawrence had been working on a proposal relating to the transparent communication of rent figures across the Colleges (through the form of a standardised table for College websites): it had been agreed previously that a working group of the Bursaries Task Force would review this in the first instance.

It further noted that the Business Committee was of the view that that the formulation of the proposal should not be done in haste, particularly at a time where a number of other important items were being taken forward. Consequently, the Business Committee had agreed to receive the early draft of the proposal by circulation to comment in advance of any wider consultation.

**c) 25 March 2019– minute 10 – Fellows’ Accommodation and tax implications
(also see: 13 May 2019– minute 2d – Fellows’ Accommodation and tax implications)**

The Committee noted that Robert Gardiner (CAI) had updated the Business Committee on the current tax implications surrounding Fellows’ accommodation and agreed that, after extensive discussion and in the context of previous engagements with HMRC on this issue in 2011 and 2015, Mr Gardiner should engage with Oxford colleagues in the procurement of a Counsel Opinion. It was reported that this work was ongoing.

d) 13 May 2019– minute 9– Future management of carbon emission work and energy consumption

This item was discussed under minute 3556, under the Report of the Environment & Planning Sub-Committee (Paper B(19)35).

a) 13 May 2019– minute 6 – Accessibility Audit

The Committee noted that the Business Committee had received a report that, on 15 April 2019, the Director of Health, Safety and Regulated Facilities had written to University School and Departmental Heads about the University partnering with AccessAble (<https://www.accessable.co.uk/>), to produce an accessibility audit for University buildings for incorporation into an app for use by students and staff. It had noted that the possibility of using AccessAble to undertake a similar exercise for the Colleges had been raised in a number of other fora and, quite recently, at the Senior Tutors’ Standing Committee on Welfare and Finance, where the Standing Committee had concluded that a recent proposal for the engagement of AccessAble in a comparable exercise (using a “Colleges template”) would not represent effective value for money. The Standing Committee had concluded that the development of a document to be provided for Colleges for them to use, along with a “train the trainer” approach to implementation, might merit further exploration in order to provide consistency of information across the Colleges. It was reported that this work would be kept under review by the Business Committee.

b) 13 May 2019– minute 7 – Implications of current arrangements regarding the personal data of students in respect to engagement with College Nurses

The Business Committee had noted that a summary of advice for Colleges, prepared by the Secretary and the Colleges’ Data Protection Officer, on the use of an external records system for the recording of notes for College Nurses, had recently been circulated to all Bursars through the Legal Affairs and Employment Sub-Committee. Matthew Russell (OIS) invited members of the Committee to let him know outside of the meeting if there were any comments or concerns raised within Colleges relating to the document.

**c) 13 May 2019– minute 9 – Cambridge Outreach Steering Group
(also see: 25 March 2019 – minute 8)**

The Business Committee had noted that the COSG had not submitted any minutes to date, and that Keith Carne (K) had reported that there had been a number of concerns instead raised at a meeting of the Senior Tutors’ Committee on 10 May 2019 about the near-final draft of the University’s Access and Participation Plan, in that some Colleges felt that the proposed targets were not attainable. The Business Committee wished to highlight that the Bursars’ Committee may need to discuss in due course how to allocate any potential financial consequences if any such measures are imposed on the University by the Office for Students (either tuition fee level capping or financial penalties).

3556. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Tim Harvey-Samuel (CC)	B(19)35 - Carbon Emission Report	7 March 2019
Fees	Richard Anthony (JE)	B(19)36 (see also agenda item 12 below (BTh fee)	12 March 2019 3 May 2019
Fire Protection and H&S at Work	<i>To be confirmed</i> ²		15 October 2018
General Purchasing	Andrew Powell (F)	B(19)37 B(19)38 - VfM Report	9 May 2019
Legal Affairs & Employment	John Dix (DAR)	B(19)39	1 March 2019 26 April 2019
Pensions	Simon Summers (CTH)		
Taxation	Robert Gardiner (CAI)		1 March 2019
Tourism	Philip Isaac (K)		17 May 2017

Attention was drawn to the following items:

Environment and Planning

- a) Energy consumption monitoring: Tim Harvey-Samuel (CC) noted the proposal for the University to provide a service to monitor energy consumption of the Colleges, in order for it to tie in such monitoring with its own plans. The Committee noted that the costs of providing such a service would be set from current reserves for 2019-20 and **agreed to authorise the commissioning of the service as described.**
- b) Seminar for raising awareness on emissions measurement and reduction: **the Committee agreed to the proposal for a seminar led by the University to assist Colleges in understanding the issues.**
- c) A new Environment Sub-Committee: **the Committee authorised the Business Committee to outline the terms of reference for a new Environment Sub-Committee**, as a result of the growing activity in this area.

General Purchasing

- d) Value for Money report: the Committee thanked Andrew Powell (F) for his detailed and clear report to be submitted on its behalf to the University's Audit Committee. Andrew Powell (F) drew attention to:
 - the adoption of HEPA metrics, which he believed was a helpful structure for the Colleges;
 - the disaggregation of savings into new categories;
 - specific updates relating to a range of initiatives;
 - a number of late and minor amendments of factual correction.

Subject to the minor corrections, **the Committee agreed to the submission of the report.**

Pensions

- e) Review of DC schemes: Simon Summers (CTH) reported that the commissioned analyses of College DC schemes had now been sent to the participating Colleges and he was currently assessing the appetite for a meeting to discuss further the findings.

² *Post-meeting note:* Wendy Evans (N) has stepped down as Chair and a new Chair is yet to be confirmed.

- f) USS consultation: Simon Summers (CTH) noted that the University's response to the current consultation had been circulated to Bursars by email earlier this month.
- g) CCFPS: Simon Summers (CTH) noted that the CCFPS employers group would require a new Chair.

Taxation

- h) Accommodation: Robert Gardiner (CAI) reported that he had now received a copy of the Counsel's Opinion obtained by St John's College, Oxford (noting it was not a joint Opinion as originally planned). Given its specificity to St John's, it was necessarily less helpful but three positive points had emerged:
- the "representative occupation" (transitional arrangement from 1977) exemption was still a viable exemption that would likely apply to Heads of House;
 - the "customary provision for better performance of the role" exemption would be very case-specific but the Opinion was supportive of the view that the Oxbridge Colleges would form a separate sector to the rest of higher education (in contrast to the recent correspondence to some Colleges from the HMRC);
 - there was no need to respond to the correspondence from the HMRC as it did not appear to have any formal standing.

He further noted there was may be merit in commissioning some further guidance for College to cover:

- how and when to respond to any correspondence from HMRC on the matter;
- how to use any general guidance and apply it to local College circumstances;
- reminders to Colleges on how to assess properly any taxable benefit. (In that context, there was a brief discussion about the arrangements agreed by Stephen Fleet in 1978 on behalf of the Colleges regarding the assessment of the taxable benefit of a Head of House residence.)

The Committee authorised Robert Gardiner (CAI) to commission the further guidance.

3557. Student Support Initiative

Richard Anthony (JE) reported on the workshop held on 22 May 2019 relating to the introduction of the Harding Collegiate Cambridge Challenge Scheme (HCCCS) and the related possible reform of the Cambridge Bursary Scheme. He noted:

- a) the convenor of the workshop (Mark Wormald) was very keen to get feedback on the event and, to assist Colleges in providing that, the presentation slides and summaries of feedback gathered on the day, would be circulated early next week;
- b) the presentation slides included a focussed timeline for future activity, which would involve Bursars through both the Bursaries Task Force and the Fees Sub-Committee;
- c) the PTUBS would be extended for a further year and Colleges not currently in the scheme would receive shortly an invitation to join;
- d) the commissioned research on bursaries and their impact had been well-received to date and he would shortly be writing to Bursars to request donations to fund a further year of research.

Richard Anthony (JE) further reported that the Heads of House Advisory Group on Access and Participation (AGAP) had recently been very focussed on the Access and Participation Plan but would revert its attention more widely going forward. It had been considered a very effective way to engage Heads of House in relevant discussions.

3558. 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>
Cambridge Admissions Management Group	No minutes submitted
Colleges' Committee	23 February 2019
Colleges' Standing Committee	12 March 2019 23 April 2019
Colleges' IT Committee	17 April 2019
Senior Tutors' Committee	7 March 2019
Undergraduate Admissions Committee	4 February 2019 11 March 2019

B(19)40 Report of the Colleges' IT Committee

Attention was drawn to the following items:

Colleges' IT Committee

- a) Penetration testing: Keith Carne (K) reminded Bursars of the growing concern about the vulnerability of the IT networks and encouraged all Colleges to engage in penetration testing, either (preferably) through the UIS or an external provider: he noted that Colleges who had engaged in such testing recently had found it a valuable exercise.
- b) Recent correspondence from UIS on IT vulnerabilities: Keith Carne (K) confirmed that the CITC was aware of the concerns expressed about the recent correspondence and had raised future approaches with UIS.

In addition, the Committee discussed reports from the following committees:

i. Cambridge Admissions Management Group

Mike Gross (EM) reported that most recent CAMG business had related to its discussions on intercollegiate expenditure (levies). It had also been reviewing the costs of overseas admissions administration.

ii. Meet Cambridge

The Committee received the following paper from the Chair of the Board of Meet Cambridge:

Paper B(19)41 Meet Cambridge Report and 2019-20 Subscriptions

Deborah Griffin (HO) outlined the change of subscription mechanism being proposed, noting that many alternatives had been considered by the Board. She also stressed that the Board was proposing a transitional arrangement (the "collar") to facilitate any significant change for an individual College, and that the Board had committed to reviewing and refining the model in the light of experience next year. In the discussion, the Committee noted:

- the proposals had emerged following a number of strategy days, where the activities of Meet Cambridge had been well-regarded and accompanied with requests for additional services;
- it would be helpful to defer any decision until the next meeting in order to receive further information, including:
 - greater articulation of the salary costs in relation to core and extended activities of Meet Cambridge;
 - a more detailed rationale of the inclusion in the business model of associate venues and particularly those outside of Cambridge;
 - an explanation of the evolution of the mission of Meet Cambridge and its comparison to commercial competitors and their rates;

- consideration of the risk of the model inadvertently encouraging individual (high usage) Colleges to pull out of the consortium and instead employ their own marketing staff;
- the inclusion of placed business in 2017-18 and a commentary on the impact of the systems migration that took place

Members of the Committee associated with Meet Cambridge agreed to defer the decision on the recommendations in the report until its next meeting, but otherwise authorised Meet Cambridge to collect 2019-20 subscriptions without delay (based on the current costings model), with a view to making in-year adjustments as necessary in due course.

3559. 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	14 February 2019
University Card Committee	29 January 2019

OTHER MATTERS FOR DECISION

3560. Appointment of new Secretary of the Bursars' Committee

The Committee approved, on the recommendation of the duly-appointed Nominations Committee, the appointment of Lesley Thompson (LC) as the Secretary of the Bursars' Committee, for a two-year term from 1 October 2019 (to be followed subsequently by a three-year term as Chair of the Bursars' Committee).

3561. Intercollegiate supervision rates 2018-19

The Committee received and approved the proposed intercollegiate supervision rates for 2019-20:

B(19)42 Intercollegiate supervision rates 2019-20

It noted that, as in previous years, the proposed rates had been calculated by applying the annual pay award as at the previous 1st August to the current year's rates. The Secretary reported that there had been recent interest from UCU on how the intercollegiate supervision rates were set and that he was taking the opportunity to raise with the Senior Tutors' Committee how a revised model of rates might be introduced.

3562. BTh Matriculation Fee

The Committee approved the proposed fee for this year of £609 (unchanged from last year as the regulated fee has also not changed), as noted in the Fees Sub-Committee minutes. It noted that the Fees Sub-Committee had agreed to review the appropriateness of the matriculation fee and, as an initial step, would be reviewing the typical services currently offered to Cambridge Theological Federation students as a consequence of membership of a College, with a view that such an exercise might serve to establish an alternative methodology of setting the matriculation fee in future, especially if the prospect of a significant reduction in the regulated fee value came to pass.

3563. Membership of Sub-Committees and Other Bodies

The Committee received the following papers:

B(18)43 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 17 May 2019 (with vacancies shown in bold type)

B(18)44 List by Bursar of current memberships as at 17 May 2019

In addition, it noted:

- Lesley Thompson (LC) had agreed to join the Theatre Syndicate as a co-opted member (of the Finance Committee of the Council), but was likely to need to step down in the near future if she resigns from the Finance Committee.

Attention was drawn to the following current or impending vacancies:

<i>on....</i>	<i>replacing....</i>
Pensions Sub-Committee (Chair)	Simon Summers (St Catharine's)
Joint Network Management Committee	Helen Foord (Magdalene)
University's Equality and Diversity Committee	Sue Ainger-Brown (Corpus Christi)

With reference to the Pensions Sub-Committee, **the Committee agreed to amend the structure and terms of reference of the Pensions Sub-Committee to resemble in format the Investments Forum (with a view to appointing a convening Bursar primarily to engage with the University as appropriate).**

FINAL DISCUSSIONS

3564. Farewell

The Committee noted that Simon Summers (CTH) would be retiring from his role and the Committee: he was warmly thanked for his many contributions.

3565. Future meetings

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

27 June 2019 Clare College

Dates and venues for 2019-20 are provided:

24 October 2019 Clare Hall
13 February 2020 Corpus Christi College
21 May 2020 Darwin College
9 July 2020 Downing College

3566. Record of thanks

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

2019-05-23 BC minutes

Dr M Russell
23 May 2019

Bursars' Committee

Minutes of a meeting held at 2.15 pm on Thursday 23 May 2019 at Churchill College

The meeting was chaired by Paul Warren (CL): the Secretary was Keith Carne (K) and the Minute Secretary was Matthew Russell (Head of the Office of Intercollegiate Services).

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

Christ's	David Ball
Churchill	Tamsin James
Clare	Paul Warren
Clare Hall	Ian Strachan
Corpus Christi	
Darwin	John Dix
Downing	Susan Lintott Rob Beardwell
Emmanuel	
Fitzwilliam	Andrew Powell
Girton	Debbie Lowther
Gonville & Caius	Robert Gardiner
Homerton	Deborah Griffin
Hughes Hall	Victoria Espley
Jesus	Richard Anthony
King's	Keith Carne
Lucy Cavendish	Lesley Thompson Christine Houghton

Magdalene	
Murray Edwards	Rob Hopwood
Newnham	Christopher Lawrence
Pembroke	Andrew Cates
Peterhouse	Ian Wright
Queens'	
Robinson	Ross Reason
St. Catharine's	Nicky Robert
St. Edmund's	Edna Murphy
St John's	Chris Ewbank Helen Murley
Selwyn	Nick Downer
Sidney Sussex	Sarah Bonnett
Trinity	Edward Knapp
Trinity Hall	Paul ffolkes Davis
Wolfson	Jo Cheffins Alan Fuller
Senior Tutors' Ctte	Mark Wormald

Margaret Beaufort	
Ridley Hall	Anna Russell
Wesley House	

Westcott House	
Westminster	Magalie Cooper

University	David Cardwell (Pro-Vice-Chancellor (Strategy and Planning)) David Hughes (Director of Finance) Anthony Odgers (Chief Financial Officer)
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There were no declared conflicts of interest

3567. Minutes of the meeting held on 23 May 2019

The minutes of the meeting on 23 May 2019 were approved as a true record.

PRINCIPAL AND SUBSTANTIVE BUSINESS

3568. Presentation of the proposed Harding Collegiate Cambridge Challenge Scheme (HCCCS) and the associated Harding Intercollegiate Fund (HIF)

Richard Anthony presented to the Committee the Harding Collegiate Cambridge Challenge Scheme (HCCCS) and the associated Harding Intercollegiate Fund (HIF), focussing on four separate strands of activity:

- i) the HCCCS, and how fundraising activities for the Student Support Initiative (SSI) would contribute to activating funds for the Harding Intercollegiate Fund (HIF).

Paper B(19)47 Harding Collegiate Cambridge Challenge Scheme (HCCCS): executive summary and chart

Richard Anthony noted specifically:

- that the Scheme was intended to activate over time a £20M fund for undergraduate financial support;
 - at the outset, that the Scheme would only be eligible for new donors to the Collegiate University;
 - the importance of Bursars ensuring that their respective Heads of House and Development Directors understood the nature of the Scheme and its relationship to the Harding donation for the HIF.
- ii) the HIF, which would be set up to support Colleges in meeting the costs of any new (bursary) schemes to support undergraduate students in financial need. For this meeting, Richard Anthony noted that the Committee was invited to consider and, for its part, approve, a mechanism to allocate monies from HIF to the Colleges:

Paper B(19)48 Principles for the application of the Harding Intercollegiate Fund (HIF)

Richard Anthony noted specifically that, in response to feedback from a workshop held at Downing College on 22 May 2019:

- the measure of relative wealth be an adapted form of assessable amount (as defined by Statute G and used in this form by for the Colleges Fund), taking into account the size (student population) of Colleges: he further noted that a number of different models were considered, as outlined in Paper B(19)48;
 - the allocation mechanism had been designed so that the significant majority of Colleges benefited from the HIF.
- iii) the impact that the proposed HIF mechanism would have on any new (bursary) scheme: an illustrative scheme of £1M and the contributions of the HIF and the Colleges, collectively and individually, was outlined:

Paper B(19)49 The allocation of the Harding Intercollegiate Fund (HIF)

Richard Anthony noted specifically:

- a figure of £1M had been used simply for its scalability and that it was not intended to commit Colleges to any sums of money at this stage;
- future modelling of any new bursary scheme(s) would need to be undertaken to assess the affordability for Colleges, both individually and collectively, but that the information in Paper B(19)49 would in time act as a guide for Colleges to undertake such assessments.

- iv) the impact and affordability of any new student support mechanisms, **yet to be determined**, and which may incorporate a reform of the current Cambridge Bursary Scheme (CBS).

Richard Anthony noted that, building on current research undertaken on behalf of the Colleges by the Faculty of Education, and by the Bursaries Taskforce, early proposals included consideration of:

- reformation of the Cambridge Bursary Scheme (measured by the Student Loan Company's assessment of "household income") taking into account the outcomes of the Pilot Top-Up Bursary Scheme (PTUBS);
- a bursary amount ("Education Premium") specifically for students most at financial need (emerging indicators might be recipients of the Pupil Premium [free school meals] and/or those with Indicators of Multiple Deprivation (IMD), both of which were externally provided.

In response to questions from members of the Committee, it was further clarified that:

- a) there was no direct link between the amount of money raised through donations for the Student Support Initiative (the Scheme) by individual Colleges, with the right to, or extent of access to, funds from the HIF;
- b) the HIF would be "activated" by Colleges confirming that their receipt of donations met the eligibility criteria under the Scheme (both for the intended use of any gift, and the nature of the donor);
- c) no decision had yet been made about whether the HIF would be invested as endowment or spent down over time: the donation had been provided to allow complete flexibility: the management of the HIF (by the University, as the trustee of the fund) would depend in part on the development and cost of the new bursary scheme(s);
- d) the Committee was being invited at this meeting to approve both the principles for the allocation of the HIF, and the parameters proposed to articulate the precise amounts of allocations to Colleges (i.e. the values of the Contribution Cap and Exclusion Cap).

The Committee, for its part, approved both the principles and parameters outlined in Paper B(19)49 for the allocation of monies from the HIF to the Colleges. It noted that it would consider the introduction of new bursary scheme(s) at a future meeting.

STANDING BUSINESS

3569. Bursars' Business Committee

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

Paper B(19)50 Minutes of the meeting on 20 June 2019

Attention was drawn to:

a) 20 June 2019 – minute 2a – Future of the Colleges' Annual Rent Review Survey

The Business Committee had considered a set of information for two purposes – (a) to inform the development of the annual rent review (managed by Christopher Lawrence and due for promulgation shortly) and (b) to address a long-standing request for Colleges to provide consistent information on accommodation costs to students. The Bursars' Committee noted that **no** proposals for the publication of such information were currently being brought forward and otherwise noted the set of information that would be incorporated into the annual survey:

Paper B(19)51 Proposed template for College websites for accommodation charges

b) 20 June 2019 – minute 2b – Introduction by the University of a “Cambridge University Living Wage”

The Bursars’ Committee noted the discussion at the Business Committee, in the context of an email circulated to Bursars from Keith Carne on 31 May 2019, following discussions with senior officers of the University:

Paper B(19)52 Email, dated 31 May 2019, from the Secretary of the Bursars’ Committee

The Chair thanked David Cardwell for his extremely helpful interventions to facilitate the resolution of the Committee’s concerns about the introduction of the Living Wage.

c) 20 June 2019 – minute 2c – Responsible investments (minute is actually entitled “Future management of carbon emission work and energy consumption”)

The Secretary reported on the work of Share Action (<https://shareaction.org/>), which was seeking to establish a Responsible Investment Network for higher education institutions and had provided for information a note of a recent meeting attended by three Colleges:

Paper B(19)53 Responsible Investment Network for Universities

He confirmed that Ellen Quigley, who now worked for the University’s Investment Office, had attended the meeting and outlined that the subscription (levels to be confirmed) would be to provide access to facilitated meetings and the joint commissioning of research. He noted his view that the network might also be useful for identifying or assessing current or prospective investment managers, and to help Colleges with stakeholder management (students and others) in terms of understanding the wider issues relating to responsible investment. It was further noted by other attendees of the meeting that there was a high degree of commonality with other institutions in the higher education sector and the wider charity sector. **Members were invited to provide feedback to the Secretary.**

d) 20 June 2019 – minute 2d – Fellows’ Accommodation and tax implications

Following further correspondence between the HMRC and some (but not all) Colleges, it had now been proposed that a collective approach was made to HMRC. **Members were strongly encouraged to respond quickly and fully to an impending survey about accommodation and tax benefit practices.**

e) 20 June 2019 – minute 3 – Casualisation and Supervisions

Specifically noted were discussions with UCU representatives of College practices relating to casual supervisors, and the associated discussions at the Legal Affairs and Employment Sub-Committee reviewing practices from an employment angle.

f) 20 June 2019 – minute 5 – Strategic Review on Admissions and Outreach

The Bursars’ Committee received for information the proposed membership and terms of reference for a Review Board for a Strategic Review on Admissions and Outreach:

Paper B(19)54 Review Board: membership and terms of reference

The Committee noted the size and composition of the Review Board, noting that it would be helpful to ensure that a College that heavily used the admissions pool be represented. **It otherwise approved the appointment of Keith Carne to the Review Board.**

In response to a question, it was confirmed that concurrently a Joint University and Colleges Working Group on Student Numbers was reviewing the future size and demographics of the Collegiate University and was expected to report in the same timescales.

Mark Wormald reported on his report to the Admissions Forum on the intercollegiate expenditure confirmations for 2019-20 agreed at the last meeting and particularly the conditions relating to the future funding for admissions assessments. He noted that the Admissions Forum had asked whether Bursars had consulted with their respective governing bodies prior to agreeing to the recommendations of the Levies Panel. It was noted the recommendations were ultimately confirmed by the Colleges' Committee at its meeting on 1 June 2019.

g) 20 June 2019 – minute 7 – Committee terms of reference

The Committee noted these were to be discussed under minute 3573.

3570. Reports of Sub-Committees

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

Sub-Committee	Chair	Written report for this BC	Date of last minutes
Environment and Planning	Mr Tim Harvey-Samuel (CC)		7 March 2019
Fees	Dr Richard Anthony (JE)	B(19)55	14 June 2019
Fire Protection and H&S at Work	<i>To be confirmed</i>		15 October 2018
General Purchasing	Mr Andrew Powell (F)		9 May 2019
Legal Affairs & Employment	Mr John Dix (DAR)	B(19)56	7 June 2019
Pensions	Mr Simon Summers (CTH)		
Taxation	Mr Robert Gardiner (CAI)	B(19)57	1 March 2019
Tourism	Mr Philip Isaac (K)		17 May 2017

Attention was drawn to the following items:

Fees

- a) Proposed approach to publishing information on the use of tuition fees: Richard Anthony noted the external pressure from the Office for Students to the publication of the spending of tuition fee income and that the University was intending to pre-empt any mandatory publication by publishing its preferred set of information by September 2019. He pointed out specifically that it had been agreed that public information would not distinguish between University and Colleges income and expenditure. **The Committee agreed to authorise the Fees Sub-Committee to act on its behalf to engage with the development of the public information, intended to be published in September 2019, over the Long Vacation, noting that, where necessary, it would consult more widely with Bursars (notwithstanding the likelihood of limited availability between now and the date of publication).**

The Committee noted that there were some risks, given the very different methodologies of the University and the Colleges in determining the costs of an undergraduate education, and a noted phenomenon that the University's costs appeared to be growing at a faster rate as a result of this.

General Purchasing

- b) Catering Managers Committee: concerns were again expressed about the management structure of catering collaborations, with a view that the Committee may need to consider the future governance and support arrangements for the CMC. **Members were encouraged to discuss the levels of active participation with their respective catering managers.**
- c) Student insurance: the General Purchasing Sub-Committee (GPSC) had recently reviewed the offerings of Endsleigh with other insurance providers, noting that (a) it generally performed more favourably but (b) there was considerable variance in the terms and cost of the final provision. The Committee noted that the GPSC may seek to establish a common deal across the Colleges and, in the first instance, their Secretary would engage with Endsleigh to establish and discuss the current variations.
- d) Energy procurement: the GPSC was seeking a volunteer to support Robert Gardiner in the management of various energy procurement projects.

Pensions

- e) USS requests for meetings: it was noted that the recent requests from USS for meetings appeared to be related to operational matters, and the requests would therefore be passed to the lead College accountant (Simon Billington) for review.

Taxation

- f) HMRC reviews on the treatment of undergraduate supervisors: members were reminded to contact Robert Gardiner in this matter for advice and support
- g) HMRC single points of contact: Robert Gardiner noted that the HMRC believed it had contacted all Colleges about the supply of a single point of contact. If any College had not received correspondence, they may wish to take action.

3571. 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>
Cambridge Admissions Management Group	No minutes submitted
Colleges' Committee	1 June 2019
Colleges' Standing Committee	18 June 2019
Senior Tutors' Committee	10 May 2019

i. Cambridge Admissions Management Group

There were no matters to report.

3572. 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>
Advisory Group on Communicable Diseases	20 May 2019
ISC Operations Committee	28 May 2019
Joint Network Management Committee	16 January 2018 25 April 2019
Postgraduate Admissions Committee	6 June 2019
University Sports Committee	18 October 2018 7 February 2019

B(19)58 Report of the Accommodation Syndicate
 B(19)59 Report of the University Sports Committee

OTHER MATTERS FOR DECISION

3573. New terms of reference

The Committee approved new terms of reference for the following sub-committees and posts (approved for development at the last meeting of the Committee, with the exception of the Investments Convenor, which had been approved but never formally articulated):

B(19)60 Terms of reference – Environment Sub-Committee
 B(19)61 Terms of reference – Planning Sub-Committee
 B(19)62 Terms of reference – Investments Convenor (Paul ffolkes Davis)
 B(19)63 Terms of reference – Pensions Convenor (Richard Anthony)

For context, it received the terms of reference for the Environment and Planning Sub-Committee:

B(19)64 Terms of reference – Environment and Planning Sub-Committee

3574. Abolition of the Environment and Planning Sub-Committee

The Committee approved the abolition of the Environment and Planning Sub-Committee as a consequence of the formation of two new sub-committees (minute 3573).

3575. Membership of Sub-Committees and Other Bodies

The Committee received the following papers:

B(19)65 List showing the membership (subject to approval below) of Sub-Committees and Representative memberships as 21 June 2019 (with vacancies shown in bold type)
 B(19)66 List by Bursar of current memberships as at 21 June 2019

The Committee approved the following recommendations for membership:

<i>on...</i>	<i>appointment of...</i>	<i>replacing...</i>
Fire Prevention and Health & Safety at Work Sub-Committee - Chair	Andrew Bainbridge (Queens')	Wendy Evans (Newnham)
Fire Prevention and Health & Safety at Work Sub-Committee - Members	Maureen Hackett (Girton) Alastair Oatey (Wesley House) Albert Ray (Sidney Sussex) Anna Russell (Ridley Hall)	<i>Additional members</i>
University's Equality and Diversity Committee	Shelley Surtees (Churchill)	Sue Ainger-Brown (Corpus Christi)
Colleges' IT Committee - Chair	David Ball (Christ's)	Keith Carne (King's)
Undergraduate Admissions Committee	Andrew Cates (Pembroke)	Mike Gross (Emmanuel)
Pensions Convenor	Richard Anthony (Jesus)	<i>new</i>

Environment Sub-Committee <i>(a member of the ESG would also be a member of the University's Environmental Sustainability Strategy Committee)</i>	A Senior Bursar (<i>to be identified</i>) – Chair Sue Ainger-Brown (Corpus Christi) Christine Houghton (Lucy Cavendish) Helen Murley (St John's) Albert Ray (Sidney Sussex) Shelley Surtees (Churchill) Stuart Websdale (Jesus) Joanna Chamberlain (University – in attendance)
Planning Sub-Committee	Tim Harvey Samuel (Corpus Christi – Chair) Richard Anthony (Jesus) John Dix (Darwin) Wendy Evans (Newnham) Glen Sharp (Trinity Hall) Ian Wright (Peterhouse)

Attention was drawn to the following current or impending vacancies:

<i>on ...</i>	<i>replacing ...</i>
Cambridge Admissions Management Group	Mike Gross (Emmanuel)
Joint Network Management Committee	Helen Foord (Magdalene)
Theatre Syndicate (co-opted member of the Finance Committee of the Council)	Lesley Thompson (Lucy Cavendish)

The Committee was notified on Lesley Thompson's intention to resign her membership of the University's Finance Committee. On the suggestion of the Business Committee, **the Committee agreed that, given the length of her term was due to expire in December 2020, and that it is an elected position by College representatives that the Bursars' Committee be invited to put forward Richard Anthony (Jesus) as the sole candidate for election *in lieu* of a formal election by its members.**

FINAL DISCUSSIONS

3576. Future meetings

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

24 October 2019	Clare Hall
13 February 2020	Corpus Christi College
21 May 2020	Darwin College
9 July 2020	Downing College

3577. Farewells

The Committee wished both Simon Summers (CTH) and Ross Reason (R) well in their respective retirement, and thanked them warmly for their contributions to the Committee and its work over many years.

3578. Record of thanks

The Committee sincerely thanked Paul Warren for his significant contributions as Chair of the Bursars' Committee. He in turn thanked Keith Carne and Matthew Russell for their strong support during his time in office.

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

2019-05-23 BC minutes

Dr M Russell
28 June 2019